NOTICE OF MEETING

Cabinet

TUESDAY, 17TH MARCH, 2015 at 6.30 pm HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

MEMBERS: Councillor Claire Kober (Chair), Councillor Jason Arthur, Councillor Ali Demirci, Councillor Joe Goldberg, Councillor Stuart McNamara, Councillor Peter Morton, Councillor Alan Strickland, Councillor Bernice Vanier, Councillor Ann Waters.

AGENDA

1. APOLOGIES

To receive any apologies for absence.

2. URGENT BUSINESS

The Chair will consider the admission of any late items of Urgent Business. (Late items of Urgent Business will be considered under the agenda item where they appear. New items of Urgent Business will be dealt with under Item 27 below. New items of exempt business will be dealt with at Item 31 below).

3. 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.

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

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

This agenda contains exempt items as set out at **Item** *[28]* **: Exclusion of the Press and Public.** No representations with regard to these have been received.

<u>This is the formal 5 clear day notice under the Regulations to confirm that this Cabinet meeting will be partly held in private for the reasons set out in this Agenda.</u>

5. MINUTES (PAGES 1 - 20)

To confirm and sign the minutes of the meeting held on 10th February 2015 as a correct record.

6. DEPUTATIONS/PETITIONS/QUESTIONS

To consider any requests received in accordance with Standing Orders.

7. THE COUNCIL'S PERFORMANCE ASSESSMENT - QUARTER THREE, 2014/15 (PAGES 21 - 58)

(Report of the Deputy Chief Executive. To be introduced by the Leader)
The report will inform Cabinet of progress against the Council's outcomes and strategic priorities during the third quarter of 2014/15.

8. CARE ACT 2014, IMPLEMENTATION - ELIGIBILITY CRITERIA AND DEFERRED PAYMENTS ARRANGEMENTS (PAGES 59 - 114)

(Report of the Interim Assistant Director for Adult Social Services. To be introduced by the Cabinet Member for Health and Wellbeing) This report presents for consideration and approval proposals for the implementation of Part 1 of the Care Act 2014, hereafter referred to as the *"Act"*, on 1st April 2015. These proposals will pay particular attention to new *eligibility criteria* and *deferred payments arrangements* with the intention of ensuring that the Council is fully compliant with its statutory duties under Part 1 of the Act relating, mainly, to care and support while also addressing the financial aspects of implementation. Cabinet is asked to note a series of changes the Act makes to the statutory responsibilities of the Council and to its delivery of adult social care.

9. AUTHORITY MONITORING REPORT (AMR) 2013/14 (PAGES 115 - 218)

(Report of the Assistant Director for Planning. To be introduced by the Cabinet Member for Planning). The Cabinet will be asked to note and approve the Authority Monitoring Report (AMR) 2013/14 for publication on the Council's website.

10. CONSULTATION ON HARINGEY'S DRAFT HOUSING STRATEGY 2015-2020 (PAGES 219 - 368)

(Report of the Director for Planning, Regeneration and Development. To be introduced by the Cabinet Member for Housing and Regeneration).This report seeks Cabinet approval to begin a six week period of public consultation on the draft Haringey Housing Strategy 2015 - 2020. The consultation period will give the council's residents, partners and stakeholders the opportunity to inform the development of the final Strategy for Cabinet to recommend adoption by Full Council later in 2015.

11. RELOCATION OF ASHLEY ROAD DEPOT TO MARSH LANE AND DISPOSAL OF LAND AT ASHLEY ROAD DEPOT (PAGES 369 - 384)

(Report of the Director of Planning, Regeneration and Development. To be introduced by the Cabinet Member for Housing and Regeneration). Cabinet will be asked to consider proposals to relocate the waste management operation from Ashley Road Depot to Marsh lane. Cabinet will further consider plans to relocate other Council services currently on this site.

12. APPROPRIATION OF HOUSING LAND FOR PLANNING PURPOSES (PAGES 385 - 400)

(Report of the Director of Planning, Regeneration and Development. To be introduced by the Cabinet Member for Housing and Regeneration)The report seeks authority to appropriate eight sites for planning purposes to enable development. The eight sites are:

- Anderton Court, Alexandra Park Road, N22
- Parking area, Barnes, Clarence Road, N22
- Connaught Lodge garages, Connaught Road, N4
- Ednam House garages, Florence Road, N4
- Parking area, Fenton Road, N17
- Parking area, Whitbread Close, N17
- Land between 10 – 12 Muswell Hill Place, N10
- Land adjacent to 82 Muswell Hill Place, N10

13. FINANCIAL CONTRIBUTION TO STRATFORD, TOTTENHAM, ANGEL ROAD [STAR] RAIL SCHEME (PAGES 401 - 406)

(Report of the Director of Planning, Regeneration and Development .To be introduced by the Cabinet Member for Planning and the Cabinet Member for Housing and Regeneration). Cabinet will be asked to approve a financial contribution of £250,000 to the STAR scheme to be funded from the Community Infrastructure and Growth Reserve.

14. APPROACH TO THE DELIVERY OF CORPORATE PLAN PRIORITY ONE: ENABLING EVERY CHILD AND YOUNG PERSON TO HAVE THE BEST START IN LIFE , WITH HIGH QUALITY EDUCATION (PAGES 407 - 410)

(Report of the Deputy Chief Executive . To be introduced by the Cabinet Member for Children and Families)This sequence of papers sets out the approach to achieving the objectives of Priority 1 in the new corporate plan, **Enable every child and young person to have the best start in life, with high quality education**. This follows agreement by Cabinet in December 2014 to the direction of travel on the approach.

15. FUTURE OPERATING MODEL FOR CHILDREN'S SERVICE (PAGES 411 - 432)

(Report of the Deputy Chief Executive. To be introduced by the Cabinet Member for Children and Families). Members will be asked to approve the proposed operating model for Children's Services including the organisational design and principles.

16. BUILDING A BETTER FUTURE FOR CHILDREN AND YOUNG PEOPLE IN HARINGEY: AN EARLY HELP STRATEGY 2015-2018 (PAGES 433 - 476)

(Report of the Deputy Chief Executive. To be introduced by the Cabinet Member for Children and Families). Cabinet will be asked to approve the Early Help Strategy, achieving better outcomes for children, young people and families, by developing family resilience and intervening early when help and support is needed.

17. DELIVERING CHILDREN'S CENTRES IN HARINGEY : 2015-2018 (PAGES 477 - 482)

(Report of the Deputy Chief Executive . To be introduced by the Cabinet Member for Children and Families). Cabinet will be asked to note the engagement which is underway with a range of stakeholders to develop the model for Children's Centres prior to statutory consultation getting underway in June 2015.

18. HARINGEY'S CHILDCARE POLICY 2015-2018: IMPROVING THE SUSTAINABILITY OF COUNCIL MAINTAINED CHILDCARE (PAGES 483 - 486)

(Report of the Deputy Chief Executive. To be introduced by the Cabinet Member for Children and Families. Cabinet will be asked to note the engagement which is underway with a range of stakeholders to develop Haringey's Childcare Policy prior to consultation getting underway in June 2015

19. YOUNG PEOPLE'S STRATEGY 2015-2018 (PAGES 487 - 498)

(Report of the Interim Director of Children's Services. To be introduced by the Cabinet Member for Children and Families). Cabinet is asked to note the draft Young People's Strategy, in line with the Corporate Plan, to give high level strategic direction and focus in enabling young people to achieve their potential and thrive within our communities.

20. OPTIONS APPRAISAL FOR THE FUTURE OF THE COUNCIL'S OUTDOOR EDUCATION CENTRE, PENDARREN HOUSE IN POWYS, WALES (PAGES 499 - 512)

(Report of the Interim Assistant Director for Schools and Learning). To be introduced by the Cabinet Member for Children and Families).This paper informs Cabinet about the initial feasibility study on Pendarren House and sets out a recommended approach to examining options for future trading and hosted activities undertaken at the Council's Outdoor Education Centre

21. PROPOSED SCHOOL EXPANSIONS (PAGES 513 - 716)

(Report of the Interim Assistant Director of Schools and Learning. To be introduced by the Cabinet Member for Children and Families) This report seeks a final decision on whether or not to permanently expand the following two schools: Bounds Green and St Mary's.

22. RIVERSIDE SCHOOL, ART AND MUSIC, AWARD OF CONTRACT FOR PHASE 2 (PAGES 717 - 722)

(Report of the Interim Director of Children's Services. To be introduced by the Cabinet Member for Children and Families) This report will request approval to award a contract for construction of Art and Music curriculum facilities at Riverside Special School.

23. REVIEW OF LIBRARIES AND IMPROVING FACE TO FACE CUSTOMER SERVICES (PAGES 723 - 948)

(Report of the Chief Operating Officer. To be introduced by the Cabinet Member for Resources and Culture)There are two issues being addressed in this report. The first is to share with members a review of Haringey's libraries and library service that was completed in 2014 and make appropriate recommendations to invest significantly into the borough's Libraries. The second issue concerns the relocation of 180 staff currently located at Apex House which is being transferred to new owners in November 2015 and that will require the improvement of Wood Green and Marcus Garvey libraries to facilitate the move.

24. FUTURE OPTIONS FOR THE USE OF LARKSPUR CLOSE (PAGES 949 - 960)

(Report of the Chief Operating Officer. To be introduced by the Cabinet Member for Housing and Regeneration).This report provides an update on progress and recommends a decision on the future use of Larkspur Close.

25. MINUTES OF OTHER BODIES (PAGES 961 - 974)

To note the minutes of the following:

Corporate Parenting Advisory Committee 8th December 2014
Leader Decision - 13th February 2015
Cabinet Member Signing – 17 February 2015
Leader Decision – 19th February 2015
Cabinet Member Decision 3rd March 2015

26. SIGNIFICANT AND DELEGATED ACTIONS (PAGES 975 - 992)

To note delegated and significant actions taken by Directors.

27. NEW ITEMS OF URGENT BUSINESS

To consider any items admitted at Item 2 above.

28. EXCLUSION OF THE PRESS AND PUBLIC

Note from the Head of Democratic Services

Items 29, 30 and 31 allow for the consideration of exempt information in relation to Items 22, 29, and 2 respectively.

RESOLVED:

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

29. RELOCATION OF ASHLEY ROAD DEPOT TO MARSH LANE AND DISPOSAL OF LAND AT ASHLEY ROAD DEPOT (PAGES 993 - 994)

To consider exempt information relating to agenda item 11.

30. RIVERSIDE SCHOOL, ART AND MUSIC, AWARD OF CONTRACT FOR PHASE 2 (PAGES 995 - 996)

To consider exempt information relating to item 22.

31. NEW ITEMS OF EXEMPT URGENT BUSINESS

To consider any items admitted at Item 2 above.

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Agenda Item 5

MINUTES OF THE CABINET
TUESDAY, 10 FEBRUARY 2015

Councillors

Kober (Chair), Arthur, Demirci, Goldberg, McNamara, Morton, Strickland and Waters, Vanier

Apologies None

Also Present: Councillor Morris, Councillor Connor, Councillor Elliott, Councillor Bull[Part of the meeting],Councillor Carter[part of the meeting]

MINUTE NO.	SUBJECT/DECISION	ACTON BY
CAB803	**APOLOGIES** There were no apologies received.	
CAB804	**URGENT BUSINESS** No items of urgent business were put forward.	
CAB805	**DECLARATIONS OF INTEREST** Councillor McNamara, Cabinet Member for Environment, declared a personal interest by virtue of his Membership of the NUT. Councillor Demirci, Cabinet Member for Planning, declared a personal interest by virtue of his Membership of UNISON.	
CAB806	**NOTICE OF INTENTION TO CONDUCT BUSINESS IN PRIVATE, ANY REPRESENTATIONS RECEIVED AND THE RESPONSE TO ANY SUCH REPRESENTATIONS** No representations were received.	
CAB807	**MINUTES** The minutes of the Cabinet meeting held on the 20th January were approved as a correct record of the meeting.	
CAB808	**DEPUTATIONS/PETITIONS/QUESTIONS** The Leader was handed a petition in relation to the proposed closure of the Haven day-care centre. In accordance with committee standing order 31.1 this was recorded as received and a response due at the next ordinary meeting of	

the Cabinet in March.

There had been a total of seven deputations received, six in relation to agenda item 7[Corporate Planning 2015-18] and one in relation to agenda item 11[423 West Green Road, Red House].

Unison – Deputation 1

The Leader invited UNISON spokesperson Chris Taylor to address the Cabinet. Chris Taylor put forward his deputation on behalf of the joint trade unions and set out the reasons for Cabinet not taking forward the proposed budget reductions contained in the Corporate Planning report. He asked the Cabinet to consider the impact of the budget reductions on vulnerable adults, on day care centres, support to families, young people and stressed that the savings would impact most on the vulnerable and marginalised.

The Unions asked how communities could recover from these reductions with decreased numbers of council staff providing local services. The Unions felt that there was an alternative; the council could set a one year budget and give regard to a potential change in government which may provide a change in budget allocations to local authorities. Alternatives put forward, were cutting spend on consultants, making further use of the council's reserves and discontinuing partnership working with private organisations.

Councillor Kober, the Leader of the Council, responded to the issues raised and made clear that no one in the council wanted to be in this position of needing to make £70m budget savings. It was important to keep in mind that the council had already made £117m in cuts over the last 4 years through making efficiencies and protecting Frontline services but options were limited now in how the £70m budget savings could be achieved. It was important to remember that the coalition government had promised to complete the budget reductions in 4 years but this had not happened and local government was continuing to face the brunt of decreased funding.

In response to the option of setting a one year budget as opposed to a three year budget, there were no signs that the government funding situation would change in the next year. All the major parties were signed up to continuing to reduce the budget deficit .Labour had indicated that they would change the funding formulae for the New Homes Bonus and this had been analysed as benefiting Northern metropolitan towns and reducing funding for London boroughs.

It was important to have a clear and open three year budget for consultation and engagement with staff, residents and partners instead of one year budget where the council would be forced to salami slice services year on year.

In response to avoiding the budget reductions, the council could not set an illegal budget as there was provision in the law for the section 151 officer to step in and compile a budget on behalf of the council and this would mean not having any say in the budget choices made which would be to the detriment of

all residents.

Deputation 2 - Opposition to closure of day care centres

The Leader invited the second deputation spokesperson Marianne Swannell, vice president of the National Autistic Society, to address the Cabinet. Marianne Swannell, spoke against the proposed cuts in day care centres providing support for people with severe learning difficulties and spoke about the specialist work of the Roundways Project which provided well trained staff with significant expertise in working with Autism clients. She underlined that the gathered expertise of the staff, made this service a success. Marianne Swannell described her own personal family story of how lack of early and continuing expert support for autism can lead to devastating crisis points and actually cost the state more through required hospital treatment. She opposed the proposition of supported living arrangements for young people with disabilities and felt that, although there were some young people that could be supported to live independently, there were others with complex needs that could not be supported to live independently. Marianne Swannell reiterated the Roundways project should not close and Cabinet were asked to reject these proposals.

The Leader asked Cabinet Members to put forward their questions to the deputation party.

Understanding was sought on what, in particular, the deputation party felt was of value and the difference made by the Roundways centre. In response it was noted that the expertise and support provided by the staff made a difference to the clients. The centre had well trained established staff which was imperative for helping with complex, lifelong disabilities such as Autism. At the Roundways Project clients had personalised plans with a rota in place to help manage more complex clients and because staff were established they had the confidence of clients which was also important aspect of support for this social and communicative disorder.

The Cabinet Member for Health and Wellbeing thanked the deputation party for coming to the meeting and he appreciated the time made by carers to attend meetings of the council. Councillor Morton explained that the budget process was challenging but it was important to be clear on the process. He recognised that people will have different needs and acknowledged that some people with disabilities can live supported in the community and others cannot. In looking at the budget there was a need to deliver as many Adult services in a sustainable way as possible. He had visited the Roundways and 4 day care centres and met with residential providers .He had listened to the views in the consultation and subsequently Cabinet had withdrawn the £5.7m in proposed savings relating to Adult services care packages. The model of adult and social care integration was integral part of how the services went forward and the council would be looking to work with Adult Service users to find out what works well for them in the services being provided and how the transition period can be as comfortable as possible. There were difficult decisions to make on the provision of day care centres but the council was

pursuing the need to provide fair and sustainable services.

Deputation 3 – Opposition to the closure of the Haven

Heather Martin - co-ordinator, relatives support group at the Haynes Day Centre and representatives for carers at the Grange and Haven came forward with the third deputation. Heather Martin put forward the importance of day care centres for dementia suffers and was concerned about the proposed pooling of dementia services and re- provision at the Grange and Haynes centre. Heather Martin felt that there was a lack of understanding about the care provided by the day care centres and the important part they played in keeping dementia suffers as mobile and less isolated as possible. The centres have good client /worker ratios, prevent social isolation, and have experienced dedicated staff .With the increase in dementia sufferers and with more responsibility falling on families, day care centres are a vital source for the community.

Heather Martin further referred to the initial consultation undertaken on pooling demand for dementia services and the re-provision of services which was yet to be fully set out. The deputation urged the Cabinet Member for Health and Wellbeing to take no pooling action and test this initiative with dementia users.

In response to a Cabinet Member question, the deputation party felt that the Adult home care package was a supplement and could not replace the specialist help provided by a day-care centre.

The Cabinet Member for Health and Wellbeing responded to the deputation and explained that the council considered intervention and their statutory responsibilities at the heart of their budget plans. It was important for carers to also receive support and the local authorities would be looking into the areas that might need support, and use of respite provision. After the pre budget consultation there would still be an opportunity to feed into the budget process and the council would be looking at all the options available and looking at what is required for dementia suffers , completing a full equalities impact assessment, where required, and working out how best to work with the expertise required.

Deputation 4 – opposition to the reductions in the Children's disabilities budget

Ibrahim and Zac of the Mpower young participation group came forward as the 4th deputation to talk on behalf of disabled young people using the Markfield centre.

The project they attended had been running for over 10 years and was based at the Markfield Centre and helping young people with both physical and behavioural disabilities .Zac had wanted to address the Cabinet as he was worried about the local services for disabled young people being cut. He felt that the £1.5m proposed saving in Children's Services budget was too much.

Zac highlighted some of the most important things that the funding for the centres is spent on such as short breaks, respite care, after school clubs for young disabled people and short holidays.

Zac spoke about the importance of helping young people earlier with their physical and behavioural disabilities as these stops their problems getting worse.

Ibrahim spoke about the help with independence that the Markfield project provides such as support in getting to places. Also when young people know the staff well they can feel safe and cared for. Ibrahim advised that there is good support from workers at Markfield that help the young people feel safe and enable the young people to make friends and feel independent of carers. Ibrahim had seen a lot of after school clubs and activities cut and did not want the Markfield project to be cut as the project makes young people feel valued, want to do more and achieve things.

The Cabinet Member for Children and Families thanked Zac and Ibrahim for coming to the meeting and was impressed with the effort put into the presentation. Cllr Waters reiterated that the Cabinet does value children with disabilities and do understand the need to provide a sensitive and safe environment for disabled young people / children and also the need to provide respite care for parents and carers. The spend in the Children's Service had not been finalised as yet and the Cabinet Member for Children and Families would visit the Markfield project.

Deputation 5 – Opposition to reduction of 8 Children's Centres

The Children's Centres Alliance was invited to address the Cabinet. They opposed the proposed £1.3million of cut to Children's Centres and appealed to the Cabinet to withdraw these proposals. The content of the cuts included:

- Loss of 22 staff
- Loss of 8 centres with families having to travel longer distances to go to centres
- Loss of vital services [the alliance disputed that the children's centres were not fully made use of]
- Reduced support for families

The Children's Centre Alliance disputed how the council can achieve increased outreach work with fewer buildings and staff. They pointed to the significant work of Children's Centres as set out in the document 'a day in the life of a child'. They described an oversubscription of places and contended that there were nurseries in the most deprived areas of the borough. The Alliance further asked why the children's centres were proposed for reduction because if a Labour government got into power they may reverse this situation with additional funding for centres.

The Leader responded and spoke about the services provided by the Children's Centre. Not all the Children's Centre settings provided child care and some were better used than others. There was a need to provide more services

to children in the community but with less expenditure on buildings and this would be through outreach services and making sure more families make use of services.

The Alliance further disputed how the outreach could be achieved with less centres and reduced staff.

The Cabinet Member for Economic Development, Social Inclusion, and Sustainability spoke to the deputation and reiterated the importance given to Children Centres and sure start which was one of the best innovations for early intervention. Councillor Goldberg spoke about meeting the needs of all children and the Cabinet was clear that there was a need to invest in early help to deter problems , help achieve outcomes and support families. There was a need to recognise that the current structure of the children's centres could be excluding those most in need .The council needed to meet the demands of these families too.

In response to this, the Alliance spoke about the importance of early years and how they were supporting families in the middle or at the edge of requiring social support .They further felt that families making use of the centres and not perceived as coming from poor backgrounds should not be stigmatised as they may also be facing financial difficulties and rely on the support of childcare places.

When discussing how to define children in need and know how much reach the Children's Centres have, the Leader explained that reach numbers would include a parent that had attend a session once. Therefore, It would be important to establish the reach and the depth of children's centres relationship with families going forward.

The Cabinet Member for Children and Families responded in full to the deputation and acknowledged that the Children's Centres do a lot of work for children in the borough and this was recognised. However, the council needed to make savings in the best way possible and ensure that services to vulnerable children were maintained whilst not stigmatising families. The council would be aiming for a universal offer and targeting services at those children that most need it and therefore children's centres were still part of the early help offer. There was a need to: better signpost information about services in the community for families, provide a locality for 0-19 year's support. In taking forward the budget proposals in relation to children's centres and child care subsidy ,officers would be having detailed conversations with Children's Centre clusters to get the best solution possible within the budget envelope allocated and welcomed the Children's Centres Alliance working with the council to find the best possible solutions for children in the borough.

Deputation 6 – opposition to Children's Centre closures – Triangle Parents Forum

Julia Jarvis Knell of the Triangle Parents Forum addressed the Cabinet, echoed the statements of the Children's Centres Alliance and put forward the personal

	views of parents using the Triangle Children's Centre. The parents were concerned about the impact of the savings on the centre where there was hard working dedicated staff looking after their children. The parents were just beginning to hear about the proposed savings and were concerned about the impact on the centre. They highlighted the benefits of children's centre in the community in helping parents be able to work and felt that families would be forced to leave areas if they could not get affordable childcare. The parents wanted to be a part of the negotiation process on working out what the savings will mean and how they will be implemented. Councillor Waters, Cabinet Member for Children and Families responded on the next stages of the budget recommendations. So far ,there had been consultation on the headline budget reductions concerning Children's Services and therefore it was too early to set out how the savings will be fully implemented . The Cabinet Member for Children and Families took into consideration that there were Children's centre representatives with ideas on how to run the centres. There would be further meetings with the Clusters and the Triangle Parents Forum were welcome to participate in this dialogue. These were informal discussions at the moment but there would be proposals on the future of Children's Centres submitted to Cabinet in June when there would follow a formal consultation process. The Cabinet Member for Children and Families recognised that childcare in London was expensive, there were 500 children in Children centres. This was a small proportion in relation to the overall number of children aged 0-4 in the borough. It was important to ensure that the subsidised rate better benefitted vulnerable children. The Leader thanked all the deputation parties for coming to the meeting and putting forward their representations in relation to the budget.	
CAB809	**CORPORATE PLANNING 2015-18** The Cabinet considered a report, introduced by the Leader which provided a summary of the budget consultation feedback, sought agreement to the corporate plan and endorsement to the enclosed medium term financial strategy and its constituent elements going forward to Full Council on the 23rd February for approval. In introducing the report, the Leader thanked the deputation parties for coming forward with their representations and to all the responders' of the budget consultation. The Leader acknowledged and understood the concerns put forward and emphasised that no one in the Council wanted to be in the situation of making £70m savings. Government economic plans required local authorities to make deeper and harder cuts leading to some invidious and tough choices. In response to calls for setting a one year budget the Leader re- affirmed that all the political parties were committed to reducing the budget deficit and this meant continuing reductions for local authorities .The Leader and Cabinet felt	

it was important to fully engage on the challenges facing the borough with residents, staff and partners and this could only be done by setting a three year budget.

The budget process was a continuing process and the consultation undertaken had already seen an impact with the withdrawal of the savings proposal to reduce the care packages budget by £5.7m.

It was important to note that the Council had already saved £117m over the last 4 years, a 60% reduction of real terms of the budget. In response to the assertion on spend on consultants the Council, much of the spending was on needed agency social workers and the council had to invest to deliver further savings.

In terms of the suggested option of increasing Council tax, in Haringey this tax was already high and increasing it would disproportionately affect the lower paid. Also the Council received a financial incentive from the government to freeze the Council tax and therefore increasing it would require both a referendum and mean a loss of the financial incentive.

The Cabinet Member for Resources and Culture continued to reinforce the importance of the consultation exercise undertaken and developing plans with residents for continual engagement .He further spoke about : having difficult decisions to make , the strategy for reserves , and emphasised the importance of remaining positive about the future despite the savings being made . This meant continuing to strive for service improvements, and considering the positive steps being taken on protecting libraries, freezing Council tax, investing in a housing licensing scheme , investing in regeneration, building more homes, keeping roads safe . The Cabinet Member for Resources and Culture concluded by promising that the Cabinet would strive to spend the remaining budget £240m budget wisely and negate impact of the savings.

The Cabinet Member for Health and Wellbeing spoke about the budget challenge facing adult social care services and how equality and fairness was at the centre of provision going forward. There would a strong concentration on providing a smooth transition process where provision was changing for people and ensuring the reduced resources were shared equally and fairly with as much integrated services as possible.

The Council were aiming to work closely with carers and there was £20k of funding set aside for additional advocacy services; ensuring Adult carers have a strong voice in the system. This was also a requirement under the new Care Act.

The Cabinet Member for Health and Wellbeing made clear that re- ablement will not mean all elderly or disabled people living independently as there was a small proportion of people that need a carer based setting .

There had been meetings with the voluntary and community sector and the

feedback indicated that the Council and voluntary sector partners can work together to deliver on prevention and improve on the lives of people in Haringey. There were opportunities to align the Adults provision needed in the borough.

The Cabinet Member for Children and Families further took part in the introduction, and clarified that the Council were not seeking to close Bruce Grove Youth Centre but considering how to better and potentially differently to deliver services from the centre as a commissioner.

There was a Young People Strategy being devised which would encompass services to all young people in the borough, and the Council would be looking for positive youth engagement in the strategy which would deal with all different types of youth activities from employment, education to preventing risky behaviour.

The Cabinet Member for Economic Development, Social Inclusion and Sustainability continued to highlight the high level of funding withdrawn from local government and how important it was to continue to work hard for the residents of the borough and not be reactionary. This would mean focusing on the areas where local government can make a difference and deliver more outcomes. Councillor Goldberg spoke about early intervention and the challenge for all partners together to do better in this area and to build on the growth and opportunity available in London through the implementation of the economic growth strategy

The Cabinet Member for Housing and Regeneration concluded the presentation by advising that the Council were working hard to get as much investment as possible into the borough to make a difference to resident's lives. The Council would continuing with their new build programme including building new Council homes, better supporting single homeless people, making bids to the new housing zone to help with access to homes and jobs in Tottenham .

The Leader invited Councillor Morris and Councillor Connor to put forward their questions to the Cabinet.

In response to a question about the pilot completed with Age UK and Living Under One Sun, on helping people with learning disabilities live without isolation in the community and the perceived small number rating this pilot as a success had , the findings had still exceeded expectations and the Adults services would be looking to develop neighbourhood commitments for helping disabled people with isolation issues. There would be a further consultation and the plans would be worked up with users and interested parties.

In response to the question on experience of other Council's development of a social enterprise model for providing disabled day care services, these models had already been developed and used by Rochdale, Thurrock and Redbridge councils'.

	In response to a question on supporting families at a crisis point, noted that that the proposed healthy child programme would be more focused providing health checks on children and this service was more likely to pick up on problems and refer the family to the appropriate service. This would be supported with more health visitors providing outreach to families. In response to a question about the ratio of youth service funding to be spent on non statutory youth services. The Children's Service would write to Councillor Morris. In relation to Bruce Grove Youth Centre there were not yet developed plans for how Youth Services would be delivered from this centre. Cllr Morris could be updated on this. RESOLVED i. To note the summary of the consultation contained at Appendix 1 ii. That final version of the corporate plan *Building a Stronger Haringey Together* be agreed as the blueprint for the Council's vision and outcomes from 2015-2018; iii. To propose approval to the Council of the 2015/16 revenue budget and the Medium Term Financial Strategy (MTFS) 2015-2018, pending final inflation allocation to priority budgets as set out in Annex 1; iv. To propose approval to the Council of a General Fund budget requirement of £277.034m as set out in Annex 1 but subject to the final decisions of the levying and pre-empting bodies and the final local government finance settlement; v. To propose approval to the Council of the General Fund capital programme 2015-2018 detailed in Annex 2; vi. To propose approval to the Council of the HRA capital programme 2015-2018 detailed in Annex 3; vii. To propose approval to the Council of the HRA Medium Term Financial Strategy 2015-2018 detailed in Annex 4; viii. That the housing tenants' service charges set out in Table 5 be approved. ix. To note the proposal to introduce additional service charges for tenants in Supported Housing Schemes as set out in Table 6, such proposals to be subject to consultation and equality impact assessments and final decision by the Cabinet or Cabinet Member if they are to proceed;	**AD Finance** **AD Finance** **AD Finance** **AD Finance** **AD Finance** **AD Finance** **AD Finance**

	x. That the housing rent increase, of on average, £2.36 (2.2%), as set out in paragraphs 14.5 and 14.6 be approved.	**AD Finance**
	xi. To propose a Dedicated Schools Budget for 2015/16 of £236.477m as set out in Annex 5	**AD Finance**
	xii. That the change to the value of the Secondary Schools lump sum element within Haringey Schools Funding Formula, endorsed by the Schools Forum and set out in paragraph 17.12 be approved;	**AD Finance**
	xiii. That the responses made to the Overview and Scrutiny committee recommendations following their consideration of the draft budget proposals contained within the MTFS 2015-2018 (Annex 6) be approved;	**AD Finance**
	xiv. To note that this report will be considered by the Council at its meeting on 23 February 2015 to inform their decisions on the 2015/16 budget and the associated Council Tax for that year;	**AD Finance**
	xv. To delegate to the Chief Financial Officer any minor adjustments, individually up to £250k, that may be necessary to finalise the 2015/16 budget as a result of the final Local Government Finance Settlement being announced by the government and / final grant figures notified by other bodies. This would impact on the recommendations set out above.	**AD Finance**
	Alternative options considered: There is a need to identify £69m of savings from the Council's budget over the next three years. This is in addition to savings of £117 million identified over the previous three years. As we approach the 2015 General Election, it is clear that all of the major national political parties remain committed to reducing the deficit and that the public sector will need to bear its share of the funding reductions needed to achieve this aim. Key principles which have informed our overall approach are: • That our focus should be on outcomes, not services, to ensure the Council's budget is most effectively spent, on the things that really matter to residents; • We must have a long term view on delivery of outcomes and resources, both budget and staff, to ensure the most effective approach and best value for money. • Residents should be at the heart of all our plans. Alternative options considered included a traditional corporate plan, not clearly related to budget; a budget focussed in detail on only 2015/16 and publishing simple proposals for consultation with staff on budget proposals rather than a joined up approach setting out a three year strategy. However, the scale of change required mean that this approach would risk a	

	misalignment between the priorities set out in the corporate plan and the budget, and therefore poor value for money and risk to the achievement of objectives. The Administration made a clear commitment to freezing Council Tax for the duration of the current electoral term in their 2014 manifesto. Consideration has also been given to increasing the Council Tax to contribute to the estimated budget shortfall. If a rise in Council Tax above 2% were proposed, this would require a referendum. Additionally, given that any increase would result in the loss of Council Tax Freeze Grant the benefit of raising Council Tax against the loss of that grant is not considered worthwhile. A 2% Council Tax rise, which is the maximum that could be implemented without requiring a referendum, would generate c£1.6m additional income but would result in the loss of c£1m CT freeze grant, resulting in only a net £0.6m benefit. In addition, over one third of respondents to the consultation also said that they either strongly supported or supported a Council tax freeze. This brings in to question the worth of such an increase and therefore the proposal is not being taken forward. **Reasons for Decision** The Council has a legal duty to set a balanced budget. This report sets out the strategic financial issues for the three year financial planning period to 2017/18, and updates on the process for setting the Council's 2015/16 Budget.	
CAB810	**PLANNING SERVICE REVIEW OF PRE-APPLICATION ADVICE SERVICES AND OTHER MISCELLANEOUS SERVICES AND ASSOCIATED CHARGES** The Cabinet Member for Planning introduced the report and explained that The Regulatory Committee considered a report on 15 January 2015 setting out details of the review of and proposed changes to the Council's pre-application planning advice services to align with priorities set out in the Corporate Plan and Development Management Improvement Plan and new proposed charges for Building Control services. The Committee supported the proposed charges and changes to the service. Cabinet noted that the scope, quality and value of the pre-application advice service has been reviewed in the context of Government Planning Practice Guidance 2014 and best practice. It is intended to introduce a more tailored, customer focussed service approach including the provision of advice at the feasibility stage of householder proposals and to make improvements in the information and signposting provided on the Council website. The new service offer aims to reduce the costs experienced by householders in not getting it right first time, improve the quality of planning applications coming forward and the likelihood of success for both householders and commercial businesses. Proposals have been developed for a new charging regime for the redesigned pre-application service following a benchmarking exercise with other authorities. New charges aim to recover the cost of providing the advice, with an exemption for micro businesses and a discount to small and medium businesses. Subject to Cabinet approval, the new charges would come into	

effect on 1 April.

RESOLVED

i. That the charges as set out in "Supporting high quality development in Haringey – Our pre-application advice services" set out at Appendix 2 for use by the Planning Service with effect from 1 April 2015 be adopted. **AD Planning**

ii. That the Building Control charges set out Tables 6, 7, 8 and 9 set out at Appendix 1 for use by the Building Control Service with effect from 1 April 2015; be adopted and **AD Planning**

iii. That Cabinet reviews annually the fees and charges set out therein. **AD Planning**

Alternative options considered

Do nothing

- The Planning service could continue to provide free Duty Planning advice to householders and keep fees for commercial applicants at the current level.

- However, the Planning service is committed to making £75,000 in savings, as set out in the Medium Term Financial Strategy in 2015/16. This saving cannot be accommodated within the service budget without a reduction in officer resources, which would lead to a reduction in capacity for non statutory services including planning advice. .

- While the Planning service is committed to providing the best advice to customers that it possibly can, the existing walk in service does not allow officers a chance to carry out background research on the property, or take account of other supporting materials from the client which could enhance the service customers get.

- A recent 'Deep Dive' session with the Council's Corporate Delivery Unit has identified that the Planning service faces pressures on officer workloads as caseloads per officer have risen significantly every year. Applicants who are refused planning permission the first time around are allowed to re-submit applications for free a second time. This 'failure-demand' also increases the case loads of officers and the pressures on the service, and stress for applicants.

- To enable the planning service to meet its commitments to make

	£75,000 of savings, the planning service would have to reduce its budget elsewhere. This would increase the pressures on the service and put at risk the performance of the planning department, comparative to other boroughs. ***Do something else*** • The option outlined could be reconfigured with an alternative charging regime. The current regime has had regard to the emergent corporate plan priorities and London wide benchmarking. Whilst it would be possible to provide an alternative charging regime to secure associated cost recovery, the current regime is considered to strike an appropriate balance across the development sector. **Reasons for Decision** The Corporate Plan promotes a confident, new vision for Haringey including a more collaborative and constructive relationship with our service users and residents. The changes to the Planning Advice Service have been prompted by a fundamental reappraisal of our users needs, coupled with a reappraisal of the costs in delivering the planning service (and the avoidable elements of costs that will help improve value for money). The proposals reflect our commitment to supporting pre-application discussions. The last significant review of the pre-application advice service was undertaken in 2008 and on 18 March 2008 the Cabinet agreed to the introduction of a more formalised service and associated charging regime for Pre-application planning advice and the introduction of the use of Planning Performance Agreements for major proposals. These proposals will bring the charges and the service offer "up to date" and help realise the shared objective within the corporate plan to support high quality housing and growth across the Borough.	
CAB811	**REVIEW OF FEES AND CHARGES 2015-16** The Cabinet Member for Resources and Culture introduced the report which set out a general increase in fees and charges of 2.3% and indicated services where an alternative approach has been proposed, where also reasonable. **RESOLVED** (i) That a general increase of 2.3% be applied to Fees and Charges levied by the Council with effect from 1 April 2015; (ii) That the approach for those services set out in this report where a different rate other than the general increase is proposed be approved; (iii) That final decisions on (I) and (ii) above be delegated to the respective Assistant Directors in respect of their services following completion and consideration of equality impact assessments where this is appropriate; and,	**AD Finance** **AD Finance** **AD Finance**

	(iv) That the estimated additional income arising from the increases in Fees and Charges as set out in this report amounting to c£240k be reflected within the Council's 2015-16 budget and Medium Term Financial Strategy documents. **Alternative options considered** This report proposes a range of alternative approaches dependent on particular services and relevant factors. As such a range of alternative options ranging from no increase to differentiated rates of inflationary increases have been considered and reflected in this report. **Reason for Decision** It is a requirement to review Fees and Charges annually. The financial position that the Council finds itself in supports the view that levels of fees and charges should be maximised taking into account all relevant factors including the effect on service users and any consequent demand for services.	**AD Finance**
CAB812	**DEVELOPMENT VEHICLE FEASIBILITY STUDY AND BUSINESS CASE** The Cabinet Member for Housing and Regeneration introduced the report which set out the procedural requirements to tender for a feasibility study and business case for a Haringey development vehicle. **RESOLVED** i. That the proposal to tender for an external consultant to (a) refine the feasibility work commenced by Turnberry and develop a business case for the preferred option; and (b) support the Council through the procurement of one or more joint venture partners[if that approach is recommended and subsequently approved by Cabinet] be approved. ii. That the additional budget provision of £400,000 be allocated from the earmarked Urban Renewal Reserve to fund the project. **Alternative options considered** The work proposed here – to develop a business case for the establishment of a development vehicle – is intended to weigh up the case for establishing a single vehicle against the alternative options, including alternative joint venture approaches and more traditional approaches, as well as assessing the various options for pursuing a single vehicle-based approach. The alternatives to the work proposed here would be either to terminate the Council's work on assessing those options, or to adopt and pursue one of them without further analysis and proceed direct to procurement of the vehicle itself, with risks both to optimising the delivery of our objectives and value for money. As set out in paragraph 1.2, termination of Council's work to assess options for	**AD Regeneration** **AD Regeneration**

	a development vehicle would significantly hamper delivery of its ambitions (as set out in the draft corporate plan for 2015-18) for building new homes and securing its wider regeneration objectives, including in relation to the Tottenham regeneration programme; the emerging Wood Green Investment Framework; housing estate renewal and the Council's own commercial portfolio. While the Council has access to the land required to achieve its desired outcomes, it can neither access sufficient capital funding through its general fund or housing revenue account (partly because of constraints imposed on borrowing), nor draw on sufficient in-house commercial and development expertise. Only through a partnership arrangement such as the proposed vehicle could the Council marry its land assets with the necessary investment and expertise, while retaining a stake and a degree of influence over the pace and nature of development that would not be possible with more traditional land deals or development agreements. **Reasons for Decision** The option of establishing a joint venture development vehicle as a way of pursuing housing development and regeneration on the Council's land has potentially significant implications in governance and financial terms for the Council itself, and could have a major material impact on places and people across a number of wards, hence this is considered a key decision for approval by Cabinet.	
CAB813	**THE RED HOUSE, 423 WEST GREEN ROAD N15** Joanna Fone, represented the Derby Hall Christian Assembly, who had not been successful in the bidding process for acquiring the freehold interest in the Red House[423 West Green Road].Ms Fone put forward objections to the recommendations on procedural grounds. She contended that Derby Hall Christian Assembly had not been allowed the same opportunity as Magic Homes/Leonard Cheshire Disability to provide two different bids and had been penalised for working within the set perimeters which included plans for an expanded church. It was claimed that the hall had a covenant on the parking land making the award of special purchaser to Magic Homes/Leonard Cheshire Disability invalid and if this deal proceeded they would complain to the Local Government Ombudsman. The deputation further contested the designation of Magic Homes/Leonard Cheshire Disability as special purchaser as their landholding was not adjacent to the Red House, 423 West Green Road. The Cabinet Member for Housing and Regeneration responded to the deputation and advised that both Derby Hall Christian Assembly and Magic Homes/Leonard Cheshire Disability had equal treatment in the negotiation process and both bids been subject to detailed analysis by specialist officers and there had been an objection to the scheme from Derby Hall Christian assembly by Transport planners a set out in the report. The Cabinet Member and officers were happy to meet with the Derby Hall Christian Assembly to further discuss the process.	

The Cabinet Member continued to introduce the report which reconfirmed the disposal of the Red House, 423 West Green roads and designated a special purchaser for the site.

RESOLVED

i. That the original decision by Cabinet on 12 February 2013 that the Red House, 423 West Green Rd, N15 is surplus to requirements be re-confirmed. **AD Property &Capital Projects**

ii. That the Assistant Director of Property & Capital Projects be authorised to dispose of the Council's freehold interest in the Red House, 423 West Green Rd, N15 for best consideration reasonably obtainable to Magic Homes/Leonard Cheshire Disability. **AD Property &Capital Projects**

iii. That In the event that Magic Homes/Leonard Cheshire Disability is unable to proceed with the acquisition, officers engage with Derby Hall Christian Assembly/Aitch in an attempt to agree a holistic policy compliant scheme. **AD Property &Capital Projects**

iv. That In the event that Derby Hall Christian Assembly/Aitch are unable to present a holistic policy compliant scheme and proceed to an acquisition, that the Red House, 423 West Green Rd, N15 is offered for sale on the open market for best consideration reasonably obtainable. **AD Property &Capital Projects**

Alternative Options
Retention of the property as is:-

- A Property Review previously deemed, following cross service consultation, that no future Council operational or strategic requirements have been identified for the Red House, 423 West Green Rd, and N15.
- Retention for wider area regeneration:-
- The Red House is not in a designated regeneration area and a disposal that brings forward a new mixed use development scheme will help improve the local area.

Reasons for Decision
This report recommends that Members re-confirm the original decision by Cabinet on 12 February 2013 that the Red House, 423 West Green Rd, N15 is surplus to requirements.

Members are asked to note that a caution exists on the Red House which will result in redemption sum being paid in the region of £600,000 from the eventual capital receipt.

As the Red House is not suitable for long-term retention following changes in service delivery, this report consequently recommends a disposal to the special purchasers Magic Homes & Leonard Cheshire Disability as their proposed

	scheme is policy compliant, which will assist in generating a capital receipt to sustain the capital programme.	
CAB814	**LAND REAR OF 1-11 THE DRIVE, N11** The Cabinet Member for Housing and Regeneration introduced the report which set out the Council's intentions to dispose of the Council's freehold interest in the land rear of 1-11 The Drive for best consideration as reasonably obtainable. Cabinet noted that that this land has long been used by the residents as extensions to their gardens. The site has been declared surplus to requirements and available for disposal. A sale to the residents will generate a capital receipt which will be used to support the Council's capital programme whilst also allowing residents the continued use of the land. **RESOLVED** i. That the Assistant Director of Property & Capital Projects be authorised to dispose of the Council's freehold interest in the land rear of 1-11 The Drive for best consideration reasonably obtainable. ii. That the owners of No.'s 1-11 The Drive be given first refusal to collectively acquire the site as one lot (rather than as individual plots). iii. That in the event the residents are unable to proceed with a collective acquisition, the site to be offered for sale on the open market for best consideration reasonably obtainable iv. That should the site not receive a satisfactory offer when offered for sale on the open market, that the subject land is retained for the Council's New Build Programme. **Alternative Options Considered** **Continue to lease individual plots on a non secure basis to the adjoining properties** – EXEMPT (This is information is contained within Part B of the report). **Dispose of individual plots to the adjoining properties for the market value –** the sale of individual plots is not supported as some residents may opt not to buy with the Council left with inaccessible small parcels of land. **Dispose of the land as one lot (rather than in single plots) to the adjoining properties collectively restricting it's the use to garden land –** such a restriction would artificially suppress the value of the land thereby failing to demonstrate best consideration for the Council. This option is therefore not supported. **Reasons for Decision** This report confirms that following cross service consultation, the subject land	**AD Property &Capital Projects** **AD Property &Capital Projects** **AD Property &Capital Projects** **AD Property &Capital Projects**

	is surplus to requirements and on the Council's disposal's list. The report consequently recommends that the residents of 1-11 The Drive, N11 are given first option to acquire the subject land for best consideration.	
CAB815	**SIGNIFICANT AND DELEGATED ACTIONS** **RESOLVED** That the significant and delegated actions taken by officers in January be noted.	
CAB816	**NEW ITEMS OF URGENT BUSINESS** None	
CAB817	**EXCLUSION OF THE PRESS AND PUBLIC** That the press and public be excluded from the remainder of the meeting as the items below contain exempt information, as defined under paragraph 3, part 1, and schedule 12A of the Local Government Act 1972.	
CAB818	**THE RED HOUSE, 423 WEST GREEN ROAD N15** As per item 11.	
CAB819	**LAND REAR OF 1-11 THE DRIVE, N11** As per item 12.	
CAB820	**NEW ITEMS OF EXEMPT URGENT BUSINESS**	

Meeting ended 9.10pm

Councillor Claire Kober
Chair

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Agenda Item 7

Haringey Council

Report for:	**Cabinet 17 March 2015**	**Item Number:**	

Title:	**The Council's Performance Assessment - Quarter Three, 2014/15**

Report Authorised by:	**Zina Etheridge, Deputy Chief Executive**

Lead Officer:	**Charlotte Pomery, Assistant Director of Commissioning**

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

1. Describe the issue under consideration

1.1. To inform Cabinet of progress against the Council's outcomes and strategic priorities during the third quarter of 2014/15.

2. Cabinet Member introduction – *Cllr Kober, Leader of the Council*

2.1. The council's new Corporate Plan was agreed at Full Council in February, and sets out our priorities for the borough over the next three years and what the council will do to help achieve these. Our approach to monitoring and improving performance will change as we begin to embed the detail of this plan, and I hope to see performance in key areas improve as a result.

2.2. It is encouraging to see that almost all key measures in relation to educational attainment are in line with or above England averages for the first time, and the gaps against London averages have been narrowed or eradicated. This is a really positive achievement, and I hope to see these figures continuing to rise.

2.3. However, further work is needed with those leaving school. The level of 'Not Knowns' in relation to those Not in Education, Employment or Training (NEETs) remains significantly above London and statistical neighbour averages. I would like to see these figures fall as work on developing our Young People's Strategy progresses.

2.4. Performance of processing planning applications is also good, and this should improve further as changes are embedded over the coming months to make the application process clearer and faster for applicants. I also hope to see improvements with customer service performance figures as the council's Customer Service Transformation programme is implemented later this year.

3. Recommendations

3.1. Cabinet is asked to note:

3.1.1 progress against the Council's Corporate Plan priorities in Q3 2014/15.

3.1.2 areas for focus going forward.

4 Alternative options considered

N/A

5 Background information

5.1 This report is a self assessment of the Council's performance in Quarter Three 2014/15 against the Council's outcomes and strategic priorities as set out in the Corporate Plan agreed at Cabinet on 9th July 2013.

5.2 The main body of this report begins on page 4.

6 Comments of the Chief Finance Officer and financial implications

6.1 There are no financial implications arising directly out of this report. Any new actions taken to improve performance must be funded out of existing council budgets.

7 Assistant Director of Corporate Governance Comments and legal implications

7.1 The Assistant Director of Corporate Governance has been consulted in the preparation this report and confirms that that there are no specific legal implications.

8 Equalities and Community Cohesion Comments

8.1 Progress against equalities objectives is measured as part of the corporate basket of performance indicators and these are included within this report. In addition to information on these objectives, we will continue to publish equality impact assessments and the annual employment profile, and promote equality through our procurement and commissioning processes.

9 Head of Procurement Comments

N/A

10 Policy Implications

10.1 Haringey's quarterly performance assessment links to the following documents / strategies:

- The Corporate Plan 2013-15
- Key strategies

11 **Reasons for Decision**

N/A

12 **Use of Appendices**

- Appendix 1: Performance Tables Quarter 3, 2014/15

13 **Local Government (Access to Information) Act 1985**

- Service performance indicator returns
- Corporate Plan

Haringey Council

The Council's Performance Assessment Quarter 3, 2014/15

Produced by
Performance and Business Intelligence Teams
February 2015

1. **Introduction**

2. The Council's Corporate Plan 2013-15 was agreed at Cabinet on 9th July 2013. The Plan identifies four key outcomes for the borough, these are:
   - **Outstanding for all:** Enabling all Haringey children to thrive
   - **Safety and wellbeing for all**: A place where everyone feels safe and has a good quality of life
   - **Opportunities for all:** A successful place for everyone
   - **A better council:** Delivering responsive, high quality services and encouraging residents who are able to help themselves to do so.

3. A basket of indicators has been identified which will enable the Council to measure progress against each of the outcomes and their strategic priorities. This report looks at the performance against each of these indicators in the third quarter of 2014/15 to assess the progress that has been made against each outcome. It highlights where we are performing well and where further focus is required.

4. The report is organised by Outcome and priorities, with highlights of both strong and poor performance being provided in a summary at the head of each outcome. The report highlights the key actions being taken by officers and partners to address poor performance or downward trends. Further detail can also be found in the performance scorecard which is set out in appendix 1.

Outcome 1: Outstanding for all

Overall Assessment

There is significant transformational work underway across this Outcome, with service redesign at a strategic and operational level. This work is targeted on improving outcomes for local residents and improving performance across the raft of Corporate Plan indicators. There are a number of areas performing well across the outcome, focusing in this summary on:

- **Primary and secondary schools judged Good or Outstanding**: 87% of primary and 100% of secondary schools are judged as Good or Outstanding.
- **Haringey's Families First Programme** – all 850 families eligible for the programme have been allocated a lead worker and 78% of these families have achieved an improvement in one or more outcome area: crime/anti-social behaviour, education, employment
- Almost all **key attainment measures** in each of the Key Stages are now in line with or above England averages for the first time and gaps against the London average have narrowed or been eradicated.

Targeted improvement work is underway in the following areas:

- **Number of 16-18 year olds not in education, employment or training** - The level of NEETs and those whose status is Not Known has begun to recover from its annual peak although it has been no quicker than last year. A Young People's Strategy and a set of delivery options is being developed which will address delivery challenges in this area.
- The **timeliness of children being placed for adoption**. A programme of work around permanency is starting to show results. Work to improve systems and processes, avoiding drift in permanency planning and consideration of all legal options including special guardianship continues. Haringey's current average of 548 days compares favourably with England's three year rolling average of 628 days.

Priority 1: Work with schools, early years and post 16 providers, to deliver high quality education for all Haringey children and young people

The Council is working with schools to raise standards and educational attainment, maximise the range of post 16 training and education opportunities and ensure that such opportunities are being taken up by young people.

Key performance indicators and targets for this priority

- Reduce the gap between the lowest achieving children at the Early Years Foundation Stage and the rest
- Increase the percentage of children achieving level 4 or above in combined reading, writing and maths at Key Stage 2 to 78%
- Increase the percentage of pupils achieving 5 or more A*- C grades at GCSE including English and Maths (Key stage 4) to 63%
- Increase the proportion of 19 year olds achieving Level 2 (GCSE A*-C) to 86%
- Increase the proportion of 19 year olds achieving Level 3 (A level) to 61%
- Reduce the percentage of 18 year olds not in education, employment or training to 3.6%
- Reduce the percentage of 18 year olds for whom their education, employment or training status is not known to 9.5%
- Increase the proportion of schools and children's centres rated as good/outstanding to 100% by 2016

Ofsted ratings of children's centres and schools

1. The Education Standards watchdog carries out inspections of childcare providers and schools on a rolling basis. As at December 2014 the Ofsted ratings for Haringey were as follows:

Figure 1: Ofsted Judgements as at December 2014

Establishment Type	Outstanding	Good	Requires improvement	Inadequate	Total inspected	No category/no inspection
Children centres (June 2014)	0	9	5	0	14	2
Primary schools	13	41	8	0	62	2
Secondary schools	5	6	0	0	11	0

- **Children's centres:** There continues to have been no further inspections since February 2014. Of those that have received an inspection nine centres are judged **Good** (64%) and five (36%) **Require Improvement.** Two centres are yet to have received an inspection, these centres are being supported by the local authority as follows:
  - A Children's Centres teacher has visited and observed services
  - The Children's Centres coordinator has been visiting the centres to look at specific tools and systems for organising and demonstrating evidence of impact of services

  The local authority ran a workshop on evidencing quality and impact on the 22 January 2015 targeted at all the centres identified as Requiring Improvement in their Quality & Impact section of the provision following the annual performance management visits.

  Primary schools: 54 of Haringey's 62 (87%) of primaries which have been inspected are judged as **Good or Outstanding**. Haringey is in line with London, 86%. Eight primaries Require Improvement; none are Inadequate.

Secondary schools: all eleven schools (excluding Haringey 6th Form Centre) continue to be rated **Good or Outstanding** (100%).

2. **Educational attainment – Update on results 2014**

3. Latest analysis of 2014 Haringey attainment shows that almost all key measures in each phase are now in line with or above England averages for the first time and gaps against the London average have narrowed or been eradicated. The Schools and Learning Team is now setting targets to meet London Top Quartile figures.

- Achieving a Good Level of Development at Early Year is above England for first time and just 1% below London compared to 6% below 3 years ago.
- Key Stage 1 is in line with England for first time at Level 2b+ and 1% below London. In 2011 it was 5-7% below England and therefore shows considerable narrowing of the gap
- Key Stage 2 (Reading, Writing and Maths) continues to be in line with England and is 3% below London
- Key Stage 4 (5+A*-C English and Maths) remains 5% above England but the gap against London has slightly widened from being -1.5% below to -2.8% below.

Post 16 Attainment

4. Provisional Level 3 results indicate there has been a rise in the total point score of students from 652 to 673 points, although results are still behind the national average (699 points). There has also been a rise in the average point score per exam from 210 to 214, which is now in line with the national average (213).

Young people not in employment, education, or training (NEET)

5. There are two indicators that measure progress in this area:
   - the percentage of young people who are not in education, employment or training
   - the percentage of young people for whom it is not known whether they are in employment, education or training

6. Over the year there are seasonal variations in the numbers, linked to the academic year. The service monitors the number weekly and takes action where there is any unusual variation in the levels.

Figure 2: NEETS and Not Knowns as at December

	Haringey	London average	Statistical Neighbours
NEETs	3.6%	3.4%	3.2%
Not Knowns	21.8%	10.1%	15.5%

Figure 3: NEETS: 2013/14 and 2014/15, Haringey and London

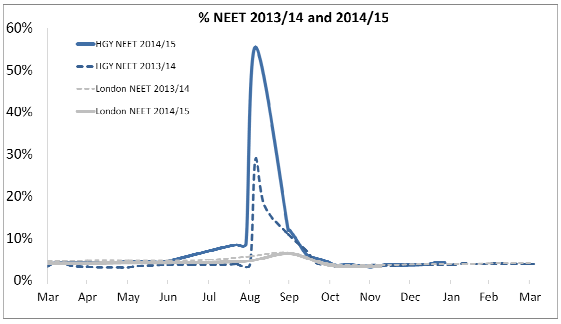
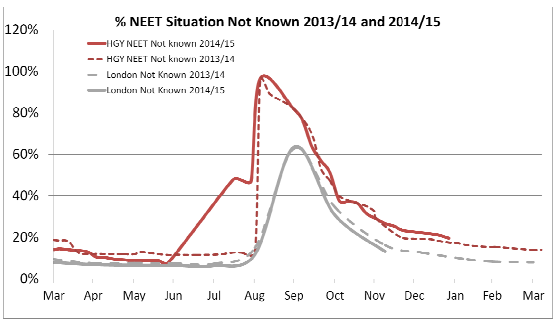


Figure 4: Not knowns: 2013/14 and 2014/15, Haringey and London



7. Both NEETs and Not Knowns have begun to recover from their annual peak, however the rate of recovery is no quicker than in previous years and Haringey remains significantly above London and Statistical Neighbours for Not Knowns. Significant progress has been made towards developing a Young People's Strategy which will address the delivery challenges in this area including introducing a new robust mechanism to track unknowns, systematically planning for the seasonal spike, and supporting NEETs to become EETs. A set of delivery options for services for young people is also being developed.

Priority 2: Enable every child and young person to thrive and achieve their potential

Research shows that good maternal health, support for families and parents and sufficient and high quality early help are key to achieving this aim.

Key performance indicators and targets for this priority

- Increase the percentage of women with access to maternity services in 12 weeks to 75% by 2013/14 and to 80% by March 2015
- Support 850 families through the Families First programme
- Ensure that 80% of vulnerable 2 year olds in the borough take up their free early years place
- Ensure that 90% of vulnerable 3 and 4 year olds in the borough take up their free early years place
- Increase the percentage of children achieving at least 78 points across the Early Years Foundation Stage (at age five)
- Complete 20 adoptions and 25 special guardianship orders by March 2014
- Reduce time between a child entering care to moving in with prospective adopters to less than an average for 2013-16 of 426 days
- Stabilise the number of children on child protection plans

Early support and help for families

8. The proportion of Haringey women who access **maternity services within the first 12 weeks of pregnancy** has been revised since quarter 2 to 76.4% against a target of 80%, this figure remains provisional. A number of services are being rolled out to ensure an improvement in access, including the dissemination of publicity in various community languages to raise awareness of the importance of early booking. Going forward, joint seminars with Enfield are being planned to look at the promotion of visual material aimed at African families as this is a group we know have high numbers of woman not gaining early access to maternity services.

9. The **Haringey Families First** (HFF) Programme - an initiative seeking to work with Haringey's most troubled families as defined by the national Troubled Families programme– has now allocated a lead worker to all 850 families eligible for phase one of the programme.

10. In Quarter 3 Haringey increased the number of families it has secured improvements across the three Outcomes Areas (Crime/Anti Social Behaviour, School Attendance, and Employment) from 488 to 665 – equating to 78% of eligible families. Haringey have until May 2015 to secure improvements for the remaining 185 families. Plans are in place for the Families First Team to support the lead workers of the remaining families to ensure we get as close as possible to meeting this target.

Figure 5: Outcomes for Haringey Families First Programme as at December 2014

Outcome Area(s) Achieved	No. of families achieving the Outcome(s)
Crime/Anti social behaviour & Education & Employment	86
Crime/Anti-social behaviour & Education	550
Employment only	29
Total	**665**

11. Work is underway to identify the families eligible for phase two of the government programme which will introduce a much broader range of criteria for family eligibility.

12. As at mid November 2014 40% of **eligible 2 year olds had taken up their free childcare place.** This is lower than London and our statistical neighbours, however the steady progress made since May 2014 is comparatively positive.

Adoption and special guardianship

13. There was an increase in **adoptions and special guardianship** orders in Quarter 3 to 16, taking the year to date performance to 33. Numbers are substantially down on the previous year, however, there are a number of adoptions and special guardianship orders (SGO) that will go through prior to the end of March, and we estimate that we will achieve at least 50 legal orders in 2014/15 (25 adoptions and 26 SGOs) against a target of 45.

14. The landscape of adoption has changed significantly in the last year which goes some way to explain the reduced number of adoption plans, when compared to last year. This is a national trend relating to changes in case law. Haringey is experiencing a significant increase in parents contesting the making of the Adoption Order and appealing the Placement Order. Both of these things mean that processes are more drawn out. Recent high profile judgements have restated the principle that adoption is a last resort. Of eight adoption hearings scheduled in court before the end of the financial year, we can only confidently expect two to be granted as the parents are expected to ask the court for leave to contest in the other six cases.

15. The average number of **days taken for looked after children to be placed for adoption for those children adopted in the period** reduced in Quarter 3 from 620 days to 563. This takes the year to date average to 548 days against the national threshold (487 day average for 2012-15). This compares favourably with the latest available comparator data for England of 628 days for the three year rolling average (2011-14) and 769 days for our statistical neighbours. Performance has improved significantly on our 2013/14 position of 778 days.

16. Where times for children who are adopted by their foster family are stopped at the date the child moved in with the foster family, the average wait in Quarter 3 was 499 days. This is a substantial increase on quarter 2 but is explained by lengthy proceedings relating to one child. Performance in the year to date at 362 days remains better than the 3 year average (2011-14) of 521 days for our statistical neighbours and Haringey's position of 502 days.

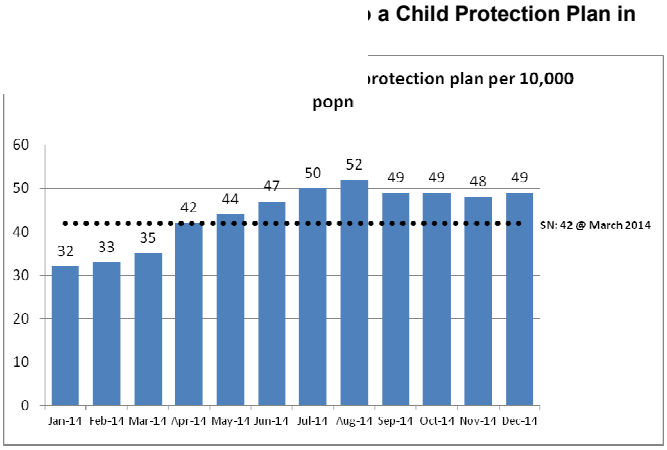
17. A programme of work around permanency continues to ensure that edge of care services are optimised to prevent children becoming looked after where appropriate. We have seen a 7% reduction in our rate of looked after children between Q2 and Q3, 37 fewer looked after children and a continued reduction moving into Q4. There has been a focus on reviewing children who may be suitable for a special guardianship as this is an increasingly well used legal permanency option that removes children from the looked after system. It is often relatives who become Special Guardians but also sometimes foster carers.

18. We are improving our approach to placements and working actively with Independent Fostering Agency (IFA) foster carers who have Haringey children placed long term to encourage Special Guardianship applications. This is a good outcome for the children as offers legal permanency as

well as reducing the financial pressure to find suitable placements for these young people. In Quarter 3, eight special guardianship orders were approved, double the number in Quarter 2.

Child Protection Plans

19. Throughout Quarter 3 the **number of children subject to a child protection plan** was around 280 or 49 per 10,000 children aged 0-17. This is significantly higher than the same time last year (168 or 29 per 10,000) and above our statistical neighbours (257 or 43 per 10,000 in March 2014). The higher numbers follows service changes including ongoing quicker transfer of cases into Safeguarding and Support and the introduction of more robust screening processes which affects the number of children referred into children's social care and those who become looked after.



Outcome 2: Safety and wellbeing for all

Overall Assessment

There is significant work in the Council and with partners to improve outcomes across this area of activity which cover safety, safeguarding and improving health and wellbeing. There are a number of areas performing well across the outcome, focusing in this summary on:

- Continued narrowing of the gap in performance with London and comparable neighbours for **youth re-offending**.
- The high proportion of positive outcomes such as reduction in re-offending or seriousness of offending for individuals on the **Offender Management Scheme and Gang Unit Project.**
- The proportion of **Child and Family Assessments** completed within 45 days is consistently above the 85% target largely due to strengthened performance management.

Targeted improvement work is underway in the following areas:

- Proportion of **looked after children placed 20 miles or more** from Haringey, which has reduced this quarter partly owing to an increase in carers in the borough. A review of the Looked After Children Service will take place to look at what additional improvements can be made.
- The continuing issue of high volumes of **fly-tips reported by residents and Members**. Nine sites remain a problem and additional actions are being considered including the use of CCTV.

Priority 3: Make Haringey one of the safest boroughs in London

The focus of this priority is reducing crime, improving coordination to tackle domestic violence and increase community confidence.

Key performance indicators and targets for this priority

- Work with 72 young people involved in gangs
- Ensure that the Gang Unit works with 80% of the people on the gang caseload and keeps them engaged
- Increase the number of cases dealt with through Integrated Offender Management[1] from 70 to 310 cases over 4 years (95 in 2013/14, 250 2014/15, 280 2015/16, and 310 2016/17)
- Reduce re-offending amongst 0-19 year olds to no more than 40%
- Increase the percentage of residents who feel the council and police are dealing with crime and anti-social behaviour effectively to 59%

Reducing crime

20. The most recent available data for the **youth re-offending rate** is two years old and should be considered alongside local information. Published data for Haringey shows a continued positive direction of travel in the most recent period (October 11 – September 12), from 41.9% to 41.6%, albeit the reduction was smaller than the four previous periods.

21. The **Offender Management Unit** has exceeded its target of dealing with 250 cases in 2014/15. By Quarter 3 it had dealt with 283 cases, equating to 134 individuals. The live caseload has been extended to 94 open cases. Up to the end of December 2014, those individuals on the scheme had a 49% reduction in convictions since joining the scheme and a 47% reduction in arrests.

22. The **Gang Unit Project** remains on track to work with 72 cases in 2014/15 having identified new cases through a refresh of the gang matrix. By Quarter 3 it had worked with a total of 51 cases and had a live caseload of 29. Up to the end of December 2014, those individuals on the scheme had a 58% reduction in reoffending against a target of 20%. Of those who have offended, 17% have shown a reduction in the seriousness of their offending.

[1] Integrated Offender Management (IOM) is delivered through a co-located multi agency team consisting of Police, Probation, Council and other Pathway Partners linked to the Drug Intervention Programme, Integrated Gangs Unit, Youth Offending Services, the Secure Estate, Domestic Violence, Mental Health, Housing, Job Centre plus and voluntary sector providers focussing partnership resources on the most prolific and problematic offenders.

Priority 4: Safeguard children and adults from abuse and neglect wherever possible, and deal with it appropriately and effectively if it does occur

Key to safeguarding children and adults is embedding effective safeguarding practice, ensuring that there are robust and efficient processes in place to keep vulnerable children and adults as safe and secure as possible.

Key performance indicators and targets for this priority

- Ensure that 85% of assessments are completed within 45 working days
- Reduce the proportion of looked after children placed more than 20 miles from Haringey to 16%
- Ensure that no more than 7% of children subject to a child protection plan have a child protection plan lasting 2 years or more
- Ensure that no more than 10% of looked after children have three or more placements in the year
- Increase the proportion of adult social care users who state that the services they use make them feel safe and secure to 85%

Feeling safe and secure

23. The Quality & Performance Network has brought together the 'Getting to Good' Board, which had been tasked with developing the Ofsted Action Plan, as well as the Performance Call Over meetings which were used to drive performance. This board will now bring together the critical quality and performance elements necessary to get the authority to Good, including the delivery of the Ofsted recommendations and all other recommendations and findings from other improvement reviews. In addition, weekly performance meetings have been established and are working well to ensure that performance is systematically reviewed across each service.

24. The proportion of **Child and Family Assessments completed within 45 working days** has been sustained above the 85% target. Monthly performance was around 93%, which is down from highs of 98%+ achieved throughout the summer months. This may reflect the increased number of referrals into the system. Daily reporting to service managers and weekly performance meetings continue to play a role in achieving this level of performance.

24. In Quarter 3, there were no **child protection plans closed in the period lasting over two years**. Although fluctuations in performance can occur due to low numbers, this level of performance has been sustained since the start of the financial year following a focus on reviewing children on plans for longer than 18 months. Haringey remains lower than London (4.7%) and Statistical Neighbours (6%). It is important to measure length of time on Child Protection Plans because the idea of the Plan is to co-ordinate a range of services to support a child to be safe from harm, dealing with risks in a timely way. It is not designed to be a Plan which stays with a child until they reach adulthood.

25. Indicators of **stability of placements for looked after children** remain in line with statistical neighbours and targets. The proportion of children with **3 or more placements** reduced throughout Quarter 3 from 10.1% to 7.5%, against a target of 10%. The target is set at 10% as some movement in placements may be necessary, for example to meet the changing needs of the child or where a placement breaks down. Too many placement moves, however, could indicate that the placement was not selected appropriately or that placements are not of adequate quality. Focus on this area will continue as part of the Getting to Good Plan.

26. The proportion of **looked after children placed 20 miles or more from Haringey** reduced to 18.66% Quarter 3. Some of this improvement is attributable to an increase in carers in the

borough. Although there have been three successive months of reduction performance remains above the target of 16% and above the national average of 12%, and it is not clear whether this reduction will be sustained. Analysis is required to understand the children affected and whether the placement is right for their circumstance. A review of the Looked After Children Service will take place to look at how the current approach can be improved.

Priority 5: Provide a cleaner, greener environment and safer streets

The key measures for this priority are maintaining clean streets and high quality parks and open spaces.

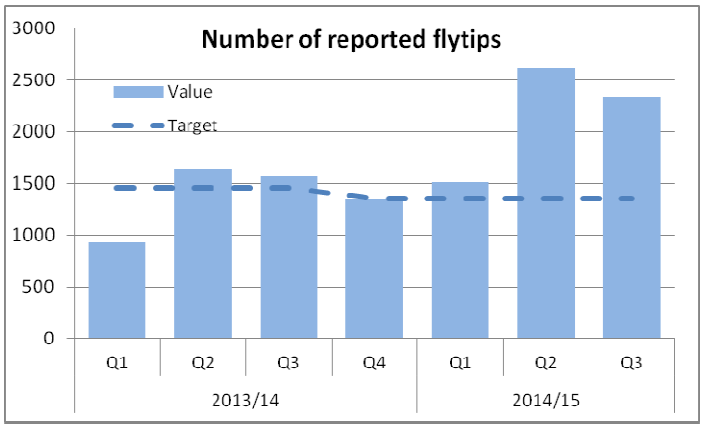
Key performance indicators and targets for this priority

- Maintain green flag status for 18 Haringey parks
- Ensure that 65% of all parks inspected are graded to a high standard (A or B)
- Ensure that the proportion of land with unacceptable level of litter does not exceed 7%
- Ensure that the proportion of land with unacceptable level of detritus does not exceed 11%
- Reduce the number of fly tips reported by residents to 480 per month in 2013/14
- Reduce the number of people killed or seriously injured on Haringey roads to 85 in 2013 and 60 in 2014 (based on a 3 year rolling average)

Clean streets

27. No new data is available for **street cleanliness**, the tranche 3 of 3 survey is due in Quarter 4. The service is working with the contractor to redesign the street cleaning service to aid improvements in levels of cleanliness across the borough, albeit survey data indicates that street cleanliness is within acceptable levels.

Figure 7: Number of flytips reported in Haringey



28. **Reporting of flytips** continues to be a significant issue in Haringey. Despite a reduction in the number of reports in Quarter 3, Haringey has exceeded the full year target: 6,471 reports by residents against a target of 5,400. A number of circumstances have contributed to the increase in the number of reports including the introduction of the Haringey App which makes reporting easier and quicker for the public. The overall number of flytips being recorded through all channels – including by officers and Veolia - and reported to the national Flycapture database is similar to last year. Targetted work has taken place across 34 sites aimed at ensuring that residents are reporting flytips quickly and at tackling overall levels, and 25 sites are no longer 'hotspots'. For the nine sites that continue to remain a problem, additional actions are being considered including the use of mobile CCTV cameras.

High quality parks and open spaces

29. Across all inspections undertaken in the Quarter, the proportion of parks with acceptable levels of litter (graded A or B standard) increased to 75% which is above the 70% target. The full year target is expected to be achieved.

Road Safety

30. Quarterly figures for the number of people killed and seriously injured in road accidents are higher than target. Significant funding is being invested in our Smarter Travel programme to influence shifting to other types of travel. A priority within the programme is road safety education and promotion to assist in achieving our objectives. The Council recently approved the introduction of 20mph limits along Haringey's residential roads. Officers are currently preparing information for statutory consultation with a view to commencing implementation from May 2015. Consultants have conducted a study of the borough's collisions to identify trends, remedial measures and education requirements and this will assist in prioritising future years' funding.

Priority 6: Reduce health inequalities and improve wellbeing for all

To achieve this priority services are focusing on encouraging healthy lifestyles for children and adults and promoting independence and delivering high quality support and care for those in the greatest need.

Key performance indicators and targets for this priority

- Reduce Haringey's under 18 conception rate to 32.7 in 2013/14 and to the rate for London by 2015 (London rate 28.7 per 1,000 in 2011)
- Halt the rise in childhood obesity amongst 4-5 year olds
- Halt the rise in childhood obesity amongst 10-11 years olds
- Reduce cardiovascular mortality to 77.7 per 100,000 by 2013/14 and to 76 per 100,000 by 2014/15
- Ensure that alcohol-related hospital admissions do not increase by more than 6%
- Increase the proportion of adult social care users in receipt of a Personal Budget to 70%
- Increase the percentage of adult social care users reporting that they have control over their daily life to 72%
- Increase the proportion of adults with learning disabilities living in settled accommodation to 70%
- Increase the proportion of clients aged 65 and over above achieving independence through rehabilitation to 90%
- Increase the proportion of adults in contact with mental health services living independently to 80%

Please note that for a number of the above indicators there is a time lag in the publication of data, in this report the latest available data is shown.

Healthy lifestyle

Figure 8: Overweight or obese children in Haringey

Childhood obesity	2012/13	2013/14
% of 4-5 year olds who are overweight or obese	22.7%	**20.2%**
% of 10-11 year olds who are overweight or obese	39.4%	**38.0%**

31. **Childhood obesity** data has been revised since quarter 2 and is now final. The Haringey trend for reception aged children has been very similar to London and England. However for children in Year 6, Haringey has remained consistently above the national rate. An obesity conference is planned for later this year and this important health issue has been identified as a main priority in the new Health and Wellbeing Strategy and Corporate Plan.

Public Health is working closely in Early Years settings and schools to:

- Strongly promote early intervention and prevention strategies through breastfeeding initiatives and the HENRY (Health Exercise Nutrition for the Really Young) programme, which helps families with very young children, develop skills around healthy eating and leading an active lifestyle.
- Strengthen our Healthy Schools Programme to help support schools in becoming natural hubs of health & wellbeing, including targeting evidence-based interventions in schools where they are most needed.

32. No new annual data is available for the **teenage conception rate in Haringey**.

33. No new information or data is available for **alcohol-related hospital admissions.**

34. No new data is available for **early mortality from cardiovascular disease (CVD).**

Choice, control and independence

35. The proportion of social care clients and carers receiving long term support services **in receipt of self-directed support** remain comfortably above the target of 70%, at 91% and 84% respectively. Personalisation through self-directed support, where service users are in control of their own care and support making more choices which are important to them, is a key focus for Adult Social Care.

Support for vulnerable adults

36. The percentage of **adults in contact with secondary mental health services living independently** has increased to 75%, and continues to be better than the target of 70%. A joint Mental Health Accommodation Strategy Commissioner has been appointed by the Council and the Clinical Commissioning Group (CCG) to draw up an accommodation pathway for people with mental health needs which ensures the effective use of accommodation, care and support resources to better meet need.

24. Although the proportion of **adults with learning disabilities identified as living in their own home or with their family** at the time of their 2014/15 assessment or review remained almost unchanged in Quarter 3 at 44%, the service have since focussed resource in this area and anticipate meeting the 70% target by the end of the year. It had reached 68.7% in January 2015.

Outcome 3: Opportunities for all

Overall Assessment

As with each of the outcomes, good performance in this area cannot be delivered by the Council alone but requires strong partnership working. There is an increasingly strong prevention and early intervention approach being adopted across this outcome. There are a number of areas performing well across the outcome, focusing in this summary on:

- A continued **reduction in levels of unemployment**, including narrowing the gap in the level of Job Seekers Allowance claimants between the least and most affluent areas of the borough.
- The 97 people supported into work through a Council-run **employment programme**, which is just outside the annual target of 100.
- **Progress on delivering changes in Tottenham** – the development of a Strategic Masterplan Framework for Northumberland Park; the acquisition of the Apex House site on Seven Sisters Road by Grainger which will be redeveloped into nearly 100 homes; and the opening of the N17 Design Studio offering work placements and training to local people.

Focused improvement work is underway in the following areas:

- The continued increase in the **use of temporary accommodation**, albeit the rate of increase has been lower than London and England. The service is reviewing any potential quick fixes that will contribute to a reduction in the numbers.

Priority 7: Drive economic growth in which everyone can participate

A key part of delivering this priority is supporting jobless residents into employment.

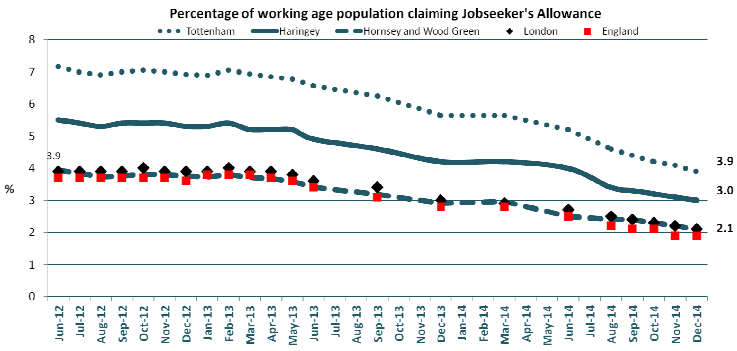
Key performance indicators and targets for this priority

- Reduce the proportion of working population claiming job seekers allowance by 10%
- Support 300 people into work through Jobs for Haringey programme, 30% of whom will be young people

Unemployment

25. The proportion **of Haringey's working age population were claiming Jobseekers' Allowance** (JSA) has continued to reduce and in December 2014 it reached 3.0%. Haringey continues to follow the London and England trend and the gap persists. Although geographic variations remain, Tottenham is reducing at a faster rate thereby narrowing the gap with Haringey.

Figure 9: Percentage of working age population claiming Jobseeker's Allowance



26. Unemployment rates are driven by a range of local, regional and national factors and require both a change in the economic circumstances and interventions at various levels from a range of agencies to bring about a significant reduction. Council-run initiatives are currently targeted on those with longer periods of unemployment but because of the comparatively small numbers involved this work cannot have a significant effect on the overall rate of unemployment. In Quarter 3 the **Jobs for Haringey Programme** supported 54 people into employment taking the year to date figure to 97, just short of the annual target of 100 people which should be achieved in Quarter 4.

Priority 8: Deliver regeneration at priority locations across the Borough

This priority focuses on delivering a cohesive programme of physical, social and economic renewal for Tottenham and key regeneration sites across the borough. The Council and the local community are working together in a number of areas and a range of partners is involved in planning and delivering the changes being proposed and delivered across the Borough.

27. Milestones reached in Quarter 3 to deliver the programme of renewal for Tottenham and other key regeneration sites in the borough include:
    - The N17 Design Studio opened in November, a partnership between Haringey Council, world-renowned architects John McAslan + Partners and the College of Haringey, Enfield and North East London to transform an empty Tottenham shop on the High Road into a design hub offering work placements and training to local people. A talk on shopfront improvements and an open day were held in January.
    - Winter Festival held on Tottenham Green on 6 December 2014.
    - The acquisition of Apex House by Grainger in December; subject to planning permission, Grainger will redevelop the Apex House site in Seven Sisters Road into nearly 100 homes. Together with the neighbouring Wards Corner scheme, this will bring more than £100million of investment into Tottenham and nearly 300 new homes for affordable rent and private sale, ranging from one- to three-bed flats.
    - A design masterplan framework for the High Road West area, setting out expansive public spaces, 1,200 high-quality homes, and revamped transport links, was agreed by the council's Cabinet in December. In consultation on the proposals, nearly 85 percent of residents living on the Love Lane Estate – and 69 percent of everyone who responded – backed plans for modern homes with a mix of family-sized houses with gardens and maisonettes with private courtyards.
    - Development of a Strategic Masterplan Framework for Northumberland Park following consultation with the community in autumn 2014. This provides information on the vision for the area, potential regeneration strategies, community involvement, existing and future land uses, community infrastructure requirements, key principles for change, and the number of new homes and jobs that could be created.

28. Future Milestones to deliver a programme of renewal for Tottenham and other key regenerations sites in the borough include:
    - Tottenham Housing Zone – the Council is a front runner in the Mayor's Housing Zone initiative. A decision from the GLA is anticipated in early 2015.
    - Residents in Northumberland Park ward will work with Haringey Council, together with The Prince's Charities and leading addiction charity Blenheim CDP on social regeneration projects after receiving £1m funding from the DCLG Transformation Challenge Award funding scheme.
    - Work is commencing in February on the Tropical Park, creating a new local park in Houghton Road off West Green Road which will celebrate the diversity of the area using colourful plants, trees and flowerbeds to create a safe garden for local people, traders, community groups and schools to use.

- Delivery of shopfront improvements in West Green Road and along the High Road, from Febuary.
- Consultation on the Tottenham Area Action Plan and other planning documents will commence from February.
- Teams from Haringey Council will showcase ambitious regeneration projects in Tottenham and Wood Green at events throughout 2015, highlighting the borough's thriving communities, improving transport links and successful businesses. Among the events the council will attend are: Sitematch, 10 February, 2015, and MIPIM, 10-13 March, 2015.
- Cycle Superhighway – delivery of a five mile cycling route between north Tottenham and Liverpool Street, due for completion in 2016, construction is due to start on site mid 2015
- Implementation of major station improvements at Tottenham Hale – works completing in 2017
- Delivery of £85m upgrade of local rail links to bring four trains per hour between Angel Road, Northumberland Park, Tottenham Hale and Stratford on the West Anglia Main Line, completing in 2018.
- Harringay Green Lanes - the Green Lanes Town Centre Improvements scheme, funded by the Mayor's Outer London Fund (OLF) and the Green Lanes Corridor scheme, funded by Transport for London (TfL) which aim to make highways infrastructure and public realm improvements along the Green Lanes Corridor will be completed
- The council will commence procurement of consultants to prepare the Wood Green Investment Framework in February.

Priority 9: Ensure that everyone has a decent place to live

A key challenge for Haringey is to tackle high levels of homelessness in the borough and ensure that housing is of a good quality and well managed.

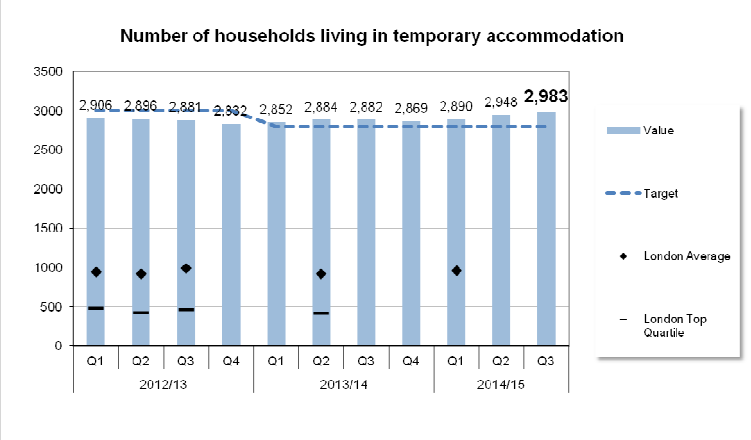
Key performance indicators and targets for this priority

- Deliver 820 housing units annually, 50% of which should be affordable housing.
- Provide more homes by building or converting 300 - 600 new homes
- Re-license 90% of mandatory HMO's where licenses have expired within year
- License an additional 100 Properties within the 'Additional HMO Licensing Scheme' in Harringay ward
- Prevent homelessness - reduce homeless acceptances to 2.1 per 1,000 population
- Reduce the number of households in temporary accommodation to 2,800

29. The **number of homelessness acceptances** continues to fluctuate, in Quarter 3 there were 157 acceptances, equating to 0.61 acceptances per 1,000 population. This is higher than performance for the same time last year. Year to date performance remains persistently above target, 493 against target of 409.

30. The number of homeless approaches continues to be affected by a high rate of landlords evicting clients housed in the private rented sector (PRS). Compounding this, the buoyancy of the PRS is making it difficult to source PRS properties as alternatives to accepting homeless applications. Officers are focusing on early intervention to reduce homelessness approaches through better information and advice and to encourage residents to take a more proactive approach to the risk of homelessness.

Figure 10: Households living in temporary accommodation



31. The number of **households living in temporary accommodation** has continued to increase taking the total to 2,988 households**,** an increase of 35 in Quarter 3. The rate of this increase is significantly lower than London and England: 1% compared to 6% and 8% respectively. The main reason for approach remains eviction from the private sector with landlords citing uncertainty around Universal Credit and higher market rents than Housing Benefit allows. The service is reviewing any potential quick fixes that will contribute to a reduction in the numbers. This includes areas such as benchmarking and reviewing the incentive payments offered via the Home Finder scheme and delivering an enhanced visiting regime to identify any abandonment or illegal sub-letting of temporary accommodation.

32. Whilst it is highly unlikely that the year-end target will be met, it is envisaged that any percentage increase in numbers of households in temporary accommodation will continue to remain significantly lower than the London and national trend.

33. On Tuesday 28 October, the council received planning permission for the **first new council homes** to be built for several years, on four small sites across the borough. More homes will be

considered by the planning committee in Quarter 4, with contracts for construction also expected to be signed by the end of Quarter 4.

Outcome 4: A better council

Overall Assessment

The Council's Customer Services Transformation Programme is setting out an ambitious change agenda in this area and all services in the Council are seeking to improve efficiency and to address customer service standards. There are a number of areas performing well across the outcome, focusing in this summary on:

- Timely **processing of planning applications** - although performance has dipped in this quarter for minor and other applications, overall performance for the year is within target. Future service improvements will focus on processes for pre-applications, validations and discharge of conditions.
- The **household recycling rate** is on course to just exceed the annual target of 37%

Focused improvement work is underway in the following areas:

- **Customer service centre performance** which is at or just below target
- The **delayed transfers from a hospital to a community setting** – a reduction has been achieved this quarter owing to increased collaborative working particularly around discharge services and mental health non acute delays.
- Decline in **number of library visits**. The recommendations of a review of the service are being implemented and the service is now part of the Customer Services Transformation programme which is expected to be implemented in September 2015.

Priority 10: Ensure the whole council works in a customer focused way

As a Council we want to ensure that our residents and customers are satisfied with the customer service they receive.

Key performance indicators and targets for this priority

- Increase the proportion of calls answered to 90% (call centre)
- Increase the proportion of calls dealt with first time to 82% (call centre)
- Reduce the proportion of complaints upheld following detailed investigation by the Ombudsman to 50%
- Reduce waiting times at Customer Services Centres so that 75% of personal callers are seen in 20 mins
- Increase visits to Haringey libraries by 10% by 2015/16

34. Performance for the **customer service** indicators were at or just below target for call centre answering and customer service centre waiting times. The proportion of first contact resolutions (FCR) dipped in December.
    - 89% of **calls to the call centre were answered**, against a target of 92%
    - 80% of **callers to the Customer Service Centres were seen within 20 minutes**, against a target of 78%.
    - 79% of **call centre calls were resolved first time,** against a target of 85%.

    A new performance management approach has been introduced which will enable the service to actively manage performance in these key areas. A project manager has been appointed to

assist with delivering some of the technical projects within Customer Services/Contact Centre, including procuring and deploying a technical solution to assist with the capture of FCR information which will help us to understand the drivers impacting on FCR.

35. The proportion of **complaints upheld following investigation by the Ombudsman** is comfortably below target – 28% against a target of 45% (24 out of 87 cases).

Priority 11: Get the basics right for everyone; Priority 12: Strive for excellent value for money

Key performance indicators and targets for this priority

- Reduce the percentage of Principal roads where maintenance should be considered to 7%
- Increase the percentage of minor planning applications processed within 8 weeks to 65%
- Increase the percentage of other planning applications processed within 8 weeks to 80%
- Increase the percentage of major planning applications processed within 13 weeks to 65%
- Increase the proportion of residents returning completed electoral registration forms to 90%
- Increase the percentage of staff receiving performance appraisals to 95%
- Ensure that 94% of council tax is collected in year
- Increase the proportion of household waste recycled to 37%
- Reduce the rate of delayed transfers of care to 8.6 per 100,000 population

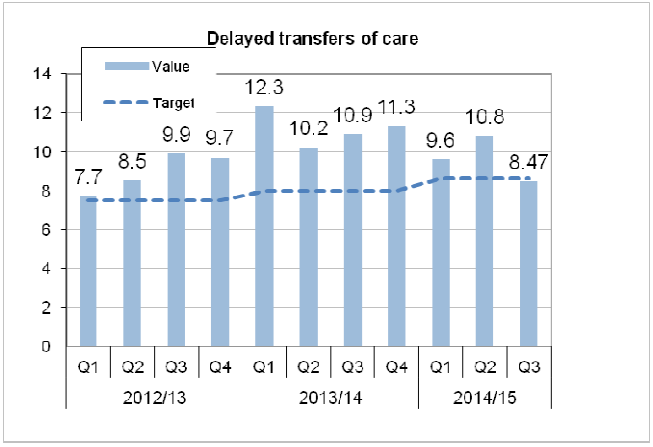
36. Targets for major **planning applications processed within timescale** have consistently been met. However, performance for minor and other applications dipped in October Quarter 3 owing to an increasing backlog of cases which is being tackled by the service. Overall year to date performance remains above target. Future service improvement plans will focus on processes for pre-applications, validations and discharge of conditions.

37. The proportion of **Council tax collected** as at quarter 3 was slightly below target – 82.48% against 83%.

38. In Quarter 3 there was a decrease in the number of **delayed transfers of care from hospital** from 10.8 to 8.46 per 1,000 population. This takes the year to date performance to 9.74 against a target of 8.6.

    This improvement in performance follows increased collaborative work with the Clinical Commissioning Group (both operationally and strategically) to reduce delays. A focus on discharge services as part of the Winter Pressures project and on mental health non acute delays have led to a decrease in the number of delays.

Figure 11: Delayed transfers of care



39. **Recycling levels** for quarter 2 have been revised upwards to 38.3%, quarter 3 levels are slightly lower at 37.3% (reflecting the seasonal drop in green waste), taking the year to date rate to 37.7%. Haringey is on course to exceed this year's target of 37%. A rolling action plan is in place to ensure the challenging targets over the next five years, in excess of 40% recycling, can be achieved. There has been a focus on estates and blocks of flats in the past year with the roll-out of food waste recycling to all such properties now completed, improvements to dry recycling facilities and a comprehensive outreach programme which has provided a reusable sack for recycling to all households. Estates will continue to be an ongoing area of focus for

communications and outreach work during the coming year. This is alongside detailed survey work currently being undertaken on recycling and refuse storage capacity and behaviours that will allow targeted communication to low performing areas.

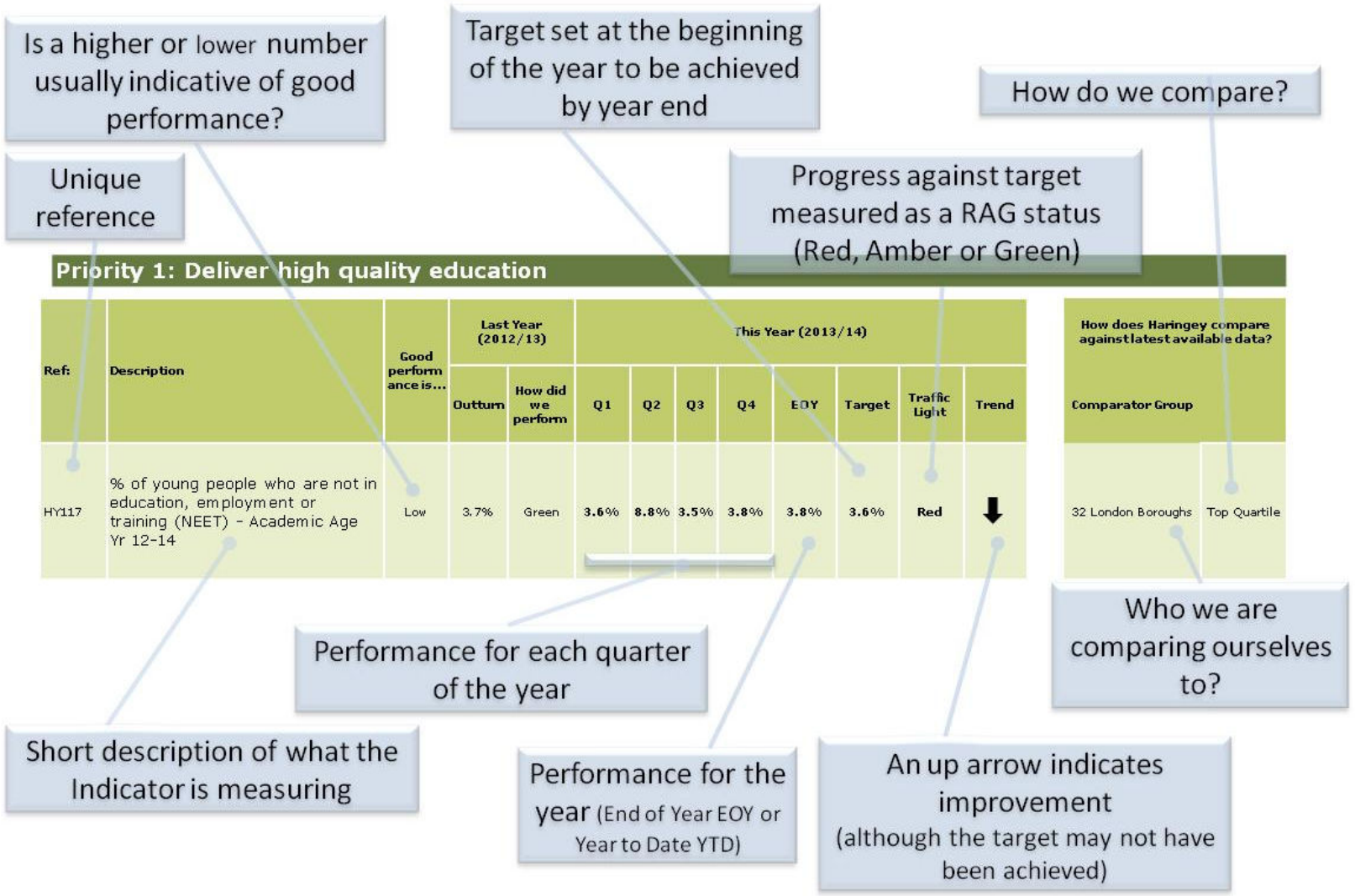
40. **Library visitor numbers** have remained relatively unchanged at 6,739 visits per 1,000 population. The general decline in visitor numbers reflects a national trend, additionally December is generally a quieter month and opening hours are reduced over the holiday period. The service is continuing to implement the recommendations of the Libraries Review and are part of the Customer Services Transformation programme which is expected to be implemented in September 2015.

Appendix 1: Corporate Plan Performance Scorecard

Summary

Outcome	Priority	No. KPIs	Red	Amber	Green	No target	Data awaited
Outstanding for all: enabling all Haringey children to thrive	Deliver high quality education	**10**	2	3	2	1	2
	Enable every child and young person to thrive	**10**	3	1	2	4	0
Safety and wellbeing for all: a place where everyone feels safe and has a good quality of life	Make Haringey the safest borough in London	**5**	0	1	3	0	1
	Safeguard children and adults	**5**	1	0	3	0	1
	Provide a cleaner, greener and safer environment	**6**	2	0	4	0	0
	Support health and wellbeing for all	**11**	2	1	6	0	2
Opportunities for all: a successful place for everyone	Drive economic growth in which all can participate	**2**	0	0	2	0	0
	Ensure that everyone has a decent place to live	**7**	4	0	0	0	3
A better Council: delivering responsive, high quality services; encouraging residents who are able to help themselves	Customer focus, Getting the basics right, Value for Money	**14**	3	4	5	0	2

Explanation of performance data



Appendix 1: Corporate Plan Performance Scorecard

Outstanding for all: enabling all Haringey children to thrive

Priority 1: Deliver high quality education

Ref:	Description	Good performance is...	Last Year (2013/14)		This year 2014/15							How does Haringey compare against latest available data?	
			Outturn	How we performed	Q1	Q2	Q3	YTD	Target	Traffic Light	Trend	Comparator Group	
HY 31 (NI 92)	Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest	Low	36.6%	No target	Annual			33.2%	No target	-		England London	33.9% 32.8%
HY 74a	Achievement at level 4 or above in Reading, Writing and Maths at Key Stage 2	High	75.0%	Amber	Annual			77.0% (prov)	78.0%	Amber		England London	79% 80%
HY75	Achievement of 5 or more A*- C grades at GCSE including English and Maths	High	63.5%	Green	Annual			57.8% (prov)	63.0%	Amber		England London	52.6% 60.6%
HY117	% of young people who are not in education, employment or training (NEET) - Academic Age Yr 12-14	Low	3.8%	Red	4.5%	11.5%	3.6%	3.6%	3.8%	Green		London SN mean	3.4% 3.2%
HY117a	% of young people whose education, employment or training (NEET) status is Not Known - Academic Age Yr 12-14	Low	14%	Red	7.4%	81.6%	21.8%	21.8%	20%	Red		London SN mean	10.1% 15.5%
Op 182	Achievement of a Level 2	High	85.4%	Amber	Annual			Due	86%	-	-		

Ref:	Description	Good performance is...	Last Year (2013/14)		This year 2014/15							How does Haringey compare against latest available data?	
			Outturn	How we performed	Q1	Q2	Q3	YTD	Target	Traffic Light	Trend	Comparator Group	
(NI 79)	qualification by the age of 19							March 2015					
Op 182b	Achievement of a Level 3 qualification by the age of 19	High	61.6%	Green	Annual			Due March 2015	61%	-	-		
HY493a	Proportion of Primary schools rated outstanding or good by OFSTED	High	82%	Red	84 %	86 %	87 %	87%	100%	On track	↑	London	86%
HY493b	Proportion of Secondary schools rated outstanding or good by OFSTED	High	100%	Green	100 %	100 %	100 %	100%	100%	Green	-	London	82%
HY493c	Proportion of Children's Centres rated outstanding or good by OFSTED	High	64%	Red	64 %	64 %	64 %	64%	100%	Red	↑		

Priority 2: Enable every child and young person to thrive

Ref:	Description	Good performance is...	Last Year (2013/14)		This year 2014/15							How does Haringey compare against latest available data?	
			Outturn	How we performed	Q1	Q2	Q3	YTD	Target	Traffic Light	Trend	Comparator Group	
Op388	The number of children subject to a child protection plan	Within range	201	No target	282	282	281	281	No target	-	↓	Statistical Neighbours (March 2014)	257

Ref:	Description	Good performance is...	Last Year (2013/14)		This year 2014/15							How does Haringey compare against latest available data?	
			Outturn	How we performed	Q1	Q2	Q3	YTD	Target	Traffic Light	Trend	Comparator Group	
OP388a	The rate of Children Subject to a CP plan per 10,000 pop	Within range	35	No target	**49**	**49**	**49**	**49**	**No target**	**-**	-	Statistical Neighbours (March 2014)	42
Op 418	Number of adoptions/special guardianship orders	High	64	Green	**11**	**6**	**16**	**33**	**45 (14/15)**	**Amber**	↓		
HY483	Average days from becoming looked after to being placed for adoption for children adopted in period	Low	778	Red	**515**	**620**	**563**	**548**	**487 (2012-15 avg)**	**Red**	↑	England (2012-15 average)	487
HY483a	Average days from becoming looked after to being placed for adoption for children adopted in period adjusted for adoptions by foster parents (A10)	Low	516.18	No target	**151**	**150.5**	**499**	**306**	**No target**	**-**	↑	England (2011-14 average)	217
HY654a	Percentage of vulnerable 2 year olds taking up their free early years place	High	New Indicator		**Annual**			**40% (local estimate)**	**80%**	**Red**			
HY654b	Percentage of vulnerable 3 & 4 year olds taking up their free early years place	High	90%	Green	**Annual**			**90%**	**90%**	**Green**		England London	97% 92%
HY30 (NI 72)	Readiness for school at five years: Achievement of at least 78 points across the Early Years Foundation Stage	High	50.0%	No target	**Annual**			**61.0%**	**No target**	**-**	↑	England London	60% 62%

Ref:	Description	Good performance is...	Last Year (2013/14)		This year 2014/15							How does Haringey compare against latest available data?	
			Outturn	How we performed	Q1	Q2	Q3	YTD	Target	Traffic Light	Trend	Comparator Group	
OP_731	Number of families with an allocated lead professional	High	686	Amber	**765**	**831**	**850**	**850**	**850**	**Green**			
HY93 (NI 126)	Early Access for Women to Maternity Services (Antenatal booking at 12 weeks)	High	67.2% (12/13)	Red	**Annual**			**76.4% (13/14)**	**80.0%**	**Red**			

Safety and wellbeing for all: a place where everyone feels safe and has a good quality of life

Priority 3: Make Haringey the safest borough in London

Ref:	Description	Good performance is...	Last Year (2013/14)		This year 2014/15							How does Haringey compare against latest available data?	
			Outturn	How we performed	Q1	Q2	Q3	YTD	Target	Traffic Light	Trend	Comparator Group	
HY26	Percentage of people thinking that the Council and partners are doing a good job dealing with crime and anti-social behaviour (NI21). Residents' Survey	High	58.0%	Amber	Annual			Due Q4	64.0%	-	-		
HY688	Gangs: Gang Unit Project caseload	High	74	Green	26	27	29	51	54 (Q3) 72 (14/15)	Green	→		
HY695	Gangs: Proportion of Gang Unit caseload who are engaged and retained	High	89%	Green	90 %	94 %	76 %	86%	80%	Green	→		
HY690	Number of cases dealt with through Integrated Offender Management	High	255	Green	136	231	283	283	188 (Q3) 250 (14/15)	Green	↑		
OP495a	Percentage of young people re-offending within 12 months (Rolling Year)	Low	47.2% (Apr 11 – Mar 12)	Red	44.5% (Jul 11 – Jun 12)	41.9% (Oct 11-Sep 12)	41.6% (Jan-Dec12)	41.6% (Jan-Dec12)	40%	Amber	↑	London Statistical Neighbours	40.6 % 40.6 %

Priority 4: Safeguard children and adults

Ref:	Description	Good performance is...	Last Year (2013/14)		This year 2014/15							How does Haringey compare against latest available data?	
			Outturn	How we performed	Q1	Q2	Q3	YTD	Target	Traffic Light	Trend	Comparator Group	
HY64	Child Protection Plans lasting 2 years or more	Within range	9.1%	Red	**0%**	**1.4%**	**0%**	**0.5%**	**7%**	**Green**	↑	Statistical Neighbours London	6% 4.7%
HY62	Stability of placements of looked after children: number of moves	Low	9%	Green	**9.6%**	**10.1%**	**7.5%**	**7.5%**	**10%**	**Green**	↑	England	11%
Op49	The proportion of people who use Adult Social Care services who say that those services have made them feel safe and secure	High	84.8%	Amber	**Annual**			**Due May 2015**	**85.0%**	**-**	-		
HY650	Children and Families Assessments completed within 45 working days	High	75.55%	Red	**85.88%**	**97.51%**	**94.49%**	**91.81%**	**85%**	**Green**	↑	Statistical Neighbours	77%
HY_653	Percentage of looked after children placed 20 miles outside Haringey	Low	19.18%	Red	**18.5%**	**20.54%**	**18.66%**	**18.66%**	**16%**	**Red**	↑	England	12%

Priority 5: Provider a cleaner, greener and safer environment

Ref:	Description	Good performance is...	Last Year (2013/14)		This year 2014/15							How does Haringey compare against latest available data?	
			Outturn	How we performed	Q1	Q2	Q3	YTD	Target	Traffic Light	Trend	Comparator Group	
HY195a	Improved street and environmental cleanliness, levels of: Litter	Low	3%	Green	6% (tranche 1)	3% (tranche 2)	3% (tranche 2)	4.5%	7%	Green	↑	London boroughs average (17 returns)	6.2%
Op195b	Improved street and environmental cleanliness, levels of: Detritus	Low	3%	Green	4% (tranche 1)	2% (tranche 2)	2% (tranche 2)	3%	11%	Green	↑	London boroughs average (15 returns)	6.0%
HY110	Number of people killed and seriously injured in road accidents	Low	92 (2013)	Red	18 (Jan – Mar 2014)	19 (Apr-Jun 2014)	No data	37	60 (14/15)	Amber	↓		
HY162	Reduction in the number of reported fly-tips	Low	5,478	Green	1,513	2,615	2,343	6,471	5,400 (14/15)	Red	↓		
OP329	Increase in number of green flag award parks	High	16	Green	Annual			18	18	Green	↑		
HY764	Of all parks inspected % graded with A or B scores for overall standard	High	66%	Green	66%	71%	75%	71%	70%	Green	↑		

Priority 6: Support health and wellbeing for all

Ref:	Description	Good performance is...	Last Year (2013/14)		This year 2014/15							How does Haringey compare against latest available data?	
			Outturn	How we performed	Q1	Q2	Q3	YTD	Target	Traffic Light	Trend	Comparator Group	
HY17	Mortality rate from all cardiovascular disease (including heart disease and stroke) in persons less than 75 years of age	Low	85.84 (2010-12)	Red	Annual			85.69 (2011-13)	76 by 14/15	Red	↑	London	80.10
HY19a	% of 4-5 year olds who are overweight or obese	Low	20.8% (2012/13)	Red	Annual			20.23 % (13/14)	20.8%	Green	↑	England	22.5%
HY19b	% of 10-11 year olds who are overweight or obese	Low	38.6% (2012/13)	Red	Annual			38.00 % (13/14)	38.6%	Green	↑	England	33.5%
HY39	Rate of Hospital Admissions per 100,000 for Alcohol Related Harm	Low	2533 (2012/13)	No target	Annual			2273(13/14) prov	2,523	Green	↑	London (2013/14)	2066
HY112a	Under 18 conception rate per 1000 pop.	Low	33.1 (2012)	Amber	Annual			Early 2015	32.7 (2013) 28.7 (by 2015)	Amber	-		
HY35	Proportion of people who use services who have control over their daily life	High	71.0%	Red	Annual			Due May 2015	72.0%	-	-		
ASCOF_1C.1A	Proportion of people using social care who receive self-directed support - People	High	New Indicator		91.28 %	89.37 %	90.53 %	90.53 %	70%	Green	↑		
ASCOF_1C.1B	Proportion of people using social care who receive self-directed support - Carers	High	New Indicator		90 %	92.97 %	83.73 %	83.73 %	70%	Green	↓		

Ref:	Description	Good performance is...	Last Year (2013/14)		This year 2014/15							How does Haringey compare against latest available data?	
			Outturn	How we performed	Q1	Q2	Q3	YTD	Target	Traffic Light	Trend	Comparator Group	
ASCOF_1G	Proportion of adults with learning disabilities who live in their own home or with their family	High	69.3%	Red	**5.15%**	**43%**	**44.19%**	**44.19%**	**53%** (Q3) **70%** (14/15)	**Red**	-		
ASCOF_1H	Proportion of adults in contact with secondary mental health services living independently, with or without support	High	66.8%	Red	**72.7%**	**73.05%**	**75.47%**	**75.47%**	**70%**	**Green**	⇧		
ASCOF_2B.1	Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services EFFECTIVENESS	High	87.6%	Amber	**Annual**			**Due April 2015**	**90%**	**-**	-		

Opportunities for all: a successful place for everyone

Priority 7: Drive economic growth in which all can participate

Ref:	Description	Good performance is...	Last Year (2013/14)		This year 2014/15							How does Haringey compare against latest available data?	
			Outturn	How we performed	Q1	Q2	Q3	YTD	Target	Traffic Light	Trend	Comparator Group	
HY496	Percentage of working population claiming Jobseeker's Allowance (JSA)	Low	4.3	Green	**4.0**	**3.4**	**3.0**	**3.0**	**4.3**	**Green**	↑	London England	2.1% 1.9%
HY696	Haringey residents supported into employment through the Jobs for Haringey Programme	High	348	Green	**20**	**23**	**54**	**97**	**100** (14/15)	**Green**	↑		

Priority 9: Ensure that everyone has a decent place to live

Ref:	Description	Good performance is...	Last Year (2013/14)		This year 2014/15							How does Haringey compare against latest available data?	
			Outturn	How we performed	Q1	Q2	Q3	YTD	Target	Traffic Light	Trend	Comparator Group	
HY154	Net additional homes provided	High	493		**Annual**			**-**	**-**	**-**			
HY155	Number of affordable homes delivered (gross)	High	150	Red	**Annual**								
HY4a	Number of homelessness acceptances	Low	762	Red	**190**	**146**	**157**	**493**	**409**	**Red**	↑		
HY4c	Homelessness acceptances per 1,000 population	Low	2.32	Red	**0.74**	**0.57**	**0.61**	**1.92**	**1.59** (Q3) **2.1** (14/15)	**Red**	↑		

Ref:	Description	Good performance is...	Last Year (2013/14)		This year 2014/15							How does Haringey compare against latest available data?	
			Outturn	How we performed	Q1	Q2	Q3	YTD	Target	Traffic Light	Trend	Comparator Group	
HY156	Number of households living in temporary accommodation	Low	2,869	Amber	2,890	2,948	2,983	2,983	2,800	Red			
HY651a	Number of additional HMOs licensed within the Additional HMO Licensing Scheme in Haringey ward	High	164	Green	32	32	17	64	75 (Q3) 100 (14/15)	Red			
HY651b	Proportion of expired mandatory HMOs re-licensed	High	100%	Green	86 %	94 %	63 %	-	90%	-	-		

A better Council: delivering responsive, high quality services; encouraging residents who are able to help themselves

Priorities 10-12: Customer focus, Getting the basics right, VfM

Ref:	Description	Good performance is...	Last Year (2013/14)		This year 2014/15							How does Haringey compare against latest available data?	
			Outturn	How we performed	Q1	Q2	Q3	YTD	Target	Traffic Light	Trend	Comparator Group	
HY157a	Percentage of planning applications processed in 13 weeks or in agreed PPA / extension time agreement (Major)	High	81.82%	Green	**100 %**	**100 %**	**100 %**	**100%**	**65%**	**Green**	↑		
HY157b	Percentage of planning applications processed in 8 weeks or extension of time agreement (Minor)	High	77.25%	Green	**85.88 %**	**74.55 %**	**55.6%**	**74.6%**	**65.00 %**	**Green**	↓	London boroughs average (21 returns)	71.5 %
HY157c	Percentage of planning applications processed in 8 weeks or in extension of time agreement (Other)	High	83.05%	Green	**89.29 %**	**82.68 %**	**77.3%**	**83.4%**	**80.00 %**	**Green**	↑	London boroughs average (20 returns)	83.6 %
HY192	Recycling rate	High	36.16%	Green	**37.46 %**	**38.3%**	**37.3%**	**37.7%**	**37%**	**Amber**	↑	London Borough average (15 returns)	34.8 %
HY9	% of council taxes due for the financial year which were received in year	High	95.02%	Green	**30.54 %**	**55.59 %**	**82.48 %**	**82.48 %**	**83% (Q3)**	**Amber**	↓		
HY168	Principal roads where maintenance should be considered	Low	22%	Red	**Annual**			**Due Mar 2015**	**15%**	**-**	-		

Ref:	Description	Good performance is...	Last Year (2013/14)		This year 2014/15							How does Haringey compare against latest available data?	
			Outturn	How we performed	Q1	Q2	Q3	YTD	Target	Traffic Light	Trend	Comparator Group	
HY89	Customer Services Centres- Waiting times – personal callers seen in 20 mins	High	76%	Green	**77%**	**77%**	**80%**	**78%**	**78%**	**Green**	↑		
HY199	Call Centre calls answered as a % of calls presented	High	90%	Green	**91%**	**88%**	**89%**	**89%**	**92%**	**Amber**	↓		
Op91	Call Centre End to End resolution	High	92.5	Green	**84**	**75**	**82**	**75**	**85**	**Red**	↓		
HY85	Number of library visits per 1000 of the population	High	7,517	Red	**7,580**	**6,623**	**6,739**	**7,112**	**8,605**	**Red**	↓		
ASCOF_2C.2	Number of delayed transfers of care attributable to social care service (social care or jointly social care and the NHS)	Low	11.3	Red	**9.6**	**10.80**	**8.47**	**9.74**	**8.6**	**Amber**	↑		
HY406a	Proportion of complaints upheld following detailed investigation by the Ombudsman	Low	58%	Baseline	**23.6%**	**29.7%**	**26%**	**28%**	**45%**	**Green**	↑		
HY656	Haringey Council appraisal completion rate	High	97.9%	Green	**Annual**			**44.4% Mid-Year**	**95%**	**Red**	↓		
HY657	Residents returning completed electoral registration forms	High	92%	Green	**Annual**			**Data awaited**	**90%**	**-**	-		

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Agenda Item 8

Haringey Council

Report for:	**Cabinet, 17th March 2015**	**Item Number:**	

Title:	**Care Act 2014, Implementation - Eligibility Criteria and Deferred Payment Arrangements**

Report Authorised by:	**Beverley Tarka, Interim Director of Adult Social Services**

Lead Officer:	**Beverley Tarka, Interim Director of Adult Social Services**

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

1. Describe the issue under consideration

1.1 This report presents for consideration and approval proposals for the implementation of Part 1 of the Care Act 2014, hereafter referred to as the *"Act"*, on 1st April 2015. These proposals will pay particular attention to new *eligibility criteria* and *deferred payments arrangements* with the intention of ensuring that the Council is fully compliant with its statutory duties under Part 1 of the Act relating, mainly, to care and support while also addressing the financial aspects of implementation. Cabinet is asked to note a series of changes the Act makes to the statutory responsibilities of the Council and to its delivery of adult social care.

2. Cabinet Member introduction

2.1 The Care Act and its good implementation requires the Council and its statutory and non-statutory sector partners to work together to place the *individual wellbeing* of local people at the centre of all we do. The Act's significance is wider than simply adult social care, it impacts on the whole of the council and across Haringey's health and social care economy

.

2.2 The Act also marks a decisive move away from defining people as service users, tenants, customers, and patients and towards treating their needs as a whole and as unique individuals. We will work with Haringey residents to help them prevent and delay the onset of needs by offering personalised services that enable people to take control of their lives and achieve their potential.

Haringey Council

2.3 However the challenges of implementing the Act should not be under-estimated. When the Act comes into force, on 1st April, 2015, it will be the biggest change to adult social care since the founding of the Welfare State in 1948. The statute imposes a raft of new responsibilities and statutory duties on local authorities while its financial implications must be carefully monitored and controlled.

2.4 Nevertheless, the Act represents an opportunity for the Council to put in place a system of adult social care for the 21st century. The Act places an emphasis on personal wellbeing; on person-centred provision; on prevention; on integration of services; on growing communities' solidarity and capacity to support one another; on increased support for carers; on improving the transition from children's to adults' services; and on providing a firm statutory footing for adult safeguarding.

3. Recommendations

3.1 It is recommended that Cabinet;

a) approve the proposed use of three Care Act related revenue grants made for 2015/16 as set out in paragraph 5.21, below,

b) adopt only the national minimum eligibility threshold for care;

c) approve the proposed Deferred Payments Policy attached at Appendix 1;

d) agree the maximum interest rate allowed on Deferred Payments to off-set the costs to the local authority of making these Payments;

e) impose a cost neutral administration charge on Deferred Payment Agreements equivalent to the actual set-up, maintenance and wind-up costs of each such Agreement - standard charges are set out in Appendix 2;

f) agree that carers' services be provided free of charge to reflect the Council's on-going support for carers and its recognition of the invaluable contribution they make to supporting some of the most vulnerable members of our community;

g) approve Haringey's development of a new assessment and eligibility process which will ensure a fit with the requirements of the Care Act and involve ceasing the use of the current Resource Allocation System (RAS)

h) note the *'highlights'* of the Act and their implications as listed and described in Table 1, below.

3.2 The Act and all the recommendations complement the Corporate Plan's priority of "*Empowering all adults to live healthy and fulfilling lives."* All recommendations relating to charging will be kept under review to assure their sustainability.

Haringey Council

4. Alternative options considered

4.1 Implementation of the Act is a statutory requirement, but within the margins of discretion allowed the following alternative options have been considered:

a) Adopting eligibility criteria more generous than the national minimum threshold and levying charges and interest rates on deferred payments less than the allowed maximums: However, these options have unfunded cost implications.

b) *Charging for carers' services:* This option could lead to the breakdown of caring relationships, thereby, imposing significant additional costs on the Council while signalling a lack of support for the efforts of carers. Only three London Boroughs, at the time of writing, are considering charging for carers' services. In comparison, 15 will not be charging while others are yet to announce their positions on this matter.

5. Background information

The Care Act

5.1 The Act came onto the statute books on 14th May 2014 and is a bold and historic piece of legislation. It is the most wide-ranging reform to adult social care in nearly 70 years. It modernises and consolidates, for the first time, adult care and support law in a single clear statute.

5.2 The Act is divided into five parts with eight schedules. Part 1 of the Act deals with the reform of adult social care and support legislation and is the part most relevant to Local Authorities. It is structured around an individual's journey through the reformed system (be they someone in need of care, or their carer). The Act will put a limit on the amount those receiving care will have to pay towards the costs of their care, with a cap on care costs beginning in April 2016. The remainder of Part 1 of the Act, such as national eligibility criteria and universal deferred payments, will come into force in April 2015.

5.3 Sections 1 to 7 of the Act place a number of general duties on local authorities. These are:

a) Promoting individual well-being

b) Preventing needs for care and support

c) Promoting integration of care and support with health services etc.

d) Providing information and advice

e) Promoting diversity and quality in provision of services

f) Co-operating generally

g) Co-operating in specific cases

5.4. Unless otherwise indicated all references made to the Act in this report will be made to Part 1 of the Act as the other sections are more relevant to bodies other than Local Authorities (such as the NHS and the Care Regulator). However, the different

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provisions in Part 1 will not be considered in detail. Should Members wish to read a detailed summary of these key provisions, please consult the guidance produced by the Local Government Association, *'Get in on the Act: The Care Act 2014'*

(http://www.local.gov.uk/documents/10180/11309/L14-284+Getting+in+on+the+Act_web.pdf/edfb186d-166f-4058-a20d-5ba5e2646e6e)

The Wellbeing Duty and Principle

5.5 The Care Act imposes a *duty* on local authorities to promote *individual wellbeing* when carrying out *any* of their care and support functions in respect of a person. This duty is sometimes referred to as the *"wellbeing principle"* because it is the guiding principle of the Act. It puts individual wellbeing at the heart of care and support system.

5.6 The paramountcy of the wellbeing principle means it provides the *acid test* of the actions local authorities take when carrying out their care and support functions. The principle means that whenever a local authority makes a decision about an adult it *must* promote or seek to promote individual wellbeing.

5.7 The Act's definition of wellbeing covers:

a) personal dignity (including treatment of the individual with respect);

b) physical and mental health and emotional well-being;

c) protection from abuse and neglect;

d) control by the individual over day-to-day life (including over care and support, or support provided to the individual and the way in which it is provided);

e) participation in work, education, training or recreation;

f) social and economic well-being;

g) domestic, family and personal relationships;

h) suitability of living accommodation;

i) the individual's opportunities to contribute to society.

5.8 The expansive nature of the definition of wellbeing means that the Care Act has *whole Council* implications (see Appendix 3). It *cannot* be regarded as being *'just'* an Adult Social Care Act. The Act also establishes a *duty* of co-operation that requires an authority to ensure that all its departments co-operate in meeting the wellbeing duty.

5.9 Although the wellbeing principle applies when the local authority performs an activity or task, or makes a decision, in relation to a person, the principle should also be considered by the local authority when it undertakes broader, strategic functions, such as planning, which are not in relation to one individual.

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Highlights of the Act

5.10 Table 1 lists some of the highlights of the Act which, unless stated, come into force on 1st April 2015. The listing is not all inclusive but, summarises how the statute will determine the Council's statutory duties for Adult Social Care and its delivery of this important service.

Table 1. Highlights of the Act

Requirements
Prevention **(New in law but not new in practice/policy)** A new *general duty* requiring local authorities to ensure the provision of preventative services. That is, services which help prevent or delay the development of care and support needs, or reduce care and support needs (including carers' support needs).
Integration **(New in law but not new in practice/policy)** A new local authority *duty* to carry out their care and support functions with the aim of integrating services with those provided by the NHS or other health-related services. The duty's emphasis on *"other health related services"*, whose definition encompasses housing, leisure services, education etc, means that the Council's services have to work more closely together.
Information and advice **(Modernises existing law)** A new *general duty* to provide information and advice on social care, including independent generic and regulated financial advice, to all residents regardless of whether, or not, they have eligible care needs.
Diversity and quality of provision and market shaping **(New in law but not new in practice/policy)** A new *general duty* to promote diversity and quality in care and support provider market. Local authorities must act to ensure that there is a range of different providers of services available. These must offer a range of services shaped by the demands of individuals, families and carers, and be of a high quality, in order to meet the needs and preferences of people wanting to access services. Commissioners in Haringey have a track record of working with providers to ensure a vibrant and sustainable provider market. The publication of the Market Position Statement will help providers shape their businesses to meet future commissioning intentions.
Cooperation (generally) **(Modernises existing law)** A new *general duty* of mutual cooperation between local authorities and their relevant partners (see Appendix 4) in the exercise of their respective functions relating to; a) an adults with needs for care and support, and; b) carers. This duty provides a new ability to require cooperation from a relevant partner, in relation to an individual case. The duty makes clear that compliance with the Act requires excellent partnership working.

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Cooperation (specific cases) **(New in law but not new in practice/policy)** ***Assessments:*** A new *duty* for a local authority to carry out an assessment, which is referred to as a *'needs assessment',* where it appears that an adult may have needs for care or support. Assessments must be person centered with the person being assessed empowered to take a leading role in the assessment process.
Carers' Assessments **(New in law but not new in practice/policy)** A *new duty* for local authorities to undertake a 'carer's assessment', on the basis of the appearance of a need for support. This is a lower threshold for assessment than under the current law. It removes the existing requirement that the carer must be providing *"a substantial amount of care on a regular basis".* Work is being undertaken to identify the financial impact of this while Adult Social Care and Health Watch are collaborating to ensure that the voice of carers is heard with respect to carers' rights under the Act.
Eligibility **(New in law and new in practice/policy)** A new *duty* to introduce a separate national minimum eligibility threshold (see Appendix 5) in place of the current Fair Access to Care Services (FACS) eligibility criteria where, until now, the level for accessing services, e.g. substantial and critical in Haringey, is set by the Council..
Personal Budgets: **(New in law but not new in practice/policy)** A new *duty* to offer everyone who is eligible for a service a personal budget with the expectation that the default form of provision will be a direct payment.
Deferred Payments **(New in law but not new in practice/policy)** The Care Act 2014 establishes a universal Deferred Payment Scheme, which means that from April 2015 people may not need to sell their home in their lifetime to pay for the costs of care. A Deferred Payment is a way of deferring the costs of care against a property which is the person's main home. It is a loan against the value of the property. The loan is paid back at the time of the person's death by the sale of their property. Haringey is unusual in so far as it, currently, has no Deferred Payments scheme or policy.
Independent advocacy **(New in law and new in practice/policy)** A *new duty* to arrange independent advocacy for people who need help to be involved in assessment, care planning, appeals or safeguarding and have no appropriate person who can represent their views. This duty reflects best practice and to ensure compliance with the Act Haringey let, in January 2015, a contract for independent advocacy to Voiceability.
Adult safeguarding **(New in law and new in practice/policy)** The Act sets out the local authority's responsibility for adult safeguarding for the first time in primary legislation. Local authorities *must* make enquiries if they believe an adult is, or is at risk of, being abused or neglected. They *must* also host and lead multi-agency *Safeguarding Adults Boards* (SABs) to maintain strategic oversight of safeguarding and carry out *Safeguarding Adults Reviews* when people die as a result of neglect or abuse and there's a concern that the local authority, or its partners, could have done more.

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Haringey already has robust, mature safeguarding arrangement in place; including a SAB There is a high degree of confidence that these arrangements are compliant with the requirements of the Act.
Self-funders **(New in law and new in practice/policy)** The Act introduces a range of *new duties* for people who fund their own care. This includes the provision of assessments, care plans and care accounts, service finding and providing self-funders with alternative provision in the case of provider failure. Local authorities will also become liable for the care costs of self-funders once they hit the *'cap'* on care costs.

5.11 On 1st April 2016 a tranche of funding reforms (known as the Dilnot reforms) will come into force. These reforms, which will be the subjects of a later report, will put a limit on the amount those receiving care will have to pay towards the costs of their care, with a cap on care costs beginning in April 2016.

Assessing the Impact of the Care Act

5.12 When assessing the likely impact of the Act in Haringey it is useful to consider if its various sections are:

a) new in law and practice/policy, or;

b) new in law but not new in practice/policy, or;

c) simply modernise existing law.

5.13 It has been suggested that as many sections of the Act are new in law but not in practice/policy the impact may be limited. – see Table 1 and LGA clause analysis at:

http://www.local.gov.uk/web/guest/care-support-reform/-/journal_content/56/10180/5761381/ARTICLE

5.14 However, this conclusion is misleading as it applies only in so far as existing practice standards meet those demanded by the Act and its statutory guidance. In assessing the Act's impact for the Haringey it is essential to understand the extent to which local practice, procedures and policies meet the new statutory requirements. Therefore, all relevant practice, procedures and policies are currently being reviewed to ensure that they are compliant with the Act.

5.15 Consideration must also be given to how the Care Act will impact on the demand for adult social care and to identifying any accompanying financial implications. It is accepted that the Act will increase demand and, as a consequence, costs. Increased demand for assessment for carers services and support for self-funders are likely to be those areas where increases in demand will be the greatest.

5.16 However, identifying the precise level of increase is extremely difficult.. It is something the Government and all local authorities are struggling with and work on this matter is being taken forward locally, on a pan-London basis and at national level.

Funding Implementation – The Care Act Implementation Grants

5.17 Changes made by the Act to determining eligibility for service provision, to enhancing the rights of carers to assessment, its provisions relating to local authorities'

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responsibilities for self funders and the introduction of the cap on care costs in 2016 all threaten to impose additional financial burdens on Councils. It is widely accepted that as a result of the Act they must expect the demand for assessments and services to increase. Theses demand side pressures will increase costs.

5.18 The Government has committed to meet these additional costs in line with the New Burdens arrangements. Unfortunately calculating the financial impact of the Act is extremely difficult because of problems encountered in calculating the sizes of the carer and self-funder populations Those estimates that do exist fail to provide a reliable basis on which to calculate future costs. They are based on partial knowledge (e.g. we know how many self-funders reside in Care Homes in Haringey, but not in the community) or on radically different approximations (e.g. the estimates of carers provided by Council sources, the DWP and Census diverge significantly). This means that although grant funding has been provided there is a risk that costs will exceed the allocation.

5.19 For 2015/16 the following grants have been received to fund Care Act implementation:

a) Early Assessments Revenue Grant = £280,932

b) Deferred Payment Agreements Revenue Grant = £241,399

c) Care Act Implementation Revenue Grant = £265,522

5.20 These grants amount to £787,853 and are not ring-fenced. It has been indicated that there will be some level of follow-on funding 2016/17 but it has yet to be announced.

5.21 However it is proposed to use available funding to:

a) ensure that sufficient capacity is in place to undertake the early assessment of, approximately 250 self-funders in the course of 2015/16;

b) pump-prime the provision of Deferred Payments Agreements. These Agreements will self-fund as they are repaid but there will be a lag of, about, 2 to 3 years between the launch of Haringey's Deferred Payments scheme and receipt of the first repayments, and;

c) develop additional sustainable services for carers at a cost of £185,500 (approximately) reserving £80,000 for ongoing Care Act implementation costs.

1. ***Recommendation:*** It is recommended that Cabinet endorse the use of the Care Act Implementation Revenue Grants to undertake the early assessment of self-funders, pump-prime Haringey's Deferred Payments scheme, expand and improve its offer to carers (on a sustainable basis) and fund ongoing Care Act implementation costs.

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Haringey's approach to implementing the Care Act

5.22 Much work has taken place to ensure that Haringey will be compliant with those aspects of the Care Act which come into force on 1st April 2015. This is a large and complex undertaking that is being delivered through a programme management approach consisting of the following workstreams:

a) Commissioning

b) Workforce planning

c) Assessment, eligibility and care planning

d) Advice and information

e) Deferred payments

f) Safeguarding

g) Financial reform

5.23 The workstreams reflect those identified by the Local Government Association as being critical to implementation and each is managed by a senior officer, with a relevant professional background, with the support of a dedicated programme team. The Interim Director of Adult Social Services acts as the sponsor of the implementation programme with governance provided through an Implementation Board and the Adult Social Services Departmental Management Team.

5.24 In addition, adult social care staff are being provided with a rolling programme of briefings about the Care Act and specialised legal training. As of 20th February 2015, 626 staff, carers, service users, Health colleagues, Third Sector partners and providers had attended meetings to find out more about the Act. Information about the Act has also been placed on the intranet and internet.

5.25 Cabinet is also asked to note that whilst the Care Act comes into force on 1st April 2015 a transitional period of will be allowed to help local authorities comply with the new statutory requirements. This, when combined with the robust approach Haringey is taking to implementation, allows confidence to be invested Council's state of readiness.

5.26 However, to implement the relevant aspects of the Act on 1st April Cabinet is asked to consider the recommendations specified below.

a) ***Eligibility criteria:*** The regulations and statutory guidance to the Act specify a national minimum eligibility threshold for publically funded adult social care services, but allows local authorities the discretion to be more generous. However, austerity raises serious concerns about the affordability of a more generous approach. In addition, national research, showing that the adoption of the threshold is unlikely to make access to adult social care more restrictive, indicates that there is no need for Haringey to exceed the threshold. The threshold has been set at a level roughly equivalent to the "substantial level" in FACS – which is the level used by Haringey.

2. ***Recommendation:*** It is recommended that Cabinet only adopt the national minimum eligibility threshold.

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b) ***Deferred Payments Policy - see Appendix 1:*** The Act requires all local authorities to offer Deferred Payments, something that Haringey does not currently do. The proposed policy complies with regulations and statutory guidance and remedies this situation by setting out the framework of Haringey Council's Deferred Payments Scheme which will become active on 1st April 2015. The policy ensures that:

i) people who have been assessed as needing care may not need to sell their property to pay for care;

ii) individuals who can afford to pay a contribution towards care should do so;

iii) residents are fully informed about deferred payments and eligibility, and;

iv) the scheme is self-financing and sustainable.

c) This policy covers residential and nursing care services, but consideration may be given, in due course, to extending Deferred Payments to people receiving other care services. Under the Act, a Deferred Payments may be offered to anyone who has eligible care needs which should be met through residential or nursing care and has capital of less than £23,250 (including savings and other non-housing assets, excluding the value of the person's main home) provided they have the mental cap city to enter into such an agreement.

3. ***Recommendation:*** It is recommended that Cabinet adopt the proposed Deferred Payments policy attached at Appendix 1.

d) ***Deferred Payments (Interest):*** Regulations and guidance allow local authorities to levy a maximum rate of interest on Deferred Payments. Discretion is also allowed to levy a lower rate but this will have unfunded cost implications.

4. ***Recommendation:*** It is recommended that Cabinet agree to levy the maximum allowable interest on Deferred Payments to off-set the costs of lending to the local authority.

e) ***Deferred Payments (Administration Charges):*** The Act allows local authorities to impose administration charges in respect of the costs they incur in setting-up a Deferred Payment Agreement. These charges, in total, must not exceed the actual set-up costs, but may be less if the responsible local authority so determines. The standard charges are set out in Appendix 2.

5. ***Recommendation:*** It is recommended that impose a cost neutral administration charge on Deferred Payment Agreements equivalent to the actual set-up, maintenance and wind-up costs of each such Agreement.

f) The Deferred Payments Policy allows for the Council to obtain a Valuation and for the applicant to obtain an independent valuation in addition. There is a procedure for reaching agreement in the event of discrepancy. Strong legal advice has been received confirming that the Council should instruct an independent qualified RICS professional to provide its valuation. The cost is met by the applicant and the applicant is less likely to dispute the figure if it is sourced from an independent professional that they have paid for. The cost will on average be £300 (including Vat) on properties valued between £200,000 and

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£500,000 and will need to be added onto the Adult Services costs as a disbursement (if not already included).

g) ***Charging for carers' services:*** The Act permits charging for carers' services. However, Haringey does not currently charge for these services and charging risks contributing to the breakdown of caring relationships leading to more adults becoming dependent on expensive state funded care. Charging may also be regarded as inconsistent with the Council's support of carers. Only three London Boroughs, at the time of writing are considering charging for carers' services. In comparison, 15 have declared that they not be charging while other authorities are yet to announce their positions on this matter.

6. ***Recommendation:*** It is recommended that Haringey provide carers' services free of charge. This reflects the high value the Council places on contribution carers to supporting of the most vulnerable local residents and the local authority's ongoing supporting for carers in this demanding task. If endorsed, this recommendation will be kept under review to ensure its continuing affordability.

h) ***Assessment and Eligibility and the Resource Allocation System:*** The Act places firewalls between the assessment process, the determination of eligibility and the calculation of the individual personal budget. As each must be considered separately the introduction of the Act means that there is a need to move away from the current use of Resource Allocation System which blurs the distinction between these processes. In future we will price support packages on the basis of actual, as opposed to estimated, costs. As required by the Act, we are piloting approaches and tools to developing a diverse high quality provider market place and improved assessment practice that will make transparent the relationship between provision and costs.

7. ***Recommendation:*** It is recommended that Haringey develop a new assessment and eligibility process which will ensure a fit with the requirements of the Care Act and involve ceasing the current RAS.

6. The Risks of Care Act Implementation

6.1 Although, good progress has been made in preparation for 1st April there are areas of risk. The most significant risks are referenced in Table 2, below.

Table 2. The Risks of Implementation

Risks	Treatment
Government funding may not be sufficient to cover the actual costs of implementation	Lobby Government through national and regional forums e.g. LGA, ADASS, London Councils etc.
The Care Act will create additional demand side pressures from carers and people who self-fund their care and support. These pressures will have	Continue support local and regional work to produce impact assessments.

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unknown cost implications.	
Uncertainty about how the introduction of the national minimum eligibility threshold will impact on the number of people who will qualify for publically funded adult social care.	• Monitor impact of national minimum eligibility. • Use information and advice services to redirect people to alternative community based provision. • Develop low cost preventative services.
The Care Act places a prevention duty on the Council but it is not clear how this duty is to be funded.	Implement draft Corporate Plan

7. Comments of the Chief Finance Officer and financial implications

7.1 The Care Act is a significant piece of legislation that extends Local Authorities' responsibilities for the provision of care and support. It will therefore involve additional costs; this has been recognised by the Government who have promised some additional funding in line with the New Burdens Principle. In 2015-16, this funding is provided in the form of the three grants. These are:

a) Early Assessments Revenue Grant = £280,932

b) Deferred Payment Agreements Revenue Grant = £241,399

c) Care Act Implementation Revenue Grant = £265,522

7.2 In addition, £884k of the Better Care Fund is earmarked to meet some of additional costs. Both this money and the grants will be allocated to the Adults budget to be spent as outlined in paragraph 5.21 above.

7.3 The main risks in 2015-16 arise from the uncertainty about the number of self funders who may present themselves for early assessment in advance of the care cap coming into effect in April 2016 and from the demand for carers services. Estimates for the impact vary widely and in the most pessimistic case outstrip the additional budget provision. Careful monitoring will therefore be required to flag up early any risks to service provision and the Council's financial position, A consultation has recently been opened on the detailed working of the Care Cap. This will certainly involve very significant costs – although the full extent will not be apparent until the cap has been in place for several years (as people will take time to build up care costs.) Again the Government has promised to fund these costs but there is significant concern among local authorities that the figure may be underestimated. Further modelling and planning will take place over the next year and this will be fed into the MTFS process.

8. Comments of the Assistant Director of Corporate Governance and legal implications

8.1 Under the Care Act 2014, when an adult is found to have care and support needs following a needs assessment (or in the case of a carer, support needs following a carer's assessment), the Local Authority must determine whether those needs are at

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a level sufficient to meet the "eligibility criteria" under the Act. The Local Authority has a duty to meet those adult's needs for care and support and those carer's needs for support which meet the eligibility criteria.

8.2 The new national eligibility criteria for adults and carers are set out in the draft Care and Support (Eligibility Criteria) Regulations 2014 (the 'Eligibility Regulations') which is currently laid before Parliament for approval. Regulation 2 sets out the eligibility criteria for adults who need care and support, and regulation 3 sets out the eligibility criteria for carers who need support. All local authorities must comply with these new minimum thresholds and there is no requirement to consult on them.

8.3 The Care and Support Statutory Guidance October 2014 provides that, at Paragraph **6.101**, *"authorities can also decide to meet needs that are not deemed to be eligible if they chose to do so"*. Further, at Paragraphs 23.12, "*Local authorities should determine whether and how to use their powers to meet needs beyond the level of the minimum threshold. Where local authorities have previously provided care and support to people with lower level needs, they should consider carefully any proposal to restrict local eligibility to only those needs described within the minimum threshold, and should consult with their local population before making such a change".* This means that where existing local eligibility criteria are set at a lower threshold to the new national criteria, there is an obligation to consult service users before limiting eligibility to the new national criteria.

8.4 Section 14 of the Act *(power of local authority to charge)* provides that a local authority may make a charge for meeting needs under sections 18 to 20 of the Act and Section 17 *(Assessment of financial resources)* provides for financial assessment for this purpose. The sections and supporting draft Regulation, Care and Support (Charging and Assessment of Resources) Regulations 2014 set out the statutory framework for the new charging regime. Under Section 14 (3), the Local Authority has discretion on whether to charge the carer for meeting a carer's needs for support.

8.5 The guidance at Paragraph **23.14** provides that: "*Local authorities should review the operation of their local charging framework, to ensure that this is consistent with the obligations set out by the Care Act and associated regulations, and the provisions set out in chapter 8. Where local authorities are satisfied that their approach to charging follows the detail required by the Act and regulations, they do not need to take further steps to review funding arrangements for individuals or to carry out new financial assessments, unless other circumstances have changed. Local authorities should consider the need to consult with their local population, but should not be expected to consult formally if their approach to charging has not changed as a result of the Act".* The implication is that authorities should consult locally if it proposes to change its current policy on charging.

8.6 Section 34 *(Deferred payment agreements and loans)* and the draft Care and Support (Deferred Payment Agreements) Regulations 2014 requires the Council to offer a deferred payment agreement (DPA) in respect of certain care fees to people who own their own home and who meet the qualifying criteria (see paragraph 4 of the

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proposed policy at page 19). The Council will not be able to recover from an eligible person any unpaid care fees incurred after 1/4/15 unless that person has been offered and rejected a DPA. By taking out a DPA, a person can defer or delay paying part of the costs of their care until a later date. The proposed policy provides for the "deferred" part to be secured by a legal charge against the person's home. The Council will be permitted to charge interest on the amount deferred and associated administration and legal costs. . DPAs will not be suitable for everyone who meets the qualifying criteria and individuals should be encouraged to take independent legal and financial advice before entering into a binding contract with the Council.

9. Equalities and Community Cohesion Comments

9.1 In making this proposal, we have been mindful of our public sector equality duty to have due regard to the need to:

a) eliminate discrimination;

b) advance equality of opportunity between different groups and;

c) foster good relations between groups in Haringey.

9.2 In addition we are committed to ensuring that we promote social inclusion in all council services making sure that they address the needs of those vulnerable residents who rely most heavily on them. The most socially excluded residents predominantly have the protected characteristics defined in the Equality Act 2010.

9.3 Therefore an Equality Impact Assessment (see Appendix 6) has been undertaken to:

a) identify whether and to what extent this proposal: could produce disadvantage or enhance opportunity for any groups with the protected characteristic defined in the Equality Act 2010;

b) establish whether the potential disadvantage is significant enough to call for special measures to remove or reduce the disadvantage;

c) identify and set out the measures that will be taken to remove or reduce the disadvantage;

d) where mitigation measures are not possible, to set out and explain why;

e) to ensure that Members are fully aware of the implications the proposal may have for the Council's public sector equality duty before they decide on the proposal.

9.4 The Care Act actively seeks to maximise the wellbeing of all groups in society, especially those at risk of discrimination and social exclusion, and contains measures to this end. The Act's focus on individual wellbeing is fundamentally important as its unrelenting focus on ensuring that service are provided in person centred ways that offer individual service users and carers real choice and control over their provision. In so doing the statute transforms the traditional social care pre-occupation with needs and provision to concentrate on achieving the outcomes that matter most to individuals in ways that are acceptable to them. It is an approach that benefits members of all protected groups and other residents of Haringey.

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9.5 The Equality Impact Assessment confirms that our expectation that the Care Act will enhance opportunities for all groups with protected characteristics and that, therefore, no special measures are called for to remove or reduce disadvantages

10. Head of Procurement Comments

10.1 The service has indicated that there are limited implications under the changes to the Care Act in relation to the market not being developed adequately for the range of services that maybe required, however the commissioning service with other London Council's are developing a market position statement which will be ready in due course. It is understood from the service that further reports will be presented to cabinet as work is undertaken in relation to any impacts that may result from the implementation. Procurement and Commissioning will continue to work together to mitigate any risks and issues.

11. Policy Implication

11.1 The Care Act 2014 is a major reform of adult social care law which imposes a range of new duties, detailed earlier in this report, for the Council that will have implications for its current policies, procedures and practices. Where key decisions are required with respect to this work subsequent Cabinet reports will be required.

12. Reasons for Decision

12.1 To ensure the proper implementation of, and compliance with those sections of Part 1 of the Act which come into force on 1st April 2015.

13. Use of Appendices

13.1 Appendix 1. Proposed Haringey Deferred Payments Policy

13.2 Appendix 2. Deferred Payments: Schedule of Charges

13.3 Appendix 3. A Whole Council Act

13.3 Appendix 4. Relevant Partners

13.4 Appendix 5. National Minimum Eligibility Threshold

13.5 Appendix 6. Equality Impact Assessment

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14. Local Government (Access to Information) Act 1985

14.1 Public

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APPENDIX 1. PROPOSED HARINGEY DEFERRED PAYMENTS POLICY

Haringey Council

Deferred Payment Scheme Policy

Adult Social Services

April 2015

Haringey Council

Haringey Council Deferred Payment Scheme

This report sets out the policy for Haringey Councils Deferred Payment Scheme from April 2015.

1. Background

1.1 The Care Act 2014 establishes a universal Deferred Payment Scheme, which means that from April 2015 people may not need to sell their home in their lifetime to pay for the costs of care. A deferred payment is a way of deferring some of the costs of care against a property which is the person's main home. It is a loan against the value of the property.

1.2 From April 2015, all Councils in England are required to provide the option of deferring payment of some of the cost of residential or nursing care to local residents who own their own home and have other assets below a prescribed amount. They must also have assessed care needs for residential or nursing care. The new scheme will have national eligibility. Local authorities are required to follow new national guidance on the eligibility criteria for a deferred payment.

1.3 The purpose of this policy is to set out the framework for Haringey Council's Deferred Payment Scheme from April 2015. This framework takes into account the main changes introduced by the Care Act 2014 and the statutory guidance published by the Department of Health (Oct 2014).

1.4 For further information about the Care Act and Deferred Payment Scheme please see:

www.gov.uk/government/uploads/system/uploads/attachment_data/file/366104/43380_23902777_Care_Act_Book.pdf

2. Universal Deferred Payments Scheme (April 2015)

2.1 Under Sections 34-36 of the Care Act 2014, all Councils will have a Deferred Payment Scheme which includes:

2.1.1 A set of national eligibility criteria on entitlement
2.1.2 Allows Councils to charge interest and administrative fees to offset the costs of the scheme
2.1.3 Retains some local discretion, for example the amounts that can be deferred

3. Haringey Council's Deferred Payment Scheme (from April 2015)

3.1 Haringey Council's Deferred Payment Scheme is consistent with relevant legislation and statutory guidance. The principles underpinning the scheme are:

3.1.1 To ensure that those who have been assessed as needing care may not need to sell their property to pay for care.

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3.1.2 That those who can afford to pay a contribution towards care should do so.

3.1.3 To ensure that residents are fully informed about deferred payments and eligibility.

3.1.4 That the scheme is self-financing and sustainable.

4. Eligibility Criteria for a Deferred Payment Scheme

4.1 Haringey Council must offer a Deferred Payment Scheme to people who own their own home and meet the eligibility criteria set out below:

4.1.1 Anyone whose needs are to be met by the provision of care in a care home or nursing home; and

4.1.2 Who has less than (or equal to) the prescribed amount (currently £23,250) in assets excluding the value of their home (i.e. in savings and other investments); and

4.1.3 Whose home is not disregarded, for example it is not occupied by a spouse or dependent relative (i.e. someone whose home is taken into account in the local authority financial assessment and so might need to be sold).

4.2 Additionally:

4.2.1 The person must have a beneficial interest in the property.

4.2.2 There should be no outstanding mortgage on the property.

4.2.3 The adult or their lawful representative must consent to the agreement.

4.2.4 The Deferred Payment Agreement must be signed by a person with capacity to make the decision or their lawful representative, i.e. someone acting under a Power of Attorney or a Financial Deputy appointed by the Court of Protection.

5. Refusal of a Deferred Payment Agreement

5.1 Cases where the Council will refuse:
The Care Act 2014 gives the Council the discretion to refuse a Deferred Payment Agreement in certain circumstances. It is the policy of Haringey Council to refuse a Deferred Payment Agreement where:

5.1.1 The Council is unable to secure a first charge on the person's property (i.e. there is an outstanding mortgage or charge secured against the property);

5.1.2 The Applicant fails to properly complete the Council's designated application form and disclose and produce full information and evidence about their circumstances and finances;

5.1.3 Where the applicant does not agree to the terms and conditions of the Council's Deferred Payment Agreement ;

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5.1.4 In the case of jointly owned property, not all of the owners agree to the terms and conditions of and consent to enter into the Council's Deferred Payment Agreement.

6. How much can be deferred

6.1 The Council will defer actual residential or nursing care costs; the amount will be determined in accordance with statutory guidance. This would normally include the actual cost of residential or nursing care less any financially assessed contribution. The Council will consider any reasonable top-ups providing there is enough equity available.

6.2 Where a property is used as security for a Deferred Payment Agreement the Council must not allow any amount to be deferred beyond the upper limit of the equity limit and must refuse to defer care costs beyond this (see section 17 entitled 'Discontinuance'). However, interest can still accrue beyond this point, and administrative charges can still be deferred.

6.3 The equity limit must be set at the value of the property minus 10%, minus the prescribed amount of the lower capital limit (currently £14,250 for financial year 2015/16).

6.4 The 'upper limit' means the point at which the applicant has deferred 90% of the value of the equity limit in the property.

6.5 When someone is approaching or reaches the point at which they have deferred 70% of the value of the equity limit in the property the Council will review the cost of their care and discuss if the person might be eligible for any means tested support.

7. Applying for a Deferred Payment Agreement

7.1 All applicants for a deferred payment must complete Haringey Council's designated application form and disclose and produce full information and evidence about their circumstances and finances.

8. Obtaining Security

8.1 Haringey Council is required to ensure that adequate security is available when deciding whether a person is entitled to a Deferred Payment Agreement. It is the responsibility of the applicant or their lawful representative to produce evidence that they are able to give the Council adequate security in the form of a legal charge on the property. In cases of jointly owned property the Council require all of the owners to agree to the charge being registered against the property.

9. Administration fees and interest charges

9.1 Haringey Council will charge an administration fee for arranging the deferred payment. There will also be an on-going administration fee which becomes payable during the course

Haringey Council

of the Deferred Payment Agreement. These fees can also be deferred. Administration fees are the actual costs of providing and maintaining a Deferred Payment Agreement including (but are not limited to) the costs incurred by the Council of:

a) Registering a charge with the Land Registry, including any Land Registry searches.

b) Costs of valuation and any re-valuation of the property.

c) The Councils staffing, management and legal costs.

d) The cost of removal/ redemption of the registered charge.

9.2 The Care Act allows and it is the policy of the Council to charge interest on the deferred payment amount in accordance with the National Maximum Interest Rate. The rate changes every six months on 1st January and 1st July to track the market gilts rate specified in the Economic and Fiscal Outlook. The interest rate is a rate that does not exceed the relevant rate for the relevant period plus 0.15%.

9.3 All charges and fees will be clearly set out within the Deferred Payment Agreement. Fees and charges will be set at a level to ensure that they only cover the actual cost to the Council. A schedule of deferred payment fees and charges will be publicly available. This will enable the person applying for a deferred payment full transparency on the costs of the scheme and to enable the person or their carer to plan for the costs of care.

10. Property valuation

10.1 Haringey Council will arrange for a valuation of the property at the expense of the applicant. The applicant may also request an independent valuation in addition to the Councils valuation. If there is a substantial difference the Council and applicant must agree an appropriate valuation before proceeding. If agreement cannot be reached the dispute will be dealt with under the Council's Review and Appeals Procedure. If a Deferred Payment Agreement is approved the costs of valuation can be rolled up into and deferred as part of the Deferred Payment Agreement.

10.2 The valuation of the property will be reassessed once the amount deferred exceeds 50% of the initial valuation. Thereafter it will reviewed periodically to ensure that the upper limit is not exceeded and in any other circumstance where the value of the property will affect the sustainability of the Deferred Payment Agreement.

11. The Deferred Payment Agreement

11.1 Successful applicants will be required to enter into a Deferred Payment Agreement with the Council. This is a formal legal agreement giving the Council the right to secure the deferred fees against the property by means of a legal charge. The agreement must be signed by the

Haringey Council

applicant or his lawful representative (Attorney or Deputy) and any joint owner of the property

11.2 The Deferred Payment Agreement shall only take effect upon being signed by the applicant or lawful representative and any joint owner and being sealed by the Council.

11.3 The applicant and his lawful representative and any joint owner must produce satisfactory evidence of identity before signing.

11.4 If the applicant or any joint owner has capacity but the agreement is being signed by the lawful representative the Council will also require sight of an original Power of Attorney or a copy certified by solicitor.

11.5 If the applicant or any joint owner lacks capacity the agreement must be signed on their behalf by a person authorised by an Enduring Power of Attorney that has been registered with Court of Protection; or a Lasting Power of Attorney for Financial Affairs that has been registered with the Court of Protection; or by a Financial Deputy appointed by the Court of Protection under the Mental Capacity Act 2005 and evidence of such authority in the form of a sealed or certified copy must be produced prior to signing.

11.6 The Deferred Payment Agreement will set out the following terms:

11.6.1 Interest rates and how interest will be worked out against the deferred payment.

11.6.2 How the agreement can be terminated.

11.6.3 Circumstances on which the Council can refuse to pay any more care fees.

11.6.4 Details of the property charge or any other form of security.

11.6.5 Information on the effects of taking out a Deferred Payment Agreement.

11.6.6 Restrictions on what the deferred amount can be spent on.

11.6.7 How problems should be resolved if either party feels the terms of the agreement have been broken.

12. The 12 week property disregard

12.1 Where a person has been assessed as having eligible needs for residential or nursing care and owns a property, the capital value of the main property is disregarded during the first 12 weeks stay in residential accommodation.

12.2 After 12 weeks, unless there is statutory disregard of the property, the property is taken into account as a capital resource. A statutory disregard will apply where, for example, the

Haringey Council

property is occupied by a spouse, partner, or close relative who is incapacitated or aged 60 or over.

12.3 During this 12 week period the Council will provide advice and information about deferred payments. Advice and information will include, as appropriate, signposting the person or their carer for independent financial advice. Advice and information about deferred payments will be available in a variety of mediums, for example: leaflets; the Councils website.

13. Conditions of entering into a Deferred Payment Agreement

13.1 The person entering into the Deferred Payment Agreement will also be required to abide by a number of conditions:

13.1.1 That the property is maintained in reasonable standard of repair and condition.

13.1.2 All outgoings associated with the property (e.g. Council tax, service charges and ground rent) are paid.

13.1.3 The property is fully insured for the full cost of rebuilding. If the property is to be left empty for any period of time, the person will need to ensure that this is disclosed to the insurance company and that any terms required by the insurer are met.

13.1.4 Any net rental income derived from letting the property during the period of the scheme will be assessed in accordance with Department of Health statutory guidance.

13.1.5 That the person receiving care and/or their representative acknowledges that they have received the Council's advice that they should seek independent legal and financial advice before committing themselves to this agreement.

13.1.6 That the applicant makes a full application on the Council's designated application form, and provides any evidence required by the Council in support of the application.

13.1.7 Where the property is jointly owned, the co-owners as well as the applicant must agree to and be a party to the agreement.

13.1.8 That the applicant or his lawful representative notifies the Council of any change in circumstances which could affect the value of property or the sustainability of the Deferred Payment Agreement. This includes but is not limited to circumstances including changes in the need for the care and support, changes in the occupation of the property, changes in financial circumstances and changes in the insured risk.

14. Financial Assessment of contributions

14.1 Applicants entitled to a Deferred Payment Agreement will be assessed to make a financial contribution towards the costs of care from their assessable income and capital (for example, savings and investments).

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15. Annual reviews and Deferred Payment statements

15.1 The Deferred Payment Agreement will be reviewed at least annually to assess the value of the property and ensure that there is adequate security to protect the Council's legal charge on the property and/or any other asset accepted as security. The frequency of this review will be decided on a case by case basis.

15.2 In addition to reviewing the deferred payment an annual statement will be sent to the person entitled to the deferred payment and/or their lawful representative. The annual statement will set out: the amount of fees deferred; interest and administrative charges to date; total amount due and equity available in the property. The statement will record the amounts deferred and progress towards the deferred payment upper limit.

16 Terminating the Deferred Payment Agreement

16.1 The Deferred Payment Agreement can be terminated in a number of ways:

16.1.1 Voluntarily by the person receiving care or someone acting on their behalf redeeming the charge by paying the full amount that is due.

16.1.2 When the property is sold.

16.1.3 When the person receiving care dies.

16.2 Where the agreement is voluntarily terminated the Council will require written notice of termination (the full terms under which the agreement can be terminated will be set out in the Deferred Payment Agreement).

16.3 On termination the full amount due (care charges, interest accrued, administrative and legal fees) will be paid to the Council.

16.4 If the person decides to sell the property they must notify the Council. They will be required to pay the Council from the proceeds of the sale.

16.5 The deferred payment will automatically come to an end on a person's death. The debt can either be paid from a person's estate or by a third party, for example a family member may choose to settle the debt rather than sell the deceased's property. If the agreement is terminated through a person's death the total amount due becomes payable within 90 days after the person dies.

17. Discontinuance

17.1 There may also be circumstances when the Council decides not to continue with a Deferred Payment Agreement, for example:

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17.1.1 When a person becomes eligible for public funding support to pay for their care.

17.1.2 Where a person no longer has need for care in a care home (or where appropriate supported living accommodation).

17.1.3 If a person breaches certain predefined terms of their contract (which must be clearly set out in the contract) and the Council's attempts to resolve the breach are unsuccessful and the contract has specified that the Council will stop making further payments in such a case.

17.1.4 Where a spouse or dependent relative has moved into the property after the agreement has been made, where this means the person is eligible for Council support in paying for care and no longer requires a Deferred Payment Agreement.

17.1.5 Where a relative who was living in the property at the time of the agreement subsequently becomes a dependent relative. The Council may cease further deferrals at this point.

17.1.6 If the property is subsequently disregarded (and the person qualifies for local authority support as a consequence) then the deferred payment is frozen and interest will continue to accrue.

18. Reassessments following repayment to the Council

18.1 If a Deferred Payment Agreement is terminated other than by death, the Council shall undertake a reassessment of the persons social care needs and finances.

19. Refusing an application

19.1 If the Council refuses a request for deferred payment, the decision will be notified in writing to the applicant and/or their lawful representative. The decision letter will set out the grounds for refusal and provide for appeal rights.

20. Review and Appeals procedure

20.1 The decision on the outcome of the application for a deferred payment can be reviewed. The grounds for review could include but are not limited to:

20.1.1 The decision to refuse the application failed to take into account any new information which would have led to a revision of the decision.

20.1.2 There are eligible care costs which the Council have failed to take into account.

20.2 Requests for a review should be made within 20 working days of being notified of the outcome of the application for a Deferred Payment Agreement. This period can be extended if there are exceptional circumstances.

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20.3 If the person is dissatisfied with the outcome of the review, they can then appeal within 20 working days of being notified of the outcome of the review. This period can be extended if there are exceptional circumstances..

20.4 If the person remains dissatisfied with the outcome of the appeal then they can request that this matter is dealt with under Haringey Council's Adults Social Care Complaints procedure.

21. Information and advice

21.1 The Council will provide advice and information about deferred payments through a variety of channels; for example, on the Council's web site and in leaflets. Information and advice will be provided during the 12 week property disregard period and at other stages during the care and financial assessment process.

21.2 Advice and information also includes financial advice and under the Care Act all local authorities are required to ensure that people have access to independent financial advice. If the person considers seeking advice from an independent financial advisor who has specialist knowledge of long term care funding and can discuss the most appropriate options for their situation, they can find an independent advisor on the following website:

http://societyoflaterlifeadvisers.co.uk/find-an-adviser/

22. Discretionary provisions

This policy cannot cover every eventuality. In special cases with exceptional needs the Director of Adult Services has discretionary power to permit and approve a Deferred Payment Agreement which does not meet the Councils standard criteria.

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APPENDIX 2. DEFERRED PAYMENTS: SCHEDULE OF CHARGES

Schedule of Fees

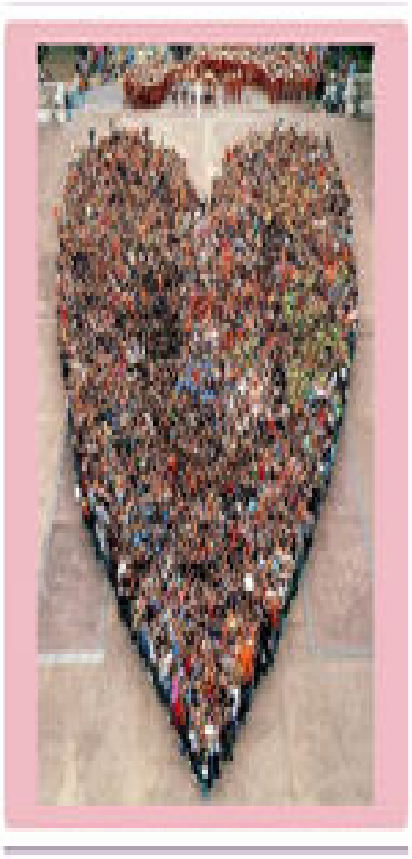
	Cost	Management	Council Overheads	Totals
Agreement Set up costs	200.40	20.04	22.04	**242.48**
Valuation of Property (Incl VAT)	300.00		0.00	**300.00**
Legal Set up costs	330.00	33.00	36.30	**399.30**
Legal Disbursements (Land Registery)*	86.00		0.00	**86.00**
Annual Administration Charge	81.16	8.12	8.93	**98.21**
Agreement Redemption Costs	81.79	8.18	9.00	**98.97**
Legal Redemption Costs	200.00	20.00	22.00	**242.00**

10% management
10% overheads
*Assuming property value between 200k and 500k

Note: Where Council officers are required to undertake tasks that the DPA designates as a client responsibility,
the hourly charge will be equivalent to the cost of the officer undertaking the work plus 10% for management and 10% for council overheads.
For a DPA officer, this is currently calculated at £22.83 per hour

Haringey Council

APPENDIX 3. A WHOLE COUNCIL ACT



The breadth of the definition of *wellbeing* makes *wellbeing* everyone's business.

Wellbeing/Welfare services are wide in scope.

Staff working in regeneration, housing, schools and learning, planning and other areas all have a part to play in delivering *wellbeing* and a responsibility to do so.

The breadth of the definition of *wellbeing* makes *wellbeing* everyone's business.

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Mr and Mrs A are an elderly couple. Mr A recently suffered a fall which has left him with a left-side weakness and little self-confidence. As a Mr A is very dependent on his wife, Mrs A, who is his carer. The couple have become socially isolated but want to mix with others in setting they find safe. Unfortunately, Mr and Mrs A also struggle with their accommodation which is not suited their needs since Mr A's fall. In addition, Mr and Mrs A are not coping financially and have no idea about how the Council can assist them. Without help there is a real risk that the caring relationship will breakdown and Mr A will go into long-term residential care.	• ***Immediate service responses include:*** – A housing needs assessment – Advice and information on benefits – Benefits provision – Leisure opportunities – Support from Adult Social Services – Occupational Therapy assessment – Personal budgets and care accounts for Mr and Mrs A • ***Longer-term service responses:*** – Neighbourhood development and communities for life • The above responses involve Adult Social Care, Leisure Services, Customer Services, Finance, IT, Revenue and Benefits • ***Mr and Mrs A wellbeing cannot be supported by one Department working alone. The Act is everyone's business***

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APPENDIX 4. RELEVANT PARTNERS

"The local authority must co-operate with each of its relevant partners, and the partners must also co-operate with the local authority, in relation to relevant functions. The Act specifies the "relevant partners" who have a reciprocal responsibility to co-operate. These are:

- *other local authorities within the area (i.e. in multi-tier authority areas, this will be a district council);*
- *any other local authority which would be appropriate to co-operate with in a particular set of circumstances (for example, another authority which is arranging care for a person in*
- *the home area);*
- *NHS bodies in the authority's area (including the primary care, CCGs, any hospital trusts and NHS England, where it commissions health care locally;*
- *local offices of the Department for Work and Pensions (such as Job Centre Plus);*
- *police services in the local authority areas and prisons and probation services in the local area.*

In addition, there may be other persons or bodies with whom a local authority should co-operate if it considers this appropriate when exercising care and support functions, in particular independent or private sector organisations. Examples include, but are not limited to, care and support providers, NHS primary health providers, independent hospitals and private registered providers of social housing, the Care Quality Commission and regulators of health and social care professionals. In these cases, the local authority should consider what degree of co-operation is required, and what mechanisms it may have in place to ensure mutual co-operation (for example, via contractual means)".

Care Act, Statutory Guidance, paragraphs 15.21 – 15.22

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APPENDIX 5. A ROUGH GUIDE TO ELIGIBILITY UNDER THE CARE ACT 2014

1. INTRODUCTION

This rough guide clarifies the approach the Care Act takes to determining the eligibility. The starting point of this undertaking is to state, as clearly as possible, that the *FACS eligibility criteria will cease to exist on 1st April 2015* and be replaced by the new *national minimum eligibility threshold.*

This marks a radical change with respect to the determination of eligibility with social carer's pre-occupation about levels of need (critical, substantial, moderate and low) being replaced by a much sharper focus on the *outcomes* people want to achieve when determining eligibility. The introduction of the national minimum eligibility threshold marks a decisive shift from needs dominated thinking and assessment to a concentration on outcomes.

To help colleagues come to grips with the new criteria and the accompanying shift to outcomes a few basic steps will be described that are based on the statutory guidance accompanying the Care Act. In so doing a distinction will be made between the differing approaches the Act takes to determining the eligibility of adults needing care and support and that of their carers[1].

DETERMINING ELIGIBILITY FOR ADULTS WITH CARE AND SUPPORT NEEDS

2. OVERVIEW

Chart 1, immediately below, outlines the process to be followed when determining whether, or not, an adult has eligible needs. It shows the conditions, in the form of responses to three key questions, that ***must*** be met for a determination of eligibility to be made. The chart also shows the order in which these conditions ***must*** be considered.

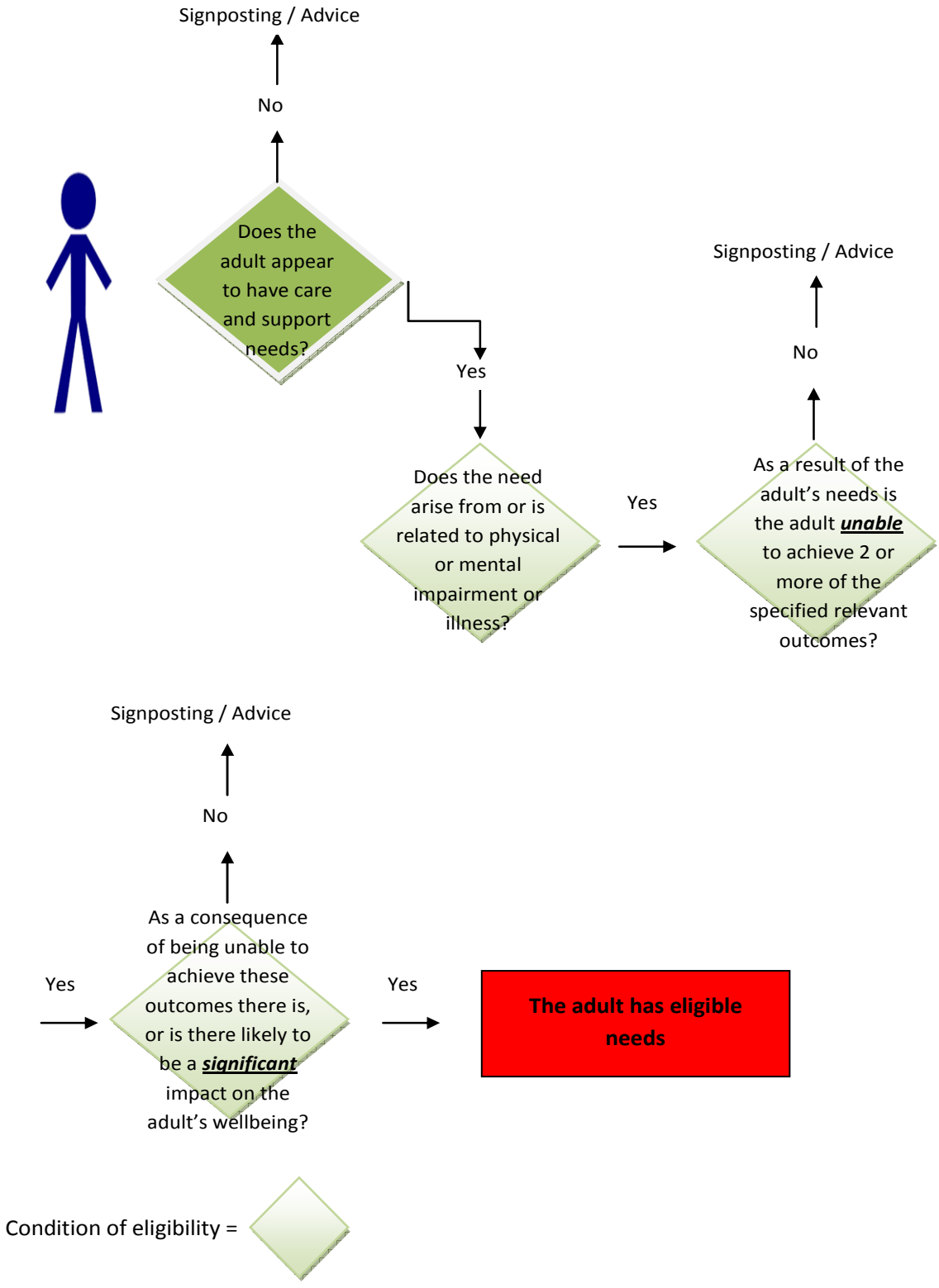
It should be noted, that even when someone fails to meet the test imposed by the conditions and, thereby, fails to meet the national minimum eligibility threshold the Council still has a statutory responsibility to offer signposting and advice under it general duty to provide advice and information, including independent financial advice , to the local population.

The next section unpacks this process in more details for adults in need of care and support.

Chart 1. Determining Eligibility For Adults With Need Care and Support – An Overview

[1] A carer is defined as someone who does no provide care for payment or as a volunteer.

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3. DETERMINING ELIGIBILITY FOR ADULTS NEEDING CARE AND SUPPORT: THE STEPS

Step 1. Being clear about what is the National Eligibility Threshold

The Care Act's approach to eligibility is simple and hinges, as shown in Chart 1, on the response to the following questions:

1. Do the adult's needs arise from or are related to a physical or mental impairment or illness?
2. As a result of the adult's needs is the adult unable to achieve ***two or more*** *of the specified outcomes* (see Step 3, below)?
3. As a consequence of being unable to achieve these outcomes there is, or there is likely to be, *a significant impact* on the adult's wellbeing?

These three questions are the *conditions* that must be satisfied for someone to be deemed eligible. *To be eligible each question being answered,* ***'yes'.***

However, to determine eligibility it is important that a uniform, methodical approach is taken to interpreting the above questions and seeking answers to them. This matter is considered in the remaining steps contained within this section.

Step 2. Do the adult's needs arise from or are related to a physical or mental impairment or illness?

Local authorities ***must*** be satisfied that the adult's needs for care and support are due to a physical or mental impairment or illness and that they are not caused by other circumstantial factors. Local authorities ***must*** consider at this stage if the adult has a condition as a result of either physical, mental, sensory, learning or cognitive disabilities or illnesses, substance misuse or brain injury. Authorities should base their judgment on the assessment of the adult - a formal diagnosis of the condition should **not** be required.

Step 3. As a result of the adult's needs is the adult unable to achieve two or more of the specified relevant outcomes?

When considering the answer to this question/condition two things have to be considered.

First, what does *'unable'* mean? Second, what are the *'specified relevant outcomes'*? The statutory guidance is helpful with respect to both these matters and makes clear that *'unable' means:*

1. is unable to achieve the outcome without assistance;
2. is able to achieve the outcome without assistance but doing so causes the adult significant pain, distress or anxiety;
3. is able to achieve the outcome without assistance, but doing so endangers or is likely to endanger the health or safety of the adult, or of others;
4. is able to achieve the outcome without assistance but takes significantly longer than would normally be expected.

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The specified relevant outcomes are:

1. ***Managing nutrition:*** For example, has the adult access to food and drink and can they prepare and consume food and drink.
2. ***Maintaining personal hygiene:*** - For example, the ability wash and launder clothes.
3. ***Managing toilet needs:*** For example, the adult is able to access and use a toilet and manage their toilet needs.
4. ***Being appropriately clothed:*** For example, the adult is able to dress and do so appropriately to maintain their health.
5. ***Able to make use of the home safely:*** For example, the adult is able to move around the home and its immediate environment safely.
6. ***Maintaining a habitual home environment:*** For example, the condition of the adult's home is sufficiently clean and maintained to be safe. A habitual home is safe and has essential amenities.
7. ***Developing and maintaining family or other personal relationships:*** For example, is the adult isolated or lonely because their needs prevent them from maintaining personal relationships or developing new relationships.
8. ***Accessing and engaging in work, training, education or volunteering:*** For example, the ability to contribute to society through work, training, education, education or volunteering.
9. ***Making use of necessary facilities or services in the local community including public transport and recreational facilities or services:*** For example, consider the adult's ability to get around in the community safely and consider their ability to use such facilities as public transport, shops or recreational facilities when considering the impact on their wellbeing.
10. ***Carrying out any caring responsibilities the adult has for a child:*** Local authorities should consider any parenting or other caring responsibilities the person has. The adult may for example be a step-parent with caring responsibilities for their partner's children.

Step 4. **Determining <u>significant impact</u>** on wellbeing

If:

1. an adult has care and support needs that arise from or are related to a physical or mental impairment or illness, and;
2. unable (as defined, above) to;
3. achieve 2 or more of the ten outcomes, then;
4. the last stage of determining eligibility consists of determining whether, or not, the failure to achieve these outcomes has a *<u>significant impact</u>* on the adult's wellbeing

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Although *'wellbeing'* is defined in section 1 of the Care Act, the word *'significant' is not* ***defined*** in the Act or in statutory guidance and regulations. Therefore, it must be understood to have its everyday meaning. Local authorities have to make a judgement (a determination) about whether the adult's needs and their consequent inability to achieve relevant outcomes will have an important effect on their daily lives, independence and wellbeing.

In making this judgment, local authorities should look to understand the adult's needs in the context of what is important to him or her. Needs may affect different people differently, because what is important to the individual's wellbeing may not be the same in all cases. Circumstances which create a significant impact on the wellbeing of one individual may not have the same effect on another.

DETERMINING ELIGIBILITY FOR CARERS WITH SUPPORT NEEDS

"Carers can be eligible for support whether or not the adult for whom they care has eligible needs. The eligibility determination must be made based on the carer's needs and how these impact on their wellbeing. The determination should be made without consideration of whether or not the adult the carer cares for, has eligible needs".

Statutory Guidance, paragraph 6.123

5. OVERVIEW

The flow chart on the next page depicts the process to be followed when determining if a carer meets the national minimum eligibility threshold. While it similar to that described in Chart 1 there are *some important difference*. First *the basic conditions to be met when determining eligibility are different for carers.* There is an emphasis on needs arising as a result of providing *'necessary care'* while there are only *eight relevant outcomes* for carers (compared with ten for adults in need of care and support). To be eligible carers only have to be *unable to achieve one*, compared with two for the adults they care for, of these outcomes.

Second, the *relevant conditions* for carers are different from those specified for adults while the definition of *'unable'* is also different/

Third, *the language used* in the Care Act and statutory guidance to describe to situations of carers and cared for people differs. While the former are referred to as having support needs the latter are described as having care needs.

4. DETERMINING ELIGIBILITY FOR CARERS: THE STEPS

Step 1. Being clear about what is the National Eligibility Threshold

The Care Act's approach to eligibility for carers is described in Chart 2 and is determined by the answers to the following questions:

1. Do the carers needs arise as a consequence of providing *necessary care* for an adult?
2. Do the effects of the carer's mean that the adult is unable to achieve *any of the specified outcomes*[2]?
3. As a consequence is, or there is likely to be, *a significant impact* on the carer's wellbeing?

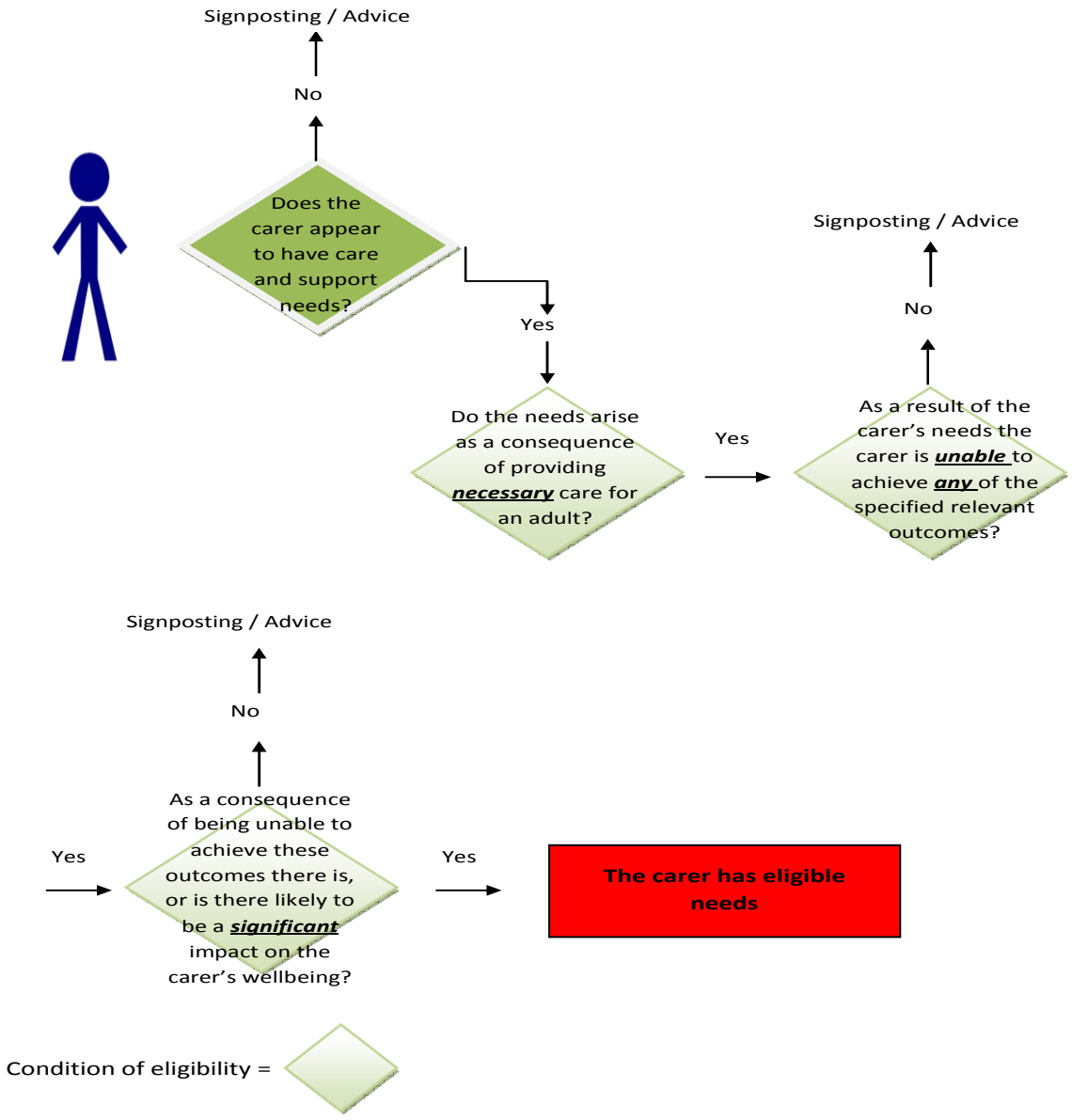
[2] Specified in the Eligibility Regulations

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As before, all three questions are the *conditions* that must be satisfied for someone to be deemed eligible. *To be eligible, the answer to each question **must** be **'yes'**.*

At this point the rough guides returns to the task of interpreting the above questions and seeking answers to them. This matter is considered in the remaining steps contained within this section.

Chart 2. Determining Eligibility For Carers With Support Needs– An Overview



Step 2. Do the carer's needs arise as a consequence of providing *necessary care* for an adult?

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The carer must also be providing *necessary* care. If the carer is providing care and support for needs which the adult is capable of meeting themselves, the carer may not be providing necessary support. In such cases, the local authority should provide information and advice to the adult and carer about how the adult can use their own strengths or services available in the community to meet their needs.

Step 3. As a result of the adult's needs is the adult unable to achieve any of the specified relevant outcomes?

When considering this step it is useful to compare the overlapping, but different definition of the word *'unable'* in the guidance to the Care Act:

'Unable' with respect to carers means...	***'Unable'*** with respect to cared for adults means...
1. is unable to achieve the outcome without assistance; 2. is able to achieve the outcome without assistance but doing so causes the adult significant pain, distress or anxiety; 3. is able to achieve the outcome without assistance, but doing so endangers or is likely to endanger the health or safety of the adult, or of others.	1. is unable to achieve the outcome without assistance; 2. is able to achieve the outcome without assistance but doing so causes the adult significant pain, distress or anxiety; 3. is able to achieve the outcome without assistance, but doing so endangers or is likely to endanger the health or safety of the adult, or of others; 4. is able to achieve the outcome without assistance but takes significantly longer than would normally be expected.

The specified relevant outcomes for carers are:

Local authorities ***must*** consider whether a carer is able to achieve these outcomes or if due to nature of their needs they are unable to achieve any of the outcomes.

To be eligible, a carer ***must*** be unable to achieve any of the following outcomes:

1. ***Carrying out any caring responsibilities the carer has for a child:*** For example, the carer might be a grandparent with caring responsibilities for a grandchild while the child's parent are at work.
2. ***Providing care to other persons for whom the carer provides care:*** For example, a carer may also have caring responsibilities for a parent in addition to caring for the adult with care and support needs.

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3. ***Maintaining a habitable home environment:*** For example, does the condition of the carer's home provide a safe and appropriate environment to live in and does it presents a significant risk to the carer's wellbeing.
4. ***Managing and maintaining nutrition:*** For example, has the carer the time to do essential shopping and to prepare meals for themselves and their family.
5. ***Developing and maintaining family or other significant personal relationships:*** For example, is the caring role is preventing a carer them from maintaining key relationships with family and friends or from developing new relationships.
6. ***Engaging in work, training, education or volunteering:*** For example, consider whether the carer can continue in their job, and contribute to society, apply themselves in education, volunteer to support civil society or have the opportunity to get a job, if they are not in employment.
7. ***Making use of necessary facilities or services in the local community:*** For example, consider whether the carer has an opportunity to make use of the local community's services and facilities e.g. the time to use recreational facilities such as gyms or swimming pools.
8. ***Engaging in recreational activities:*** For example, has the carer leisure time.

Step 4. Determining significant impact on wellbeing

The third condition that must be met is that local authorities must consider whether the carer's needs and their inability to achieve the outcomes above present a *significant* impact on the carer's wellbeing. However, as with cared for adults, this word is not defined and it must be understood in its everyday sense. As previously stated, local authorities have to make a judgement (a determination) about whether the adult's needs and their consequent inability to achieve relevant outcomes will have an important effect on their daily lives, independence and wellbeing. *In making this judgment, a carer's support needs must be understood in the context of what is important to them and it remembered* that what has a significant on the wellbeing of one individual may not have the same effect on another.

Haringey Council

APPENDIX 6. EQUALITY IMPACT ASSESSMENT

Equality Impact Assessment (EqIA)

Name of Project	Care Act 2014: Implementation	**Cabinet meeting date** ***If applicable***	17th March 2015
Service area responsible	Adult Social Services		
Name of completing officer	David Cowell	**Date EqIA created**	10th December 2014
Approved by Director / Assistant Director	Beverley Tarka	**Date of approval**	

The Equality Act 2010 places a 'General Duty' on all public bodies to have 'due regard' to:

- Eliminating discrimination, harassment and victimisation
- Advancing equality of opportunity
- Fostering good relations

In addition the Council complies with the Marriage (same sex couples) Act 2013.

Haringey Council also has a 'Specific Duty' to publish information about people affected by our policies and practices.

All assessments must be published on the Haringey equalities web pages. All Cabinet papers MUST include a link to the web page where this assessment will be published.

This Equality Impact Assessment provides evidence for meeting the Council's commitment to equality and the responsibilities outlined above, for more information about the Councils commitment to equality; please visit the Council's website.

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Stage 1 – Names of those involved in preparing the EqIA	
1. Project Lead + David Cowell	5.
2. Equalities / HR Cynthia Scott-Carnegie	6.
3. Legal Advisor Stephen Lawrence-Orumwense	7.
4. Trade union	8.

Stage 2 - Description of proposal including the relevance of the proposal to the general equality duties and protected groups

The proposal concerns the implementation of the Care Act 2014, as required by law (hereafter referred to as the *"Act"*).

The Act comes in to force in two phases – on the 1st April 2015 (Care and Support reforms) and on 1st April 2016 (the Dilnot finance reforms) – and is the most wide-ranging and substantial reforms to adult social care in nearly 70 years. For the first time adult care and support law is placed in a single clear statute which enshrines the principle of *"individual wellbeing"* at the heart of adult social care. This principle provides the acid test of all actions local authorities take with respect to the provision of these important services by imposing on the authorities a duty to promote individual wellbeing and to support greater equality and consistency of access to assessment and provision of support, and for people with caring responsibilities. Reforming the law is to support equality of access, and ensure that all people can be fully involved in the key processes to which their input is essential – including safeguarding enquiries, needs assessment, care and support and care planning and any subsequent review of their care and support needs. The intended effect is to improve the outcomes and experience of care, and secure a more effective use of public and community resources by improving the personalisation of services, giving people more choice and control over how their desired outcomes are achieved.

The Act's expansive definition of wellbeing (see Appendix 5(A)) means that the statute has *whole Council implications* and cannot be regarded as being *'just'* an adult social care Act.

Other key aspects of the Act include:

a) a shift from the duty to provide services to meeting needs that avoid a *'one size fits all'* approach by putting the person

at the centre of the social care offer;
b) a focus on preventing or delaying the need for support;
c) additional entitlements for carers to support them to maintain their caring roles for longer;
d) a new general duty to provide information and advice on social care, including independent generic and regulated financial advice;
e) a duty to facilitate a diverse, vibrant and sustainable market for care and support services that benefit the whole population;
f) a duty to promote integration with the NHS and other key partners, including partners within the Council;
g) a duty to introduce a new national minimum eligibility threshold (see Appendix B) in place of the current FACS eligibility criteria;
h) a duty to offer everyone who is eligible for a service a personal budget with the expectation that the default form of provision will be a deferred payment;
i) a duty to introduce universal Deferred Payments schemes to ensure that people will be protected from having to sell their homes and lose their assets in order to pay for care during their lifetimes;
j) a duty to arrange independent advocacy for people who need help to be involved in assessment, planning, appeals or safeguarding, and;
k) an adult safeguarding duty which, for the first time, is spelt out in law. Local authorities must make enquiries if they believe an adult is, or is at risk of, being abused or neglected. They must also host and lead multi-agency Safeguarding Adults Boards (SABs) to maintain strategic oversight of safeguarding and carry out Safeguarding Adults Reviews when people die as a result of neglect or abuse and there's a concern that the local authority, or its partners, could have done more.

The scope of the Act, as shown above, is very wide. Its implementation and the approach to this task will have a direct impact on the general duty to *"eliminate discrimination, harassment and victimisation; advance equality of opportunity and; foster good relations between groups in society"* (Section 149, Equalities Act 2010), on all protected groups and on all other local residents.

Relevance of the proposal to the general equality duties and protected groups

Appendix 5(B) provides breakdown, by protected characteristics, of unique service users of adult social care between April

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2014 and January 2015 for whom the implementation of the Act is of particular significance through its paramount emphasis on the promotion of individual wellbeing. The statute actively seeks to maximise the wellbeing of all groups in society, especially those at risk of discrimination and social exclusion, and contains measures to this end. For example, it imposes a series of new general duties on the Council (e.g. advice and information, prevention and integration) to improve people's experiences of services provision and the results achieved for them. Moreover, the Act enhances the rights of carers to service provision while making people's entitlement to services much clearer.

Stage 3 – Scoping Exercise - Employee data used in this Equality Impact Assessment **Identify the main sources of the evidence, both quantitative and qualitative, that supports your analysis. This could include for example, data on the Council's workforce, equalities profile of service users, recent surveys, research, results of recent relevant consultations, Haringey Borough Profile, Haringey Joint Strategic Needs Assessment and any other sources of relevant information, local, regional or national.**	
Data Source (include link where published)	**What does this data include?**
Implementation of the Act has no immediate deleterious implications for the employment of staff or their terms and conditions. Should these arise at a later date they will be subject to separate EQIA.	N/A

Stage 4 – Scoping Exercise - Service data used in this Equality Impact Assessment **This section to be completed where there is a change to the service provided**	
Data Source (include link where published)	**What does this data include?**
Implementation of the Care Act will not cause any changes to service provision.	

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Currently, not all protected groups are adequately monitored. This is something we are determined to address and will take steps to address this when restructuring the assessment process.

Stage 5a – Considering the above information, what impact will this proposal have on the following groups in terms of impact on residents and service delivery: Positive and negative impacts identified will need to form part of your action plan.				
	Positive	**Negative**	**Details**	**None – why?**
Sex	✓		The Act's emphasis on the promotion of individual wellbeing, insistence on person centred approaches to service delivery and maximising the control people have over their provision, including the use of independent advocacy where needed, enhances the rights of the members of ***all*** protected groups with care and/or support needs	
Gender Reassignment	✓		As above	
Age	✓		As above	
Disability	✓		As above	
Race & Ethnicity	✓		As above	
Sexual Orientation	✓		As above	
Religion or Belief (or No	✓		As above	

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Belief)				
Pregnancy & Maternity	✓		As above	
Marriage and Civil Partnership	✓		As above	

Stage 5b – For your employees and considering the above information, what impact will this proposal have on the following groups: Positive and negative impacts identified will need to form part of your action plan.				
	Positive	**Negative**	**Details**	**None – why?**
Sex	✓		The Care Act, of itself, will not affect the terms and conditions of any of the Council's employees. As indicated above, the Act's emphasis on the promotion of individual wellbeing of all citizens ensures and enhances the rights of ***all*** employees who may have care and support needs. In addition the Act will require employees, irrespective of the protected groups to which they might belong, to work in	

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			ways that empower the Council's customers resulting in personalised services that people will be delighted with.	
Gender Reassignment	✓		As above	
Age	✓		As above	
Disability	✓		As above	
Race & Ethnicity	✓		As above	
Sexual Orientation	✓		As above	
Religion or Belief (or No Belief)	✓		As above	
Pregnancy & Maternity	✓		As above	
Marriage and Civil Partnership	✓		As above	

Stage 6 - Initial Impact analysis	Actions to mitigate, advance equality or fill gaps in information
A number of key points (in underlined italics) emerge from the impact analysis. ***A possibility of direct or indirect discrimination:*** No direct or indirect discrimination is anticipated. The Act and Haringey's make clear the rights of individuals with care or support needs to assistance and the Council's responsibilities in this regard. Implementation has followed closely the requirements of statutory guidance which codifies best practice and resonates to the Equalities Act 2010. For	NA

example: *"As required under the Equality Act 2010, reasonable adjustments should be made to ensure that disabled people have equal access to information and advice services. Reasonable adjustments could include the provision of information in accessible formats or with communication support". (Statutory Guidance, para. 3.28)* *"When arranging services themselves, local authorities must ensure their commissioning practices and the services delivered on their behalf comply with the requirements of the Equality Act 2010, and do not discriminate against people with protected characteristics, this should include monitoring delivery against the requirements of that Act. When shaping markets for services, local authorities should work to ensure compliance with this Act for services provided in their area that are not arranged and/or paid for by them. Local authorities should consider care and support services for their appropriateness for people from different communities, cultures and beliefs."* (Statutory Guidance, para. 4.25) The Act goes on to say: *"Local authorities must encourage a range of different types of service provider organisations to ensure people have a genuine choice of different types of service. This will include independent private providers, third sector, voluntary and community based organisations, including user-led organisations, mutual and small businesses. This should*	

recognise that the different underpinning philosophies, cultural sensitivity and style of service of these organisations may be more suited to some people with care and support needs." (Statutory Guidance, para. 4.38) ***Particular disadvantages faced by some groups of people more than others:*** The Act will not confront some protected groups particular disadvantages. However, it is recognised that some members of all groups may be *'hard to reach'* and, therefore, be at risk of failing to benefit from the Act ***Different needs of persons who share relevant protected characteristic:*** The Act insists that provision and professional practice are *'personalised'* (i.e. tailored to the specific needs of unique individuals). For example, it states that when determining the significance of a person's needs; *"local authorities should look to understand the adult's needs in the context of what is important to him or her. Needs may affect different people differently, because what is important to the individual's wellbeing may not be the same in all cases. Circumstances which create a significant impact on the wellbeing of one individual may not have the same effect on another".* (Statutory Guidance, para. 6.111) As a result it is concluded that implementation of the Act will both protect and respect the different needs of persons who share relevant protected characteristics	To ensure that as many people as possible, from protected groups, with care and support benefit from implementation of the Act we will: • Promote the Act, in line with the national communications strategy and campaign. • Build the capacity of local communities to care for their members. • Take an integrated approach to service provision • Refocus services on prevention. The last three actions listed above all reflect important themes in the draft Corporate Plan. NA

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Under representation by certain groups: The implementation of the Act will not exacerbate the problem of under representation. On the contrary, the communications activity surrounding this activity and the introduction of the advice and information, integration and prevention duties will ameliorate this potential problem. ***Is there an opportunity to improve relations and promote understanding?*** Yes. The approach to Care Act implementation is built on an ongoing programme of engagement which has, at the time of writing, involved 580 people including carers, service users, community organisations, partners, providers and the Council's own staff. Clauses in the Act make clear its insistence that the planning and delivery of adult social care is predicated on engagement. For example: *"Local authorities should ensure that active engagement and consultation with local people is built into the development and review of their strategies for market shaping and commissioning, and is demonstrated to support local accountability".* (Statutory Guidance, para. 4.65)	NA NA

Stage 7 - Consultation and follow up data from actions set above	
Data Source (include link where published)	**What does this data include?**

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As previously stated a wide ranging and ongoing programme of engagement has been central to activity undertaken to implement the Act. These stakeholders have included, as at 5th February 2015: • 24 service users with learning disabilities • 107 carers of people with different types of disabilities and of the vulnerable elderly • 79 representatives of community organisations and third sector providers. Collectively, the stakeholders listed above reflected the diverse communities and faiths of Haringey. The process has focused on providing key stakeholders, with information about the Act and the receipt of feedback, As a result, little hard statistical data has been generated. The outcomes of engagement are encapsulated in the views expressed by participants.	The outcomes of engagements are summarised as follows: • General support for the Act's endorsement support of carers' rights and its provisions relating to assessment, eligibility and care planning. • Concern that the Council's financial position means that the ambitions of the Act might not be realised,

Stage 8 - Final impact analysis: Summary and Conclusion
Q. Who will be impacted? A. All residents of Haringey Q. How many people will be impacted? A. 254,900

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Q. The nature of the impact should the proposal be implemented
A. Haringey will be compliant with the requirements of the Act.

As previously noted, the statute actively seeks to maximise the wellbeing of all groups in society, especially those at risk of discrimination and social exclusion, and contains measures to this end. The Act's focus on individual wellbeing is fundamentally important as its unrelenting focus on ensuring that service are provided in person centred ways that offer individual service users and carers real choice and control over their provision. In so doing the statute transforms the traditional social care pre-occupation with needs and provision to concentrate on achieving the outcomes that matter most to individuals in ways that are acceptable to them. It is an approach that benefits members of all protected groups and other residents of Haringey.

Stage 9 - Equality Impact Assessment Review Log

Review approved by Director / Assistant Director	N/A	Date of review	31st August 2015
Review approved by Director	Beverley Tarka	Date of review	31st August 2015

Stage 10 – Publication

Ensure the completed EqIA is published in accordance with the Council's policy.

APPENDIX 5(A): Equalities Impact Assessment: Break Down By protected Characteristics of

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Unique Service Users of Adult Social Care - April 2014 to Jan 2015

Table 4.1 Disability by age

Count of Client ID	Column Labels			
Row Labels	18-64	65+	N/A	Grand Total
Carer	**3**	**1**		**4**
(blank)	3	1		4
Learning Disability Support	**661**	**58**		**719**
(blank)	661	58		719
Mental Health Support	**400**	**71**		**471**
(blank)	400	71		471
Physical Support	**798**	**2137**	**24**	**2959**
Personal Care support	500	1404	15	1919
(blank)	43	81	1	125
Access and Mobility only	255	652	8	915
Sensory Support	**123**	**131**		**254**
Support for Hearing Impairment	50	51		101
(blank)	2	3		5
Support for Visual Impairment	34	44		78
Support for Dual Impairment	37	33		70
Social Support	**53**	**40**	**1**	**94**
(blank)	36	39		75
Substance Misuse support	17	1	1	19
Support with Memory and Cognition	**6**	**375**		**381**
(blank)	6	375		381
Grand Total	**2044**	**2813**	**25**	**4882**

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Table 4.2 Gender by age

Count of Client ID	Column Labels			
Row Labels	**18-64**	**65+**	**N/A**	**Grand Total**
Female	967	1800	14	2781
Male	1077	1013	11	2101
Grand Total	**2044**	**2813**	**25**	**4882**

Table 4.3 Race and Ethnicity by age

Count of Client ID	Column Labels			
Row Labels	**18-64**	**65+**	**N/A**	**Grand Total**
Asian / Asian British	151	183	1	335
Black / African / Caribbean / Black British	685	772	3	1460
Mixed / multiple	54	22		76
No data	53	62	10	125
Other Ethnic Group	90	58		148
White	1011	1716	11	2738
Grand Total	**2044**	**2813**	**25**	**4882**

Note: data is not available with respect to gender reassignment, pregnancy and maternity, religion and marriage and civil partnerships

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APPENDIX 5(A): Definition of Wellbeing

Promoting individual well-being

(1) The general duty of a local authority, in exercising a function under this Part in the case of an individual, is to promote that individual's well-being.

(2) *"Well-being", in relation to an individual, means that individual's well-being so far as relating to any of the following —*

(a) personal dignity (including treatment of the individual with respect);

(b) physical and mental health and emotional well-being;

(c) protection from abuse and neglect;

(d) control by the individual over day-to-day life (including over care and support, or support, provided to the individual and the way in which it is provided);

(e) participation in work, education, training or recreation;

(f) social and economic well-being;

(g) domestic, family and personal relationships;

(h) suitability of living accommodation;

(i) the individual's contribution to society"

Care Act 2014, Section 1.

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APPENDIX 5(B): EQUALITIES IMPACT ASSESSMENT: BREAK DOWN BY PROTECTED CHARACTERISTICS OF UNIQUE SERVICE USERS OF ADULT SOCIAL CARE - APRIL 2014 TO JAN 2015

Table 4.1 Disability by age

Count of Client ID	Column Labels			
Row Labels	18-64	65+	N/A	Grand Total
Carer	**3**	**1**		**4**
(blank)	3	1		4
Learning Disability Support	**661**	**58**		**719**
(blank)	661	58		719
Mental Health Support	**400**	**71**		**471**
(blank)	400	71		471
Physical Support	**798**	**2137**	**24**	**2959**
Personal Care support	500	1404	15	1919
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Support for Dual Impairment	37	33		70
Social Support	**53**	**40**	**1**	**94**
(blank)	36	39		75
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Other Ethnic Group	90	58		148
White	1011	1716	11	2738
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Note: data is not available with respect to gender reassignment, pregnancy and maternity, religion and marriage and civil partnerships

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Agenda Item 9

Haringey Council

Report for:	**Cabinet**	**Item Number:**	

Title:	**Authority Monitoring Report (AMR) 2013/14**

Report Authorised by:	**Lyn Garner, Director Regeneration, Planning and Development**

Lead Officer:	**Erik Nilsen** **Strategic Planning and Transport Policy**

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

1 Describe the issue under consideration

1.1 The Authority Monitoring Report (AMR) is used to assess the effectiveness of Haringey's planning policies. It also reports on milestones in the Local Development Scheme (LDS). The AMR is a key tool identifying how planning policies are performing and provides a robust basis to inform any future revisions to policies or their implementation. This AMR covers the monitoring period 1 April 2013 to 31 March 2014. As the current Corporate Plan is finalised, the service expects that future monitoring reports will engage not only with planning policy performance, but the priority outcomes covered by the service that are reflected in the Corporate Plan.

2 Cabinet Member introduction

2.1 The Localism Act 2011 requires the local planning authority to prepare performance monitoring reports on an annual (or more frequent) basis. The AMR is an important tool used to report on current performance and inform future policy directions.

3 Recommendations

3.1 The Cabinet note and approve the Authority Monitoring Report (AMR) 2013/14 for publication on the Council's website.

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4 Alternative options considered

4.1 The Localism Act 2011 requires local planning authorities to produce monitoring reports. Haringey's existing procedure of annual monitoring is considered an effective way for presenting the effectiveness of planning policies, within existing resources. As such, no other options were considered. However, the report includes information beyond the monitoring year where it helps to provide a more current picture of performance outcomes.

5 Background information

5.1 This AMR monitors the performance of planning policies as set out in the Strategic Policies Local Plan (2013) and Saved Unitary Development Plan (adopted in 2006 and saved in 2009).

5.2 Haringey adopted its Strategic Policies Local Plan ('Strategic Policies') in March 2013. The AMR 2013/14 is the first such report to begin monitoring the performance of this document.

5.3 The AMR does not review each planning policy individually, rather it focuses monitoring on key policy objectives in order to assess overall outcomes in plan delivery.

5.4 The AMR broadly consists of 3 parts. Part 1 provides a local plan making update and also highlights key changes in the national and regional planning framework. Part 2 sets out performance outcomes across a range of policy topic areas. Part 3 summarises performance with regard to the handling of planning applications, appeals and enforcement decisions.

AMR Part 1 - Plan-making update

5.5 There have been significant changes at the national and regional planning levels in recent years. The Government's programme of planning reform has resulted in a new National Planning Policy Framework (NPPF), along with new rules governing the change of use of land for housing, employment and retail uses. In addition, the Mayor of London has introduced Further Alterations to the London Plan (FALP) which are expected to be adopted in the near future. The FALP propose significant increases to Haringey's housing and jobs targets.

5.6 The Council is proactively responding to these changes with its new and emerging planning documents. These will help to ensure a coordinated approach to growth and regeneration in Haringey, with a focus on enabling new development that is appropriate to its location within the borough and well supported by strategic and community infrastructure.

5.7 A key milestone was achieved with the adoption of Haringey's Strategic Policies on 18 March 2013. Importantly, the plan was tested against the NPPF and found to be consistent with it. The Strategic Policies provide a robust basis for planning decisions, as well as guiding new development and investment in the borough.

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5.8 However, as a result of the significant increase in Haringey's growth targets coming out from the revised London Plan, as well as new local evidence, the Council has subsequently embarked on an early review and update to the Strategic Policies Local Plan. Following approval from Cabinet in January 2015, the Council has now commenced formal public consultation on proposed alterations to the Strategic Policies. The alterations involve mostly factual updates to policies, where required, to ensure the plan appropriately reflects the FALP's revised growth figures and updated technical evidence.

5.9 The Local Development Scheme (LDS) sets the timetable for production of the Council's Local Plan documents. It is subject to regular review to take account of changes in the national and regional planning framework, local priorities and the need to programme the undertaking of local studies and public consultation into the plan production process.

5.10 Haringey's current LDS (covering 2015 to 2018) was approved by Cabinet in January 2015. The LDS appropriately reflects the current work programme, which includes the proposed Strategic Policies review and additional public consultations on 3 draft Local Plans: Development Management Policies, Site Allocations and Tottenham Area Action Plan. The LDS also reflects the Council's intention to prepare an Area Action Plan for Wood Green later in 2015.

5.11 During the 2013/14 reporting year, work was progressed on the 'preferred option' consultation versions of these emerging Local Plan documents. This work included assessments of previous consultation outcomes, commissioning new technical evidence and studies, as well as ongoing collaboration with key stakeholders and delivery partners.

5.12 Following Cabinet approval, public consultation on the borough's three draft Local Plans commenced on 9 February 2015. Due to the volume and nature of consultation outcomes, as well as the interrelationship with other key work (such as master plans), this stage of consultation is a Regulation 18 stage consultation. This will provide the public with an opportunity to comment on 'preferred options' for each plan before they are finalised.

5.13 The Council has also jointly commissioned (with the 5 other boroughs in North London) the preparation of the North London Waste Local Plan. This document will ensure North London provides sufficient capacity to manage waste generated in North London, including the achievement of recycling targets. The plan is scheduled for adoption in March 2017.

5.14 The Council has also continued to support the Highgate Neighbourhood Forum in preparation of its emerging Neighbourhood Plan. The Forum is currently undertaking a 'pre-submission' consultation on its draft plan and the Council will provide the Forum with a response to the emerging proposals.

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5.15 In July 2014, Cabinet Members agreed to commence a process of consolidating the Council's suite of supplementary planning guidance. This will ensure that guidance appropriately supports Haringey's current development plan policies. The streamlined suite of guidance will also reduce confusion amongst communities and remove contradictions in local advice to help guide development more effectively. Following a review of some 48 guidance documents, 20 were withdrawn or revoked. Additional guidance documents were superseded by recently adopted Supplementary Planning Documents, and others will be superseded when Haringey's Development Management Policies, Site Allocations and Tottenham AAP Local Plans are adopted.

5.16 In January 2014, the Mayor of London published draft Further Alterations to the London Plan. Haringey's annual target for new homes is proposed to increase from 820 to 1,502 under this plan. An independent examination on the FALP commenced in September 2014. The Inspector's Report was published in December 2014. It concludes that the FALP provide an appropriate basis for planning in London, subject to incorporation of several suggested changes. It is expected that the revised plan will be adopted soon. As noted above, the Council is undertaking work to ensure its Local Plans remain in general conformity with the London Plan.

5.17 To help in the realisation of the FALP's more ambitious housing target, Haringey has submitted a successful bid for the London Mayor's Housing Zone initiative, which will provide additional funding to significantly accelerate housing delivery and regeneration in Tottenham. Tottenham Hale is the proposed first phase. In future drafts there will be a need to ensure that the Housing Zone is appropriately reflected within Local Plan documents, particularly to ensure coordination with other key plans and strategies, and to maximise its benefits.

AMR Part 2 - Highlights of plan and policy performance outcomes

Housing

5.18 The Council is committed to meeting its London Plan housing delivery targets. The current annual target is 820 new homes. While this was not met in 2013/14, with only 493 net units completed, in the previous two years the target was exceeded, and over the plan period to date, the Borough is on course to meet its strategic housing target. It is currently exceeding the target by 578 units to-date. Informed by monitoring outcomes, Haringey's emerging Local Plan documents propose targeted policy interventions to address local housing supply, taking into account the new FALP targets.

5.19 The housing delivery figure is calculated by factoring 3 types of supply: completions of conventional units (self-contained houses and flats), non-conventional units (student bedrooms, hostels, HMOs), and counting empty homes brought back into use. Housing delivery in 2013/14 comprised of:

- 474 net conventional housing units completed;
- A net loss of -40 non-conventional units (owing mainly to conversions of HMO, residential hostel and care home to larger self-contained units); and

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- 59 empty homes brought back into use through targeted enforcement action.

5.20 150 affordable housing units were completed in 2013/14, accounting for 26% of new gross conventional housing units completed. This performance is down from previous years. It reflects the lower levels of housing completions across all tenure types compared to previous years, as well as the challenge of continued provision of affordable rent (including social rent) products for affordable housing. Provision is linked to development viability and changing patterns of affordable housing funding options.

5.21 Planning contributions remain an important tool for the Council to secure affordable housing. Since 2004, 64 S106 agreements have required the specific provision of on-site affordable housing, totalling almost 2,500 units. In 2013/14, S106 agreements accounted for more than one-third of affordable units delivered.

5.22 Monitoring indicates that a higher proportion of 1 and 2 bedroom units are being delivered compared to larger and family sized housing. This continues a trend from previous years. The emerging planning policy response to this challenge, in part driven by site characteristics and development viability, will need to be more sophisticated and strategic in future.

Employment land and town centres

5.23 In 2013/14, planning permissions resulted in a net loss of some 4,000 sq m of employment (Class B) floorspace. The majority of employment floorspace lost was for change of use to housing, owing to the approved residential-led mixed use scheme at the Pembroke Works site in Hornsey Ward. Importantly, the site is not located within a designated employment area and therefore considered acceptable for this change of use.

5.24 Monitoring indicates that the Council is effectively managing the borough's stock of employment land through its plans and policies. However, in light of emerging FALP housing and jobs targets, the emerging Local Plan documents will need to explore in more depth, how the Borough can safeguard key employment areas and seek a greater intensity of uses on sites, so as to increase business and job numbers. The plans will also identify opportunities for enabling mixed-use proposals where viability issues have prevented sites coming forward for employment use development.

5.25 Haringey's town centre vacancy rates have increased in recent years. However, when surveys were last carried out in summer 2013, the overall local vacancy rate (7%) remained lower than the national (14%) and London (9%) averages at that time. The proportion of non-retail uses in Haringey's town centres is consistent with local targets, which suggests that planning policies are supporting an appropriate balance of uses.

5.26 In the future, it is noted that town centres are expected to be subject to changes reflecting new shopping and macroeconomic patterns, as well as the proposed national planning policies that aim to relax planning rules for town centre uses. This reinforces the importance of continued monitoring so that impacts are effectively tracked and that any necessary policy responses can be robustly supported by evidence.

Environmental sustainability

Haringey Council

5.27 There was no net loss of designated open spaces or sites of biodiversity in the reporting period.

5.28 In 2014, Down Lane Park and Ducketts Common became the latest Council managed parks to be recognised by the national Green Flag scheme, representing the highest quality green spaces across the country. Green Flags were also awarded to Highgate Wood (managed by the Corporation of London), Alexandra Park (run by the Alexandra Palace Trust) and Tottenham Marshes (run by the Lee Valley Regional Park Authority.

5.29 In the reporting year, two new Local Nature Reserves were designated: Alexandra Palace & Park and Coldfall Wood.

5.30 An Open Space & Biodiversity study has been prepared to support Local Plan preparation. It assesses sites across the borough for nature conservation status. It also updates information on areas of public open space deficiency in the borough, taking account of new population growth figures.

5.31 Household recycling rates in Haringey have shown continued improvement in recent years, with 36.5% of household waste recycled or composted in 2013/14, up from 21% in 2006/07 and 32% 2012/13. Residual waste per household (i.e. waste not recycled or re-used) reduced by 10% in 2013/14 from 579 kg to 528 kg. This is a 21% reduction since 2011/12.

5.32 The latest data on carbon emissions was published in 2014 by the Government Department of Energy and Climate Change and covers the year 2011-2012. During this period, Haringey's carbon emissions increased by 6.9%. This is consistent with regional and national trends (driven in part by the colder winter, which resulted in an increase in residential heating); London wide emissions increased by 8% and UK emissions by 5.3%. However, since 2005, the earliest year for which emissions data are available at the local authority level, Haringey's emissions have fallen by 11%, whereas London's have decreased 7.5%.

Strategic and community infrastructure, including funding

5.33 Following work on and publication of a draft Charging Schedule, which was subject to examination and a public hearing in December 2013, Haringey's Community Infrastructure Levy (CIL) Charging Schedule was adopted by full Council on 21 July 2014.

5.34 Haringey's CIL has been implemented from 01 November 2014, with all applications for qualifying development decided on or after this date liable to pay the levy. Haringey's CIL is underpinned by a viability appraisal which has informed the setting of rates across the borough. In the future, further viability testing may be undertaken to assess any change in circumstance, which might suggest that current CIL rates require reviewing.

5.35 Planning contributions (including S106 agreements) remain an important tool to ensure adequate provision of infrastructure across the borough, particularly for affordable housing, as noted above. However, due to changes in national legislation, uptake of S106 funding will be more limited in the future, as the focus on provision of strategic infrastructure will shift to Haringey's CIL. Affordable housing and site specific infrastructure will still come under S106 negotiations.

Haringey Council

5.36 In 2013/14, the Council secured over £2 million in Section 106 funds. This is down from the previous year and likely reflects the general lower levels of development activity over the reporting period.

5.37 The Council's Infrastructure Delivery Plan (IDP) is a key document which supports the Strategic Policies Local Plan. It identifies current and future infrastructure needs and sets the basis for securing developer contributions. The IDP is intended to be reviewed regularly. It was last updated in 2013 and is currently being reviewed as part of work on Haringey's emerging Local Plans.

AMR Part 3 - Development management performance

5.38 In 2013/14 the Council decided 1,965 planning applications consisting of 22 major applications, 356 minor applications and 1587 householder and other applications.

5.39 The Council's performance in processing applications in 2013/14 was: 81.82% of major applications determined within 13 weeks; 77.25% of minor applications determined within 8 weeks; and 83.05% of other applications determined within 8 weeks.

5.40 The Council met and exceeded its local performance targets for the processing of major, minor and other applications. The service has also exceeded the Government's published 'performance standard' for Major applications, which was a matter for concern during the early part of the monitoring period. The service is continuing to investigate opportunities for further service improvements.

5.41 In 2013/14, there were a total of 73 appeals on refusals decided by the Planning Inspectorate, with 24 appeals allowed (32.9%) and 49 (67.1%) appeals dismissed. The proportion of appeals allowed in Haringey was an improvement on the previous year (39%) and generally in line with national and regional averages.

5.42 The Council carried out a snapshot survey of all applicants and enforcement complainants for Quarter 1 of 2013/14. This showed above satisfaction levels for all areas of interaction except the pre-application service. Measures have been put in place to address this and a revamped pre-application service is being implemented on 1 April 2015.

5.43 Recognising the importance of understanding how the planning service is meeting customer needs and expectations, and for considering future service improvements, the Council is taking part in a free program offered by the Planning Advisory Service (PAS) and is actively participating in both corporate and service specific improvement programmes.

AMR - Summary of key considerations for future monitoring

5.44 As noted previously, there have been a number of changes in the national and regional planning framework which will need to be monitored, with a potential need for further local policy responses, particularly:

Haringey Council

- The Government's programme of planning reform, including impacts of revised **permitted development rights (for example, allowing conversions** of offices/shops to residential use);
- The **Further Alterations to the London Plan**, including the revised housing delivery and employment targets; and
- Outcomes of the **Housing Zone** bid for Tottenham, as discussed previously in this report.

5.45 Effective and timely policy performance monitoring is largely dependent the availability of quality information from reliable data sources. The AMR has identified some key data sources which are essential to monitoring Haringey's Local Plan indicators (including the London Development Database and town centre surveys). It is important that resources are appropriately allocated in order to support the maintenance of these sources.

6 Comments of the Chief Finance Officer and financial implication

6.1 As the Council becomes more dependent on increasing Council Tax and Business Rates income due to reductions in central government grant, planning policy has become increasingly important to ensure that economic and housing growth is possible, whilst making sure that this growth is not detrimental to the local area. The Community Infrastructure Levy (CIL), in conjunction with S106 payments are an increasingly important source of funding for the Council and provide financial support to Infrastructure projects.

6.2 The cost of preparing this report and associated initiatives discussed within it, have been met from existing budgets and the Planning service itself is broadly cost neutral due to the income generated from fees and charges.

7 Comments of the Assistant Director of Corporate Governance and legal implications

7.1 The Assistant Director of Corporate Guidance has been consulted on the preparation of this report and comments as follows.

7.2 The Council is required by virtue of s35 Planning and Compulsory Purchase Act 2004, as amended by s113 Localism Act 2011, to prepare an annual report providing such information as is prescribed as to the implementation of the local development scheme; and the extent to which the policies set out in the local development documents are being achieved.

Haringey Council

7.3 The report must be in respect of a period which the authority considers appropriate in the interests of transparency, which begins with the end of the period covered by the authority's most recent report, and which is not longer than 12 months or such shorter period as is prescribed. The report must also be in such form as is prescribed; and contain such other matters as is prescribed. The Council must make these reports available to the public.

8 Equalities and Community Cohesion Comments

8.1 In the exercise of its function as the local planning authority the Council is subject to the Public Sector Equalities Duty set out in section 149 of the Equalities Act 2010 which obliges the Council in performing its functions "to have due regard to the need to:

a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it".

8.2 The protected characteristics under the legislation are: age, sex, race, sexual orientation, disability, religion or belief, pregnancy or maternity, gender reassignment, marriage and civil partnership.

9 Head of Procurement Comments

9.1 Not applicable.

10 Policy Implication

10.1 Outcome 1: Outstanding for all: Enabling all Haringey children to thrive –The AMR enables the Council to properly monitor the impacts of existing planning policy, and by extension it informs current and future decisions about planning policies including policies for children.

10.2 Outcome 2: Safety and wellbeing for all: A place where everyone feels safe and has a good quality of life –The AMR enables the Council to properly monitor the impacts of existing planning policy, and by extension it informs current and future decisions about planning policies including policies about safety and well being.

10.3 Outcome 3: Opportunities for all; A successful place for everyone –The AMR enables the Council to properly monitor the impacts of existing planning policy, and by extension it informs current and future decisions about planning policies including opportunities for all.

Haringey Council

10.4 Outcome 4: A better Council: Delivering responsive, high quality services – The AMR enables the Council to properly monitor the impacts of existing planning policy, and by extension it informs current and future decisions about planning policies.

11 Reasons for decision

11.1 The publication of the Authority Monitoring Report is a requirement of the Localism Act 2011. Approval of the contents of the AMR 2013/14 for publication will ensure that the Council meets its statutory obligations for planning performance monitoring.

12 Use of Appendices

- Appendix A: Authority Monitoring Report 2013/14 headline summary
- Appendix B: Authority Monitoring Report 2013/14

13 Local Government (Access to Information) Act 1985

- Haringey Strategic Policies Local Plan (2013)
- Haringey Local Development Scheme (2015)
- Haringey Infrastructure Delivery Plan Update (2013)
- Haringey Council Performance Indicators
- Smarter Travel Haringey Reports (2014)
- Haringey Fourth Annual Carbon Report (2014)
- Frontline Service Satisfaction Research Report for Haringey Council (2013)
- London Plan Annual Monitoring Report 10 (2014)
- London Development Database (LDD)
- North London Waste Authority Annual Monitoring Report

Summary of performance against selected Local Plan indicators

Indicator	Current Target	Performance					Action	Local Plan Policy	Future Target
		2013/14	2012/13*	2011/12*	2010/11	2009/10			
Number of housing completions	820 additional homes per year	493 (of which 474 conventional, loss of -40 non-conventional, and 59 empty homes back into use)	1,150 (of which 606 conventional, 492 non-conventional , 52 long term empty homes back into use)	1,395 (of which 694 conventional, 646 non-conventional , 55 long term empty homes back into use)	629	635	Continue to monitor and review in light of London Plan targets. Allocate sufficient sites to help meet identified need over plan period.	SP2 Housing	820 additional homes per year (2011-2014). Target subject to Further Alterations to the London Plan, as proposed 1,502 homes per year (2015-2026) .
Percentage of affordable housing units delivered	50% of additional new homes	26%	51%	44%	48%	43%	Continue to monitor and review, taking account of viability evidence. Consider package of targeted interventions to help boost delivery. Housing Zone under option.	SP2 Housing	Future targets subject to outcomes of Strategic Policies review and alterations, along with updated viability evidence.
Loss of open space	No loss of areas of biodiversity or designated open spaces; 100% no loss	100% (no loss)	100% (no loss)	100% (no loss)	100% (no loss)	100% (no loss)	Policy performing well. Future monitoring to take account of findings of Open Space and Biodiversity Study	SP13 Open Space and Biodiversity	No loss of areas of biodiversity or designated open spaces;

							update.		100% no loss
Waste management, including recycling	31.7% of waste should be recycled or composted (former NI192)	36.5%	32%	26.75%	28%	26.1%	Performance improving. Continue to review and monitor in light of future targets.	SP6 Waste and recycling	North London Joint Waste Strategy aims to achieve 45% recycling / composting household waste by 2015 and 50% in 2020.
Additional employment floorspace	Protect B Class floorspace to meet forecast floorspace demand of 137,000 sq m to 2026.	Permissions: Net loss of 4,071 sq m (comprising -4,687 B1, -1,101 B2, +1,717 B8)	Permissions: Net loss of 31,716 sq m (comprising -30,986 B1, -730 B2/B8)	Permissions: Net loss of 11,500 sq m (comprising +8,700 B1, -20,200 B2/B8)	364 sq m	5,979 sq m	Policy performing. Most B1 floorspace lost owing to an approved residential led scheme at Pembroke Works in Hornsey - site is not in a designated employment area and acceptable for the change of use. Investigate merit of new target(s) to monitor net change in employment land (not floorspace) & employment density; reflects need to monitor management of land in view of housing/job targets, and viability.	SP8 Employment	Protect B Class uses to meet forecast floorspace demand of 137,000 sq m to 2026. Future targets subject to employment land review updates.
Additional floorspace for	Promote distribution of	+769 sq m (permissions:	+325 sq m (permissions:	-58 sq m (town centre uses)	Nil	1,650 sq m	Monitor changes of use and impact of	SP10 Town Centres	Meet need for 13,800

town centres	retail growth to meet 13,800 sq m gross comparison goods floorspace and an additional 10,194 net convenience goods floorspace by 2016	town centre uses)	town centre uses)				new permitted development, especially changes from A1 retail use. Monitor uses in primary/ secondary frontages.		sq m gross comparison goods floorspace, 10,194 sq m net convenience goods floorspace by 2016, as set in Local Plan. Future targets subject to retail capacity study updates.
Planning contributions negotiated	No target	£2,058,983	£4,237,826	£21,896,711	£907,854	£3,128,036	Continue to collect S106 in line with legislation. Monitor Haringey CIL uptake following adoption of CIL charging schedule.	SP16 Community Facilities, SP17 Delivering and Monitoring the Local Plan	Not applicable
**Denotes that housing figures have been revised from previous reports. This is due to factual updates to the London Development Database on planning permissions and completions (including for conventional and non-conventional housing), as well as use of local authority data on empty homes returned back into use.*									

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Haringey Council

Authority Monitoring Report (AMR)

Covering the year

01 April 2013 to 31 March 2014

Summary

Introduction to the AMR

The Authority Monitoring Report (AMR) assesses the performance of Haringey's planning policies. It also reports on milestones in the Council's Local Development Scheme (LDS), the timetable for production of our local planning documents.

The AMR is a key feedback tool identifying how planning policies are performing. It provides a robust basis to inform any future revisions to policies or their implementation.

Reporting period

This AMR covers the year 01 April 2013 to 31 March 2014.

Information beyond this date is included where it helps to provide a more complete picture of planning performance and project delivery.

Monitoring requirements

The Council is required by section 35 of the Planning and Compulsory Purchase Act 2004, as amended by section 113 Localism Act 2011, to prepare an annual report providing such information to the implementation of the local development scheme; and the extent to which the policies set out in the local development documents are being achieved.

Which policies are being monitored?

The Council is in the process of replacing the Saved Policies of its Unitary Development Plan (UDP) with a suite of Local Plans. Haringey's Strategic Policies Local Plan, adopted in March 2013, is the first plan to come forward as part of this replacement process. It includes a collection of monitoring indicators and targets. These have been used as the basis for assessing policies in this AMR.

The AMR does not attempt to measure and monitor each planning policy individually, but focuses on monitoring key policy objectives for which data is currently available, in order to assess overall outcomes in plan delivery.

Report structure

The AMR is set out in 9 sections, as follows:

Section 1 introduces the AMR.

Section 2 provides a plan making update. It also highlights recent changes in the national and regional planning framework.

Sections 3 to 8 set out performance outcomes by policy topic areas, including:

- Place-making & regeneration
- Design & conservation
- Housing
- Town centres & employment
- Environmental sustainability
- Strategic & community infrastructure

Section 9 summarises planning performance with regard to handling planning applications, appeals and enforcement decisions.

Each section of the report concludes with some **key considerations for future monitoring**.

This remainder of this Executive Summary follows the AMR structure.

Plan making update

There have been significant changes at the national and regional planning levels in recent years. The Government's programme of planning reform has resulted in a new National Planning Policy Framework (NPPF), along with new rules governing the change of use of land for housing, employment and retail uses. In addition, the Mayor of London has introduced draft Further Alterations to the London Plan (FALP) which are expected to be adopted in the near future. The FALP propose significant increases to Haringey's housing and jobs targets

The Council is proactively responding to these changes with its new and emerging forward planning documents. These will help to ensure a coordinated approach to growth and regeneration in Haringey, with a focus on enabling new development that is appropriate to its location within the borough and well supported by strategic and community infrastructure

Haringey's current **Local Development Scheme**, which was approved in January 2015, sets the timetable for production of future Local Plan and other planning documents for the period 2015-2018.

A key milestone was achieved with the adoption of Haringey's **Strategic Policies Local Plan** on 18 March 2013. Importantly, the plan was tested against the NPPF and found to be consistent with it. The Strategic Policies provides a robust basis for planning decisions, as well as guiding new development and investment in the borough.

However, in light of the significant increase in Haringey's growth targets arising from the revised London Plan, as well as new local evidence, an early review and update to the Strategic Policies has been undertaken.

Subsequent to this review, the Council has proposed **Alterations to the Strategic Policies Local Plan**.

The alterations involve mostly factual updates to policies, where required, to ensure the plan appropriately reflects the FALP revised growth figures, national planning guidance and updated technical evidence. In February 2015, the Council commenced a Regulation 18 stage public consultation on these alterations.

Further, to help in the realisation of the ambitious housing target set in the FALP, Haringey has submitted a successful bid for the London Mayor's Housing Zone initiative, which will provide additional funding to significantly accelerate housing delivery and regeneration in the **Tottenham Housing Zone**.

During the 2013/14 reporting year, work also progressed on the preparation of 3 emerging Local Plan documents which will support and assist in delivery of the Strategic Policies:

- **Development Management Policies**;
- **Site Allocations**; and
- **Tottenham Area Action Plan**.

This work included assessments of previous consultation outcomes, commissioning new technical evidence and studies (including on development viability), as well as ongoing collaboration with key stakeholders and delivery partners.

In February 2015, the Council commenced a Regulation 18 stage 'preferred approach' public consultation on these draft Local Plans.

Work has commenced on the new **North London Waste Plan**, for which Haringey us working alongside the other North London boroughs.

The Council is also supporting the Highgate Neighbourhood Forum in the preparation of

its emerging **Neighbourhood Plan**, which, once adopted, will form part of the local Development Plan.

Following an independent examination in December 2013, **Haringey's Community Infrastructure Levy** Charging Schedule was adopted on 21 July 2014. The CIL has been implemented since 01 November 2014, with all applications for qualifying development decided on or after this date liable to pay the levy.

In July 2014, Cabinet Members agreed to commence a process of consolidating the Council's suite of **Supplementary Planning Guidance**. This will ensure that guidance appropriately supports Haringey's current development plan policies. The streamlined suite of guidance will also reduce confusion amongst communities and remove contradictions in local advice to help guide development more effectively.

The Council has worked with neighbouring boroughs and the GLA in the preparation of the Mayor's **Opportunity Area Planning Framework (OAPF) for the Upper Lee Valley**, which was adopted by the Mayor in July 2013.

The Council has been carrying out the Duty to Cooperate in preparing its Local Plan documents, as required by the Localism Act.

Place-making & areas of change

Parts of Tottenham and Wood Green (including Haringey Heartlands) and have been identified in the Local Plan as the borough's key strategic growth areas. A number of 'areas of change' have also been identified across the borough.

Tottenham

Key Plans & Strategies

In addition to preparations for an Area Action Plan for Tottenham, the Council recently published several documents to help guide regeneration and positive change:

- The Council's Strategic Regeneration Framework was agreed by the Council's cabinet on 18 March 2014. This is a landmark 20-year vision for the future of Tottenham, and sets out how people's priorities could be achieved through long term regeneration.

- The Council published a Strategic Regeneration Framework based on the Physical Development Framework in 2014, which sets out detailed regeneration plans and opportunities for change.

- A Plan for Tottenham was launched in August 2012. It sets out a vision to 2025, identifies key priority areas for change, and principles for regeneration and estate renewal; and

- Following consultation with the local community, a Strategic Masterplan Framework for Northumberland Park was published in February 2015.

Housing Zone

As noted above, the Council has also submitted a successful bid for the Tottenham Housing Zone, which will bring substantial place-making investments in Tottenham with a rapid acceleration in the delivery of new homes, especially at Tottenham Hale.

Highlights on investment and project delivery, in Tottenham to to-date include:

- Hale Village development progressing, including completion of new homes and student accommodation

- Completion of Tottenham gyratory project along with further works to facilitate development of a public square and improved bus interchange
- Investment in new Tottenham Hotspur Stadium led development
- High Street Innovation funding awarded to West Green Road spent on delivering a pilot shop front improvement project
- Public realm improvements in Tottenham Green
- Improvements to Bruce Grove Station and the surrounding area

Wood Green

The London Plan designates Wood Green (including Haringey Heartlands) as an Area of Intensification, where there are key development opportunities for new housing, jobs and community infrastructure. Further, Wood Green town centre has metropolitan centre status, making it a key focal point for retail and related service provision in the wider area.

Area Action Plan

An Area Action Plan for Wood Green will be prepared, with timescales set out in the Local Development Scheme.

Wood Green Investment Framework

In October 2014, a proposal for a Wood Green Investment Framework was approved by Cabinet. The investment framework will help to bring together a coordinated approach to drive and shape area regeneration. This includes:

- New residential development with appropriate supporting infrastructure;
- A strategy for public realm improvement;
- Higher quality retail and leisure environments;
- New links to Haringey Heartlands and Alexandra Palace; and
- Maximising the potential of new transport interchanges.

Work has since commenced on progressing the programme to see that it is delivered in a timely manner.

Town centre improvements

Haringey Council is working with Transport for London to improve Wood Green's public spaces and create a safe, brighter and greener town centre.

To-date, £4.2 million has been invested to de-clutter pavements and open spaces from Wood Green to Turnpike Lane tube stations, and make the High Road more welcoming. Highlights of the scheme include:

- Wider pavements, improved pedestrian crossings and street lighting;
- New bus shelters along the high road, with stopping points moved to more accessible locations;
- 'Legible London' signage installed;
- Tree planting; and
- Better cycling facilities.

Alexandra Palace

- In 2012, the Trustees of Alexandra Palace developed a spatial masterplan for the future use of the site. Also that year, an application was made for Heritage Lottery Fund funding from the Major Grants Programme, towards the repair and refurbishment of the Palace's historic BBC studios, East Court and Victorian Theatre. The bid was successful and in May 2013, a Round 1 pass and £844,800 was awarded in Development Phase funding, which will be used to improve and refine the scheme

design. A round 2 application will be submitted at the end of 2014, and if successful, will allow for delivery of the project.

- In February 2015, planning permission and recommendation for listed building consent were given for the repair and refurbishment of the eastern part of Alexandra Palace. Subsequently, the Secretary of State has granted the listed building consent.

Other highlights

- In 2012, National Grid was granted planning permission to redevelop the Clarendon Gas Works, for a high quality, mixed use residential led scheme of around 1,000 new homes, commercial uses and public space. In 2013, a Section 73 application was submitted, in order to allow for site preparation works and to help bring forward the development.

Design & conservation

Haringey aims to be the best performing planning authority in London and this includes delivering design excellence.

As part of the pre-application process Haringey encourages applicants to present proposals to the Haringey Design Panel. In 2013/14, the Panel met 8 times and considered 14 development proposals, 12 of which were for major schemes. The Panel was able to positively influence the design quality of proposals, which reflects its overall success in helping to deliver a high standard of design since it was formed in 2006.

Building on the success of the Design Panel, the Council will establish a Quality Review Panel as an independent advisory body to provide advice on planning applications, having particular regard to the emerging Haringey Development Charter.

Recent progress on Conservation Area Appraisals, including the Highgate Appraisal, as well as the production of Haringey's Urban Characterisation Study, will assist in delivery on policy objectives to protect and enhance Haringey's local character.

The emerging Development Management Policies Local Plan will set more detailed requirements for high quality and sustainable design. It will reflect principles of a new Haringey Development Charter.

Housing

The Council is committed to meeting its London Plan housing delivery targets. The current annual target is 820 new homes. While this was not met in 2013/14, with only 493 net units completed, in the previous two years the target was exceeded, and over the plan period to date, the Borough is on course to meet its strategic housing target. Informed by monitoring outcomes, Haringey's emerging Local Plan documents will propose targeted policy interventions to address local housing supply, taking into account the new FALP targets.

150 affordable housing units were completed in 2013/14, accounting for 26% of new conventional housing units completed. This performance is down from previous years. It reflects the lower levels of housing completions across all tenure types compared to previous years, as well as the challenge of continued provision of affordable rent (including social rent) products for affordable housing. Provision is linked to development viability and changing patterns of affordable housing funding options.

Planning contributions remain an important tool for the Council to secure affordable

housing. Since 2004, 64 S106 agreements have required the specific provision of on-site affordable housing, totalling almost 2,500 units. In 2013/14, S106 agreements accounted for more than one-third of affordable units delivered

The continued provision of affordable rent (including social rent) products for affordable housing will be challenging in the years ahead. Provision of affordable housing is linked to development viability and changing patterns of affordable housing funding options. The Council's emerging Strategic Housing Needs Assessment will provide an up to date evidence base for future policy options in this area.

Monitoring indicates that a higher proportion of 1 and 2 bedroom units are being delivered compared to larger and family sized housing. The Planning policy response to this challenge, in part driven by site characteristics and development viability, will need to be more sophisticated and strategic in future.

The Council continues to make significant progress on Decent Homes. Targeted actions have resulted in an overall reduction in the proportion of non-decent Council homes.

Town centres & employment

Haringey's town centre vacancy rates have increased in recent years. However, when surveys were last carried out, the overall local vacancy rate (7%) remained lower than the national (14%) and London (9%) averages at that time. The proportion of non-retail uses in Haringey's town centres is consistent with local targets, which suggests that planning policies are supporting an appropriate balance of uses.

In the future, it is noted that town centres are expected to be subject to changes reflecting new shopping and macroeconomic patterns, as well as the proposed national planning policies and legislation that aim to relax planning rules for town centre uses. This reinforces the importance of continued monitoring so that impacts are effectively tracked and that any necessary policy responses can be robustly supported by evidence.

In 2013/14, planning permissions resulted in a net loss of some 4,000 sq m of employment (Class B) floorspace. The majority of employment floorspace lost was for change of use to housing, owing to the approved residential-led mixed use scheme at the Pembroke Works site in Hornsey Ward. Importantly, the site is not located within a designated employment area and current policies provide that this is an acceptable change of use.

Monitoring indicates that the Council is effectively managing the borough's stock of employment land through its plans and policies. However, in light of emerging FALP housing and jobs targets, there is an imperative to refresh Haringey's existing policies.

Emerging Local Plan documents will better position the Council to safeguard key employment areas and to seek a greater intensity of uses on sites, so as to increase business and job numbers. Haringey's draft Local Plans identify opportunities for enabling mixed-use proposals where viability issues have prevented sites coming forward for employment use development.

Despite recent figures showing improvement worklessness remains a challenge. The Council's proactive employment programmes are helping to deliver positive outcomes in this regard. Job creation and effective use of employment land stock and floorspace are also considered in the Council's regeneration

framework and emerging Local Plan documents. Haringey is committed to delivering its London Plan jobs target.

Environmental sustainability

Good progress has been made on environmental protection, climate change adaptation and mitigation.

Planning policies are performing well in protecting the borough's open spaces and designated sites of biodiversity importance. There was no net loss of designated open space in 2013/14.

Indicators suggest that many of Haringey's parks are of a high quality and that overall, local parks are well used, managed to a good standard and visitors are generally satisfied with them, evidenced by the borough's many Green Flag designations.

A Strategic Flood Risk Assessment (SFRA) was prepared and used to inform production of Haringey's emerging Local Plan documents. The Council is continuing work on surface water management projects in identified areas at risk. Finally, new Government rules (coming into force in 2015) will strengthen requirements for developers to incorporate Sustainable Drainage Systems (SuDS) in schemes.

Since 2005 (the earliest year for which carbon emissions data is available at the local authority level) Haringey's total emissions have fallen by 11%. Further, the Council is on track to reduce carbon emissions from its estate by 40% by 2015, five years ahead of the borough wide target.

Transport emissions in Haringey have decreased nearly 18% since 2005. This is due to improvements in vehicle efficiency and reduced traffic flows on both A-road and minor roads. The Council continues to encourage a shift to more sustainable transport modes, both through strategic policy and local project delivery, with a number of positive outcomes achieved through Smarter Travel Haringey.

Household recycling rates in Haringey continue to improve.

The Government is considering changes to the legislative framework and requirements for sustainable design and construction, including for flood risk management (Sustainable Drainage Systems) and zero carbon development. These changes will need to be monitored, as there may be implications for planning policy and development control.

Strategic & community infrastructure

The Infrastructure Delivery Plan (IDP) supports the Council's Local Plan. It identifies the service areas where investment will be needed to meet the additional demand from population and housing growth. It also sets the basis for developer contributions through Community Infrastructure Levy to meet future need and highlights, where applicable, gaps in existing provision to form a platform for future investment and project delivery. The IDP was last updated in April 2013. A further update is being undertaken to align with Haringey's emerging Local Plans.

This AMR signposts some of the progress made in delivery of strategic / community infrastructure, including for transport.

Planning contributions (including S106 agreements) remain an important tool to ensure adequate provision of infrastructure across the borough, particularly for affordable

housing. Since 2004, 64 S106 agreements have required the specific provision of on-site affordable housing, totalling almost 2,500 units. In 2013/14, S106 agreements accounted for more than one-third of affordable units delivered.

However, due to changes in national legislation, S106 contributions will be limited in the future, as there will be a shift towards Haringey's Community Infrastructure Levy, which is now required on qualifying development.

Section 106 funds secured in 2013/14 were down from the previous years. This due in part to the significant amount of funds negotiated through several major planning applications in years past, and it further reflects market conditions and the lower levels of development activity in the reporting year.

Development management performance

In 2013/14, the Council decided 1,965 planning applications consisting of 22 major applications, 356 minor applications and 1587 other applications.

The Council met and exceeded its local performance targets for the processing of major, minor and other applications. The service has also exceeded the Government's published 'performance standard' for Major applications, which was a matter for concern during the early part of the monitoring period. The service is continuing to investigate opportunities for further service improvements.

In 2013/14, there were a total of 73 appeals on refusals decided by the Planning Inspectorate, with 24 appeals allowed (32.9%) and 49 (67.1%) appeals dismissed. The proportion of appeals allowed in Haringey was an improvement on the previous year (39%). Haringey's performance on appeals over the past 5 years is a positive reflection on Council decisions, with performance generally in line with that of authorities across London and England.

Recognising the importance of understanding how the planning service is meeting customer needs and expectations, and for considering future service improvements, the Council is taking part in a free program offered by the Planning Advisory Service (PAS) and is actively participating in both corporate and service specific improvement programmes.

Considerations for future monitoring

In the process of preparing this AMR, a number of considerations and future requirements for monitoring planning policy performance have been brought to attention, including:

- Changes in the national and regional policy framework (including the London Plan) have prompted Haringey to proactively respond through preparation of its Local Plan documents.

- National and regional policies must continue to be monitored, as these may have impacts which require further targeted responses to protect Haringey's interests. In particular, London Plan housing targets will need to be kept under review.

- Processes should be considered to ensure effective monitoring of the Strategic Policies Local Plan, as well as indicators for Haringey's e other emerging Local Plans. Capture of development information on design standards, in particular, will help with performance

assessment of design and environmental policies.

- A number of studies have been prepared to support Haringey's Local Plan preparation (including on employment land, open space / biodiversity, flood risk, development viability and urban character). Study findings have, in some instances, updated earlier baseline positions. This could have implications for policy approaches and/or monitoring targets. Targets and indicators should therefore be kept under review.

- Information on housing and commercial development is drawn from the London Development Database (LDD), which the Council inputs data into. This forms an important (and ongoing) tool and will continue to require a resource so that it can be regularly updated to ensure effective and timely monitoring, especially on development completions.

- Town centres need to be regularly surveyed, included further detailed information on defined primary and secondary frontages. This information is crucial to both inform and support planning decisions, as well as to help with proactive management of town centres.

- The IDP should be regularly updated, with continued input from key service providers (such as for health and education infrastructure). This is particularly important as the Council has commenced charging for local CIL, and funding will now be available for identified infrastructure.

- Haringey's CIL has been implemented from 01 November 2014, with all applications for qualifying development decided on or after this date liable to pay the levy. Haringey's CIL is underpinned by a viability appraisal which has informed the setting of rates across the borough. In the future, further viability testing may be undertaken to assess any change in circumstance, which might suggest that current CIL rates require reviewing.

Summary of performance against selected Local Plan indicators									
Indicator	**Current Target**	**Performance**					**Action**	**Local Plan Policy**	**Future Target**
		2013/14	**2012/13***	**2011/12***	**2010/11**	**2009/10**			
Number of housing completions	820 additional homes per year	493 (of which 474 conventional, loss of -40 non-conventional, and 59 empty homes back into use)	1,150 (of which 606 conventional, 492 non-conventional , 52 long term empty homes back into use)	1,395 (of which 694 conventional, 646 non-conventional , 55 long term empty homes back into use)	629	635	Continue to monitor and review in light of London Plan targets. Allocate sufficient sites to help meet identified need over plan period.	SP2 Housing	820 additional homes per year (2011-2014). Target subject to Further Alterations to the London Plan, as proposed 1,502 homes per year (2015-2026) .
Percentage of affordable housing units delivered	50% of additional new homes	26%	51%	44%	48%	43%	Continue to monitor and review, taking account of viability evidence. Consider package of targeted interventions to help boost delivery. Housing Zone under option.	SP2 Housing	Future targets subject to outcomes of Strategic Policies review and alterations, along with updated viability evidence.
Loss of open space	No loss of areas of biodiversity or designated open spaces; 100% no loss	100% (no loss)	100% (no loss)	100% (no loss)	100% (no loss)	100% (no loss)	Policy performing well. Future monitoring to take account of findings of Open Space and Biodiversity Study update.	SP13 Open Space and Biodiversity	No loss of areas of biodiversity or designated open spaces; 100% no loss

Waste management, including recycling	31.7% of waste should be recycled or composted (former NI192)	36.5%	32%	26.75%	28%	26.1%	Performance improving. Continue to review and monitor in light of future targets.	SP6 Waste and recycling	North London Joint Waste Strategy aims to achieve 45% recycling / composting household waste by 2015 and 50% in 2020.
Additional employment floorspace	Protect B Class land and floorspace to meet forecast floorspace demand of 137,000 sq m to 2026.	Permissions: Net loss of 4,071 sq m (comprising -4,687 B1, -1,101 B2, +1,717 B8)	Permissions: Net loss of 31,716 sq m (comprising -30,986 B1, -730 B2/B8)	Permissions: Net loss of 11,500 sq m (comprising +8,700 B1, -20,200 B2/B8)	364 sq m	5,979 sq m	Policy performing. Most B1 floorspace lost owing to an approved residential led scheme at Pembroke Works in Hornsey - site is not in a designated employment area and acceptable for the change of use. Investigate merit of new target(s) to monitor net change in employment land (not floorspace) & employment density; reflects need to monitor management of land in view of housing/job targets, and viability.	SP8 Employment	Protect B Class uses to meet forecast floorspace demand of 137,000 sq m to 2026. Future targets subject to employment land review updates.
Additional floorspace for town centres	Promote distribution of retail growth to meet 13,800 sq	+769 sq m (permissions: town centre uses)	+325 sq m (permissions: town centre uses)	-58 sq m (town centre uses)	Nil	1,650 sq m	Monitor changes of use and impact of new permitted development,	SP10 Town Centres	Meet need for 13,800 sq m gross comparison

	m gross comparison goods floorspace and an additional 10,194 net convenience goods floorspace by 2016						especially changes from A1 retail use. Monitor uses in primary/ secondary frontages.		goods floorspace, 10,194 sq m net convenience goods floorspace by 2016, as set in Local Plan. Future targets subject to retail capacity study updates.
Planning contributions negotiated	No target	£2,058,983	£4,237,826	£21,896,711	£907,854	£3,128,036	Continue to collect S106 in line with legislation. Monitor Haringey CIL uptake following adoption of CIL charging schedule.	SP16 Community Facilities, SP17 Delivering and Monitoring the Local Plan	Not applicable
**Denotes that housing figures have been revised from previous reports. This is due to factual updates to the London Development Database on planning permissions and completions (including for conventional and non-conventional housing), as well as use of local authority data on empty homes returned back into use.*									

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1 Introduction

1.1 What is the Authority Monitoring Report?

1.1.1 The Authority Monitoring Report (AMR) is used to assess the performance and effectiveness of Haringey's planning policies in delivering their key objectives. Currently, these policies are set out in the adopted Strategic Policies Local Plan and Unitary Development Plan (UDP) saved policies. In addition, the AMR reports on the achievements of services in the Council which contribute to the delivery of planning objectives.

1.1.2 The AMR is an important feedback tool and helps the Council to assess the extent to which its planning policy objectives are being achieved. It provides information on the borough's demographic and socio-economic characteristics, its environmental qualities and outcomes of policies and projects.

1.1.3 The AMR also includes an update on the progress and implementation of the Council's Local Development Scheme (LDS), which sets the timetable for the preparation of future planning documents.

1.2 What is the reporting period?

1.2.1 This AMR covers the year 01 April 2013 to 31 March 2014 and key performance outcomes are set within this period. Information beyond this date is included where it helps to provide a more complete picture of planning performance and project delivery, recognising that the next AMR will fully address the year ending 31 March 2015.

1.3 What is being monitored?

1.3.1 The Council is required by virtue of section 35 of the Planning and Compulsory Purchase Act 2004, as amended by section 113 Localism Act 2011, to prepare an annual report providing such information as is prescribed as to the implementation of the local development scheme; and the extent to which the policies set out in the local development documents are being achieved.

1.3.2 The AMR 2013/14 is the first AMR to focus specifically on monitoring of Haringey's Local Plan Strategic Policies, which was adopted on 18 March 2013 (at the very end of the reporting year for the AMR 2012/13). It also assesses the performance of Haringey's Saved Unitary Development Plan (UDP) Policies, where appropriate.

1.3.3 The AMR uses the most relevant and timely information available to the Council at the time of report preparation, including outcomes from non-planning services which contribute to delivering planning objectives.

1.3.4 This report does not attempt to measure and monitor each planning policy individually, but focuses on monitoring key policy objectives for which data is currently available, in order to assess overall outcomes in plan delivery. Haringey's Strategic Policies Local Plan (Appendix 1) sets out which UDP policies have been replaced by the Local Plan, and which continue to remain in force.

1.4 Who should read this report?

1.4.1 The AMR is a means of publicising the achievements and progress of the planning service in Haringey to everyone who lives, works and visits Haringey. This report is of importance to anyone who has an interest in planning and regeneration in the borough.

1.4.2 The local community can use the AMR to see how the planning service is performing and how it will improve its performance in the future. The AMR can help communities to understand the impact of their own engagement in the planning process, and can also be a useful tool for neighbourhood planning by encouraging communities to engage in future policy making and helping them understand where neighbourhood plans sit in the whole context of a particular area.

1.4.3 The AMR can assist local Councillors in their scrutiny function and provides them with an overall view of the performance of the service.

1.4.4 Planning officers use the AMR to see successes in implementing planning policies and assess how and where improvements can be made to performance.

1.4.5 The Greater London Authority (GLA) and neighbouring boroughs can use Haringey's AMR to help inform their strategic plans.

1.5 How to use the AMR

1.5.1 The AMR 2013/14 is set out in a way to allow readers to understand its function, the key outcomes for the year, and the impacts of the AMR on planning and development in the borough. The report is set out in the following way:

1.5.2 Section 1 provides an introduction to the Authority Monitoring Report

1.5.3 Section 2 provides a plan making update in view of the Local Development, and also sets out some of the key changes in the national and regional planning framework

1.5.4 Sections 3 to 8 set out the context, performance outcomes, and future requirements and monitoring options of the following planning policy areas:

- Place making – covering areas of change
- Design and the historic environment
- Housing – addressing new homes and affordable housing
- Employment and town centres – covering employment land, town centres and skills and training
- Environment – including open space and biodiversity, climate change (including flooding) and waste management
- Strategic and community infrastructure – including transport, health and well-being and infrastructure funding

1.5.5 Section 9 sets out planning performance with regards handling planning applications, appeals and enforcement decisions.

1.5.6 Each section of the report concludes with some key considerations for future policy monitoring.

1.5.7 If you would like further information about the AMR or any other planning policy issues, please see our website: http://www.haringey.gov.uk/index/housing_and_planning.htm

2 Plan making update

2.1 Background

2.1.1 There have been significant changes at the national and regional planning levels in recent years. The Government's programme of planning reform has resulted in a new National Planning Policy Framework (NPPF), along with new rules governing the change of use of land for housing, employment and retail uses. In addition, the Mayor of London has introduced draft Further Alterations to the London Plan (FALP) which are expected to be adopted in the near future. The FALP propose significant increases to Haringey's housing and jobs targets.

2.1.2 The Council is proactively responding to these changes with its new and emerging forward planning documents. These will help to ensure a coordinated approach to growth and regeneration in Haringey, with a focus on enabling new development that is appropriate to its location within the borough and well supported by strategic and community infrastructure.

2.2 Local Development Scheme

2.2.1 The Local Development Scheme (LDS) sets out the work programme for future planning policy documents which make up Haringey's Local Plan. The Council is required to regularly review this procedural document.

2.2.2 The current version of the LDS (covering 2015-18) was approved in January 2015 and it provides the timetable for taking forward new policy documents from February 2015 onwards. The LDS can be found online at Haringey's Planning Policy webpage, and can be accessed using the following link: Local Development Scheme.

2.2.3 The timetable is subject to regular review to take into account the changes to national and regional planning framework, local priorities, and the need to programme the undertaking of local studies and public consultation into the plan production process.

2.2.4 An LDS update was previously undertaken in March 2014. This latest update will ensure the LDS appropriately reflects the current work programme, which includes a partial review of the Strategic Policies Local Plan and additional public consultations on 3 emerging Local Plans: Development Management Policies, Site Allocations and Tottenham Area Action Plan.

2.2.5 The following section of the AMR highlights progress made on the production of documents included in the LDS.

2.3 Local Plan

2.3.1 Haringey's Local Plan is being prepared within the context of the Government's National Planning Policy Framework (NPPF) (2012) and the Mayor's London Plan (2011), including Revised Early Minor Alterations (2013), as well as the draft Further Alterations to the London Plan (FALP) (2014).

2.3.2 The NPPF acts as guidance for local planning authorities both in drawing up plans and making decisions on planning applications.

2.3.3 The London Plan is the overall strategic plan for London. It sets out a framework for the sustainable development of the capital. Haringey's Local Plan documents, including the Strategic Policies, need to be in general conformity with the London Plan. Together these documents form part of Haringey's Development Plan – the starting point for planning decisions in the borough.

2.3.4 Haringey's Local Plan comprises a suite of local Development Plan Documents.

2.3.5 A significant amount of progress has been made on the Local Plan (formerly the Local Development Framework) and supporting documents since April 2012.

2.3.6 Haringey's Strategic Policies Local Plan was adopted on 18 March 2013, which is an important milestone. The Strategic Policies replace many of Haringey's saved Unitary Development Plan (UDP) policies. However, some will remain extant (along with UDP Schedules 1 – 13) until they are replaced by future Local Plans. The full list of UDP saved policies is set out in Appendix 1 of the Strategic Policies.

2.3.7 Further work is now underway to ensure that the strategic policies set out in the adopted Local Plan are put into place effectively, with complementary development management policies and site allocations, Area Action Plans, Community Infrastructure Levy and a limited number of supplementary planning documents.

2.4 Strategic Policies

2.4.1 As noted above, the Strategic Policies Local Plan was adopted on 18 March 2013. The plan provides a spatial vision and a framework for the key priorities, plans and strategies of the Council. It contains strategic planning and regeneration policies and an implementation framework to deliver the vision up to 2026.

2.4.2 The Council is now undertaking a partial review of the Strategic Policies. The review is considered necessary in the light of changes to national planning policy and guidance, as well as the draft Further Alterations to the London Plan (FALP), discussed later in this section.

2.4.3 The partial review is required to update and appropriately reflect the quantum of housing and employment to be delivered in the borough (as set by the FALP). The review also provides an opportunity for the Council to take account of new information from updated evidence base studies. Importantly, the review and any proposed alterations arising from it, will ensure that the Strategic Policies remain consistent with national policy and in conformity with the London Plan, and therefore continue to provide the Council with a robust basis for planning decisions and coordinating investment.

2.4.4 On 09 February 2015, a Regulation 18 stage public consultation on proposed alterations to the adopted Strategic Policies commenced.

2.5 Development Management Policies

2.5.1 The Development Management Policies (DMP) Local Plan will set out detailed planning policies for assessing planning applications for the development and use of land. The policies will generally be criteria based and will focus on giving effect to the strategic objectives and core policies of the Strategic Policies Local Plan. The document will also be the main vehicle for replacing the remaining saved Unitary Development Plan (UDP) policies.

2.5.2 A Regulation 18 stage public consultation on the Draft DMP plan was undertaken from 22 March to 10 May 2013, along with a consultation on an Interim Sustainability Appraisal report, which ran from 28 March 2012 to 10 May 2013. Outcomes of this consultation can be viewed on the Council's Planning Policy webpage.

2.5.3 During the reporting year, work was progressed on a 'preferred approach' consultation document. This included assessments of previous consultation outcomes, commissioning new technical evidence and studies, as well as ongoing collaboration with key stakeholders and delivery partners.

2.5.4 On 09 February 2015, a Regulation 18 stage 'preferred option' public consultation on the document commenced.

2.6 Site Allocations

2.6.1 The Site Allocations Local Plan will identify sufficient development sites, outside of Tottenham, to meet the identified housing growth/needs of the Local Plan, including those for housing, jobs and the delivery of required infrastructure. It will also establish specific site requirements against which planning applications will be considered. The Council will actively bring forward identified sites over the plan period to 2026.

2.6.2 A Call for Sites consultation was undertaken from 22 March to 10 May 2013. This was followed by a Regulation 18 Consultation on the subject matter of the proposed document, which ran from 17 January to 07 March 2014, along with a consultation on a Sustainability Appraisal Scoping Report, which ran for the same time period.

2.6.3 During the reporting year, work was progressed on the preferred option consultation version of the DM Policies document. This included assessments of previous consultation outcomes, commissioning new technical evidence and studies, as well as ongoing collaboration with key stakeholders and delivery partners.

2.6.4 On 09 February 2015, a Regulation 18 stage 'preferred option' public consultation on the document commenced.

London-wide Strategic Housing Land Availability Assessment

2.6.5 The Greater London Authority, in partnership with the London boroughs, issued a call for sites to be included in the London-wide Strategic Housing Land Availability Assessment (SHLAA). Whilst the SHLAA is not formally a part of Haringey's LDS, the SHLAA will nonetheless help to inform the Site Allocations documents. The call for sites consultation closed on 28 January 2013.

2.6.6 The GLA published by the SHLAA 2013 in January 2014. It sits as technical evidence supporting the Draft Further Alterations to the London Plan (FALP). Haringey Council has had regard to the latest SHLAA in the preparation of its Local Plan documents.

2.7 Area Action Plans

Tottenham

2.7.1 The Area Action Plan (AAP) will set out a comprehensive set of policies, proposals and site allocations for development within the Tottenham Area. It will ensure development is managed in a comprehensive manner and delivers the social, environmental and economic outcomes sought for this area.

2.7.2 A Regulation 18 Consultation was carried out from 17 January to 07 March 2014, along with a consultation on a Sustainability Appraisal Scoping Report, which ran for the same period.

2.7.3 In addition, work was progressed on a 'preferred option' consultation document. This work included assessments of previous consultation outcomes, commissioning new technical evidence and studies, as well as ongoing collaboration with key stakeholders and delivery partners.

2.7.4 On 09 February 2015, a Regulation 18 stage 'preferred option' public consultation on the document commenced.

Wood Green Area Action Plan

2.7.5 The Wood Green Area Action Plan will provide a comprehensive policy framework for the delivery of key sites and regeneration of the central areas of Wood Green and Haringey Heartlands. Work on this document is scheduled to commence in 2015.

2.8 North London Waste Plan

2.8.1 The North London boroughs in the North London Waste Authority (NLWA) are jointly preparing a Waste Plan. This will identify a range of suitable sites for waste management, in line with London Plan requirements, and include policies and guidelines for determining planning applications.

2.8.2 Boroughs have recently commenced preparation of the Waste Plan, as discussed in the AMR 2012/13.

2.8.3 A Regulation 18 notification consultation on the contents of this new Waste Plan was held between 19 April 2013 and 07 June 2013.

2.8.4 A North London Waste Plan Consultation Protocol document was published in March 2014. This outlines the background and context for the preparation of the plan, as well as the overall approach to consultation and communication activities that will be implemented.

2.8.5 During the reporting year, focus group sessions for key stakeholders were commenced. Further details can be found at the North London Waste Plan's dedicated website at the following link: North London Waste Plan website

2.9 Other documents

Community Infrastructure Levy (CIL)

2.9.1 The Community Infrastructure Levy is a Council tariff that can be applied to most forms of new development. The CIL is closely linked to infrastructure provision, as set out in the Infrastructure Delivery Plan of the Local Plan.

2.9.2 Haringey's CIL was adopted on 21 July 2014 and was implemented on 01 November 2014, with all applications for qualifying development decided on or after this date liable to pay the levy.

2.9.3 A CIL Draft Charging Schedule was submitted to the Planning Inspectorate on 28 October 2013, with a public examination taking place in December 2013. The Inspector's Report was received by the Council on 04 February 2014, advising that the CIL Charging Schedule is sound subject to a few minor modifications.

2.9.4 Several rounds of public consultation were undertaken in lead up to the CIL examination, including on: a Preliminary Draft Charging Schedule (30 July to 17 September 2012); a Draft Charging Schedule (26 April to 24 May 2013); and Minor Modifications to the Draft Charging Schedule (28 October to 26 November 2013).

Infrastructure Delivery Plan Review

2.9.5 The Infrastructure Delivery Plan (IDP) addresses how and when the infrastructure proposals in Haringey's Local Plan will be delivered.

2.9.6 To demonstrate that the Local Plan Strategic Policies document is realistic and deliverable, a Community Infrastructure Study was carried out in 2009-2010 and an IDP was produced as part of the Strategic Policies Local Plan. The Local Plan and its IDP were found sound by the Planning Inspector at examination.

2.9.7 The IDP is a key document which will be updated regularly in discussion with service and infrastructure providers and stakeholders to ensure that that expected growth and regeneration in Haringey are supported by appropriate infrastructure.

2.9.8 The latest comprehensive update of the Infrastructure Delivery Plan (IDP) was provided in April 2013 forming a basis for defining funding gaps, to be met in part from the Community Infrastructure Levy. The AMR 2012/13 also provided IDP updates.

2.9.9 A full review of the IDP is currently being undertaken to help inform and align with Haringey's emerging Local Plan documents.

2.10 Neighbourhood Planning

2.10.1 The Localism Act 2011 enables local communities, through Neighbourhood Forums, to prepare Neighbourhood Plans. Once adopted, Neighbourhood Plans form part of the local development plan, and planning applications are considered against their policies.

2.10.2 There is currently one Neighbourhood Plan being prepared in Haringey, by the Highgate Neighbourhood Forum. This is a cross-borough plan with Camden.

2.10.3 During the reporting period, the Council liaised with the Highgate Neighbourhood Forum in the preparation of its emerging Neighbourhood Plan.

2.10.4 The Forum commenced a 'pre-submission' consultation on its Neighbourhood Plan in January 2015.

2.11 Supplementary Planning Documents

2.11.1 The main role of Supplementary Planning Documents (SPDs) is to elaborate on adopted planning policies. Importantly, they cannot set policies or allocate land. SPDs are justified where there is a clear benefit of additional guidance to help deliver sustainable development.

Supplementary Planning Document/Guidance Review

2.11.2 The National Planning Policy Framework encourages local planning authorities to review their planning guidance, either in whole or in part, to respond flexibly to changing circumstances.

2.11.3 In considering the performance of the Council's planning policies and reflecting changes in the wider policy context, a review of the borough's suite of Supplementary Planning Documents and Guidance was undertaken in Spring/Summer 2014.

2.11.4 The review findings identified a scope to rationalise some of the Council's existing guidance to ensure it remains consistent with current policy, to provide greater clarity for the public and to help promote sustainable development in the borough.

2.11.5 On 15 July 2014, Cabinet Members agreed to commence a process of consolidating Haringey's supplementary planning guidance. This will ensure that guidance appropriately supports Haringey's current development plan policies. The streamlined suite of guidance will also reduce confusion amongst communities and remove contradictions in local advice to help guide development more effectively.

Planning Obligations SPD

2.11.6 Planning obligations (including S106 agreements) remain an important tool to ensure adequate provision of infrastructure across the borough, particularly for affordable housing. However, due to changes in national legislations, uptake of S106 funding will be more limited in the future, as the focus on provision of strategic infrastructure will shift to CIL.

2.11.7 A Planning Obligations SPD has been produced in order to bring together a number of draft or adopted guidance documents on planning obligations. The SPD will:

- Provide transparency and certainty in regard to the functioning of the planning application process and procedures for securing planning obligations;

- Set out the types of planning obligations that may be sought with various development proposals;
- Detail the relationship between planning obligations and CIL; and
- Assist with the delivery of sustainable development in accordance with Haringey's Local Plan.

2.11.8 A public consultation on the draft Planning Obligations SPD took place from 01 August to 12 September 16.

2.11.9 The SPD was adopted by Cabinet on 14 October 2014. Planning obligations will continue to be monitored through the AMR process.

Finsbury Park Town Centre

2.11.10 This SPD follows from the 'Finsbury Park Accord' between Haringey, Hackney and Islington, which was agreed in June 2012.

2.11.11 The Accord includes a list of priorities, including one that is aimed at managing future development of the area through a cross-borough strategy in the form of an SPD.

2.11.12 A draft Supplementary Planning Document was prepared and consulted on between 01 July and 19 August 2013.

2.11.13 The Finsbury Park Town Centre SPD was adopted on 25 June 2014.

2.11.14 The aim of the SPD is to improve the town centre, the station and surrounding public spaces, create new homes, jobs and training opportunities, make the most of the historic buildings and improve links between the town centre and Finsbury Park.

Key Milestones for preparing Haringey's Development Plan Documents

Development Plan	Regulation 18 consultation	Pre-Submission Consultation	Submission to Secretary of State	Adoption
Strategic Policies (alterations)	Feb/Mar 2015	Sept/Oct 2015	Nov 2015	Aug 2016
Development Management Policies	Feb/Mar 2015	Sept/Oct 2015	Nov 2015	Aug 2016
Site Allocations	Feb/Mar 2015	Sept/Oct 2015	Nov 2015	Aug 2016
Tottenham AAP	Feb/Mar 2015	Sept/Oct 2015	Nov 2015	Aug 2016
Wood Green AAP	Nov/Dec 2015	Jun/Jul 2016	Sept 2016	May 2017
North London Waste Plan	May/Jun 2015	Feb/Mar 2016	Jun 2016	Mar 2017

The above table reflects timescales for production of Haringey's Local Development Documents. Full details for stages in plan production, along with timescales, are set out in the adopted Local Development Scheme 2015-18, which can be found online here: *Haringey Local Development Scheme*. These timetables may be subject to future review.

2.12 Changes in the national planning framework

National Planning Policy Framework

2.12.1 In March 2012, the Government published the National Planning Policy Framework (NPPF). The NPPF replaced 44 planning documents, primarily Planning Policy Statements (PPS) and Planning Policy Guidance (PPG), which previously formed the Government policy towards planning.

2.12.2 As discussed in the AMR 2012/13, the Council has demonstrated, through the public examination process, that the Strategic Policies Local Plan is consistent with the NPPF.

2.12.3 Future Local Plan documents will need to be prepared in view of the NPPF and it is currently a material consideration in planning decisions.

National Planning Guidance

2.12.4 On 06 March 2014 the Government launched the Planning Practice Guidance website, which was accompanied by a Written Ministerial Statement setting out the list of previous guidance documents cancelled. The Council will need to have regard to this guidance both in terms of plan making and decision taking. The guidance is intended to be updated regularly, as required, and it will be important that the Council monitors and appropriately responds to any changes.

2.12.5 There have been recent changes to national planning guidance, including on planning contributions for affordable housing. These changes are currently being considered through the Strategic Policies partial review.

Planning Reform

2.12.6 The Government has recently introduced a number of planning reforms which are intended to help facilitate economic growth and speed up the planning system, amongst other aims.

2.12.7 New rules governing house extensions and commercial changes of use came into force on 30 May 2013. In brief, key changes include allowance for the following, without the need for planning permission:

- Larger extensions to industrial and warehousing premises, shops and offices;
- Conversions between office and residential uses;
- More flexible uses of shops, offices and residential institutions; and
- Easier conversion of commercial premises to schools

2.12.8 Further changes to permitted development took effect from 06 April 2014, including:

- Conversions from shops to residential uses;
- Conversions from shops to banks and building societies, although change to betting shops and payday loan shops are not permitted; and
- Conversion of offices, hotels, residential and non-residential institutions and leisure/assembly places to registered nurseries

2.12.9 In July 2014, the Government launched a 'Technical Consultation on Planning'. This consultation document outlined proposals for extending the scope of permitted development rights. This includes change of use from light industrial units and offices to residential use, as well as broadening scope for change of use in town centres, to be facilitated by the introduction of a wider retail use class and allowing more flexibility for change of use within centres.

2.12.10 Outcomes of this consultation will need to be reviewed, as monitoring may be needed to assess local impacts arising from any such changes.

2.13 Changes in regional planning framework

Census information

2.13.1 Data from the 2011 Census revealed that the growth of London's population had accelerated to a greater extent than was previously anticipated, with Haringey's population growth mirroring this trend.

2.13.2 The 2011 Census measured Haringey's population as being 254,900. This represented an 18% increase on the 2001 census figure (216,500), and a 13% increase on the Office for National Statistics (ONS) 2010 mid-year estimate.

2.13.3 In May 2014, the ONS released its '2012-based Subnational Population Projections for England'. These projections are based on its '2012 Mid-year Population Estimates', published in summer 2013 (discussed in Haringey's AMR 2012/13), and a set of underlying demographic assumptions regarding fertility, mortality and migration based on local trends.

2.13.4 This latest ONS data suggests that over a 10 year period to mid-2022, London's population is projected to grow by 13%, exceeding the projected 7% growth rate for England. Haringey's population is expected to rise by some 34,000 people over this period, with a growth rate of 13%.

Further Alterations to the London Plan (FALP)

2.13.5 On 15 January 2014 the Mayor of London began consultation on draft Further Alterations to the London Plan (FALP).

2.13.6 The FALP were prepared mainly to address key housing and employment issues emerging from an analysis of 2011 Census data (released after the publication of the London Plan in July 2011), which indicated a substantial increase in London's population, as noted above.

2.13.7 Along with key findings of Census data, the FALP are informed by the Greater London Authority 2013 Round Population Projections, which provide that Haringey's population will grow by 20-29% in the period 2011 to 2036. In addition, the FALP set out evidence led assumptions on the increasing number and size of households in London, as well as revised employment forecasts, which also reflect significant growth.

2.13.8 A specific issue has been identified in terms of the FALP proposed increase in housing and employment targets for Haringey. In the FALP, Haringey's housing supply target is identified as 1,502 units per year from 2015/16 until 2024/25. This is a significant increase from the current 820 units per year target. The employment target is for an additional 22,000 jobs 2011-2036, which at 29.5% is the highest rate of job growth in London.

2.13.9 The FALP Examination in Public (EiP) commenced in September 2014, following which the Mayor published the Report of the planning Inspector on 15 December 2014, along with a response to the Secretary of State for Communities and Local Government on the EiP and the Inspector's Recommendations. Subject to the response of the Secretary of State, it is anticipated that the FALP will be published for adoption by March 2015.

2.13.10 As noted previously, Haringey Council is proactively responding to the FALP by undertaking a partial review of its Strategic Policies Local Plan, to ensure the plan appropriately reflects the quantum of housing and jobs to be delivered.

Tottenham Housing Zone

2.13.11 In June 2014, the Mayor published the Housing Zones Prospectus, inviting bids from London boroughs to a £400 million programme, jointly funded by the Mayor and central Government, to create a number of Housing Zones across London. Delivery of housing in these zones will be supported by a menu of planning and financial measures.

2.13.12 Haringey has submitted a successful bid for the Housing Zone initiative, which will provide additional funding to significantly boost housing delivery and regeneration in Tottenham. Tottenham Hale is the proposed first phase. The Housing Zone will also assist the borough in meeting the more ambitious housing targets set out in the FALP.

2.13.13 If the bid is successful, there will be a need to ensure that the Housing Zone is appropriately reflected within Haringey's Local Plan documents, particularly to ensure coordination with other key plans and strategies, and to maximise its benefits.

2.14 Community Involvement, partnership working and Duty to Cooperate

Community Involvement

2.14.1 The Council is committed to involving and consulting with local people in all planning processes and decisions.

2.14.2 The Council's Statement of Community Involvement (SCI) sets out how the community, as well as stakeholders with an interest in the borough, will be engaged in the preparation of local planning documents and in determining planning applications.

2.14.3 Haringey's SCI was first adopted in 2008 and later updated in February 2011. The Council will continue to monitor and update the SCI to reflect any changes in planning law and changes in the consultation process.

2.14.4 A number of public consultations are planned for the next reporting year, in line with the Statement of Community Involvement.

Partnership working

2.14.5 The Council actively seeks to work in partnership with the Mayor of London, neighbouring authorities and other stakeholders, particularly where there are clear advantages to delivering planning and regeneration outcomes. A number of planning and policy guidance documents are being prepared through this collaborative approach.

2.14.6 The Upper Lee Valley Opportunity Area Planning Framework (OAPF) was adopted by the Mayor of London in July 2013. The OAPF provides an overarching framework for the regeneration of the area and is set against 8 key objectives for the Upper Lee Valley. The document was prepared by the Greater London Authority working with stakeholders including the Boroughs of Haringey, Enfield, Waltham Forest and Hackney.

2.14.7 Several other documents set out earlier in this report highlight the extent of the Council's partnership approach and include:

2.14.8 The North London Waste Plan, being prepared by the North Waste consortium authorities comprising Haringey, Hackney, Camden, Islington, Barnet, Waltham Forest and Redbridge;

2.14.9 The Finsbury Park Town Centre SPD, with Haringey joint working with Islington and Hackney; and

2.14.10 The emerging Highgate Neighbourhood Plan, covering areas in Haringey and Camden, for which the Council will support the Highgate neighbourhood forum, in line with requirements of the Localism Act.

Duty to Cooperate

2.14.11 Under the Localism Act 2011 local planning authorities are required to 'engage constructively, actively and on an ongoing basis' with neighbouring planning authorities and a prescribed list of bodies when preparing development plan and other local development documents concerning matters of 'strategic significance'; that is matters affecting two or more local planning authorities. The prescribed list of bodies includes:

- The Environment Agency
- The Historic Buildings and Monuments Commission for England
- Natural England
- The Mayor of London
- The Civil Aviation Authority
- The Homes and Communities Agency
- NHS (Joint Commissioning Bodies)
- Office of Rail Regulation
- The Highways Agency
- Transport for London
- Integrated Transport Authorities
- Highways Authorities
- The Marine Management Organisation

2.14.12 Neighbouring Boroughs, Lee Valley Regional Park Authority, and the prescribed list of bodies will be engaged during the preparation of local development documents. An auditable record of Duty to Cooperate actions will be maintained and presented at relevant public examinations.

2.14.13 A list of key Duty to Cooperate actions for the reporting year is set out in the table below.

Duty to Cooperate Actions 2013/14

Document	Actions by the Council
Site Allocations, Development Management Policies, Tottenham Area Action Plan	▪ Worked with the Greater London Authority in the production of a shared London Strategic Housing Land Availability Assessment ▪ Liaised with Transport for London , as well as adjoining boroughs on strategic transport issues, plans and proposals, including promoting rail improvements on the West Anglia Rail Line ▪ Liaised with neighbouring authorities, Environment Agency, and English Heritage on emerging development plan documents ▪ Liaised with English Heritage with regard to the Council's Historic Environment Record, archaeology and listed buildings
North London Waste Plan	▪ Commenced work on a North London Waste Plan (along with Barnet, Camden, Enfield, Hackney, Islington and Waltham Forest Councils) will set out the planning framework for waste management in North London ▪ Supported preparation of draft Regulation 18 consultation document
Finsbury Park Town Centre SPD	▪ Following agreement of the Finsbury Park tri-Borough Accord in June 2012 (along with Islington and Hackney Councils), undertook work on a joint Supplementary Planning Document covering the areas around Finsbury Park Station and the main high streets of Seven Sisters Road, Stroud Green Road, Blackstock Road and Fonthill Road to guide area regeneration
Upper Lee Valley Opportunity Area Planning Framework	▪ Worked in partnership Greater London Authority, Transport for London, Enfield, Haringey, Waltham Forest and Hackney Councils, Lee Valley Regional Park Authority, North London Strategic Alliance and Environment Agency to finalise the planning framework
Draft Further Alterations to the London Plan	▪ Provided consultation responses on the FALP to help inform production of regional planning framework

The above table provides a summary of key Duty to Cooperate actions undertaken during the reporting period. When development plans are progressed for Examination in Public, the Council will set out a full list of Duty to Cooperate consultation actions for relevant documents covering plan preparation.

3 Place shaping

3.1 Background

3.1.1 The Council's strategic documents include a vision to make Haringey a better place to live work and visit, and a place for which diverse communities are proud to belong.

3.1.2 In order to help achieve this vision, local planning policies put on emphasis on place shaping, which is vital to accommodate population growth, meet housing demand, strengthen community cohesion and bring services and infrastructure to the areas that need it the most.

3.1.3 In the Strategic Policies Local Plan, Tottenham Hale and Wood Green, including Haringey Heartlands, have been identified as the borough's key strategic 'growth areas'. A number of 'areas of change' have also been identified, including Wood Green Metropolitan Town Centre, Northumberland Park, Seven Sisters corridor and Tottenham High Road corridor.

3.1.4 The Council is focused on promoting and managing change within these areas in a way that maximises site opportunities and delivers sustainable communities, offering opportunities and benefits for the whole of the borough.

3.2 Tottenham area

3.2.1 Regeneration and renewal in Tottenham is a strategic priority which is reflected in Haringey's Local Plan. The Council is committed to tackling inequalities throughout the borough and driving forward regeneration in Tottenham will play a huge role in achieving this.

Key plans and strategies

3.2.2 The Council's Strategic Regeneration Framework (SRF) was agreed by the Council's cabinet on 18 March 2014. This is a landmark 20-year vision for the future of Tottenham, and sets out how people's priorities could be achieved through long term regeneration. It's sets out key priorities including: world-class education and training; improved access to jobs and business opportunities; a different kind of housing market; a fully connected community with even better transport links; a strong and healthy community; great places; and the right investment and quality development.

3.2.3 In addition, Haringey Council and the Greater London Authority have published a Physical Development Framework for Tottenham in February 2014, which forms the basis of a Strategic Regeneration Framework with detailed regeneration plans and opportunities for change.

3.2.4 A Plan for Tottenham was launched in August 2012. It sets out a vision for the area to 2025 and identifies key spatial priority areas for change, as well as establishing the principles that will be explored for regeneration and estate renewal.

3.2.5 These documents will help inform the emerging Tottenham Area Action Plan (AAP) development plan document.

Tottenham Housing Zone

3.2.6 As noted previously, the Council has also submitted a successful bid for the Tottenham Housing Zone, which will bring substantial place-making investments in Tottenham with a rapid acceleration in the delivery of new homes, especially at Tottenham Hale.

Tottenham Hale

3.2.7 The SRF vision for Tottenham Hale is: *London's next great new neighbourhood, Tottenham Hale will be a destination where people can easily access the open spaces and waterways of the Lee Valley Park whilst enjoying a range of retail, leisure and business opportunities. The Hale will feel like a new town centre with an attractive network of streets and public spaces. Through transport improvements, master planning and targeted promotion, key sites will be made ready for major new investment.*

3.2.8 In terms of project delivery some key achievements to-date include:

- Hale Village development progressing with completion of new homes and student accommodation, plus commercial & retail space
- Completion of the Tottenham gyratory project along with further works to facilitate development of a public square and improved bus interchange
- Planning approval for a new Tottenham Hale tube station ticket hall and major refurbishment of the station

High Road West & Tottenham Hotspur / Northumberland Park

3.2.9 The SRF vision for High Road West & Tottenham Hotspur is: *Home to Tottenham Hotspur FC and the High Road West regeneration area, this is an area undergoing exciting change. The ambitions are to create a new residential neighbourhood alongside a strong focus on place making, leisure opportunities and commercial developments.*

3.2.10 The SRF vision for Northumberland Park is: *The ambitions for Northumberland Park are extremely high. The neighbourhood will be transformed into a mixed and sustainable community where people want to live, work and visit. It will retain its diverse North London character and have a strengthened community identity. The neighbourhood will be known for its mix of urban and landscape settings, with improved access to both a busy London high street and the abundant open spaces of the Lee Valley Park.*

3.2.11 Following consultation with the community on 'key principles for change' in Autumn 2014, a Strategic Masterplan Framework for Northumberland Park was published in February 2015.

3.2.12 The Council, Greater London Authority, Transport for London, Greater Anglia and Network Rail have created a Steering Group to explore more detailed feasibility work into moving White Hart Lane Station, creating a new station square and public realm outside of the station and opening the arches for commercial ventures.

3.2.13 In terms of project delivery some key achievements to-date include:

- Investment in new Tottenham Hotspur Stadium led development, including delivery of phase 1 of the scheme;
- The new Tottenham University Technical College, run in partnership with Middlesex University and specialise in technology and science for sport, health and engineering;
- A master plan for High Road West is being developed in consultation with the community (further to the options consultation that ran between April – June 2013);
- Construction almost complete on over 200 new homes and a new primary school at the old canon rubber site (Brook House).

Tottenham Green and Seven Sisters

3.2.14 The SRF vision for Tottenham Green and Seven Sisters is: *The gateway to Tottenham, the area is becoming known for high quality, well-connected public spaces providing a welcoming place to do business and socialise throughout the day and evening. Improvements to the streets and the public realm will enhance the atmosphere in existing character areas such as West Green Road and the civic heart of Tottenham at Tottenham Green. New pop up activities, street furniture and lighting will better activate the High Road between Seven Sisters and Tottenham Green, creating an inviting entrance into the neighbourhood.*

3.2.15 In terms of project delivery some key achievements to-date include:

- £50,000 High Street Innovation funding awarded to West Green Road spent on delivering a pilot shop front improvement project local businesses, installing a billboard to display local art under the railway bridge and creating a tropical themed pocket park which attracted match funding from the GLA.
- Public realm improvements in Tottenham Green, to create a new civic hub for Tottenham Green , as well as an improved space for community and cultural events.

Bruce Grove

3.2.16 The SRF vision for Bruce Grove is: *A beautiful and historic high street at the heart of Tottenham's business and community life, the area will continue to attract new businesses, professional services and home owners to its fine Victorian streets and houses. A targeted retail management strategy will enhance the quality and image of existing businesses and encourage new cafes, restaurants and shops. Creative interventions at Bruce Grove station and Holcombe Market will establish retail and market landmarks in Tottenham's town centre.*

3.2.17 In terms of project delivery some key achievements to-date include:

- Improvements to Bruce Grove Station and the surrounding area

- Globally renowned architects John McAslan and Partners opening the N17 Design Studio on Tottenham High Road in a partnership with the Council and the College of Haringey, Enfield and North East London, in a pilot to give local students opportunities for apprenticeships
- Improvements to the Holcombe Road market infrastructure

3.3 Wood Green / Haringey Heartlands

3.3.1 The London Plan designates Wood Green / Haringey Heartlands as an Area of Intensification, where there are key development opportunities for new housing, jobs and community infrastructure.

3.3.2 Further, Wood Green town centre has metropolitan centre status, making it a key focal point for retail and related service provision in the wider area.

Area Action Plan

3.3.3 An Area Action Plan for Wood Green will be prepared, with timescales set out in the Local Development Scheme.

Wood Green Investment Framework

3.3.4 In October 2014, a proposal for a Wood Green Investment Framework was approved by Cabinet. The investment framework will help to bring together a coordinated approach to drive and shape area regeneration. This includes:

- New residential development with appropriate supporting infrastructure;
- A strategy for public realm improvement;
- Higher quality retail and leisure environments;
- New links to Haringey Heartlands and Alexandra Palace
- Maximising the potential of new transport interchanges

3.3.5 Work has since commenced on progressing the programme to see that it is delivered in a timely manner.

Town centre improvements

3.3.6 Haringey Council is working with Transport for London to improve Wood Green's public spaces and create a safe, brighter and greener town centre.

3.3.7 To-date, £4.2 million has been invested to de-clutter pavements and open spaces from Wood Green to Turnpike Lane tube stations, and make the High Road more welcoming. Highlights of the scheme include:

- Wider pavements, improved pedestrian crossings and street lighting;

- New bus shelters along the high road, with stopping points moved to more accessible locations;
- 'Legible London' signage installed;
- Tree planting; and
- Improved cycling facilities.

Alexandra Palace

3.3.8 In 2012, the Trustees of Alexandra Palace developed a spatial masterplan for the future use of the site.

3.3.9 In 2012, an application was made for Heritage Lottery Fund funding from the Major Grants Programme, towards the repair and refurbishment of the Palace's historic BBC studios, East Court and Victorian Theatre.

3.3.10 In May 2013, it was awarded a Round 1 pass and £844,800 in Development Phase funding, which will be used to improve and refine the scheme design. A round 2 application will be submitted at the end of 2014, and if successful, will allow for delivery of the project.

3.3.11 In February 2015, planning permission and recommendation for listed building consent were given for the repair and refurbishment of the eastern part of Alexandra Palace. Subsequently, the Secretary of State has granted the listed building consent.

Other sites

3.3.12 In March 2012, National Grid was granted outline planning permission to redevelop the Clarendon Gas Works for a mixed use residential led scheme of around 1,000 new homes, along with commercial uses and public space. In 2013, a Section 73 application was submitted in order to allow necessary site preparation works to commence, to assist in bringing the site forward for development.

4 Design and conservation

4.1 Background

4.1.1 It is widely recognised that design can impact on people's quality of life. Haringey's Local planning policies therefore seek to ensure that all new development is constructed in a sustainable way, and that it enriches and enhances Haringey's built and natural environment, especially where there are historic assets and other valued features that shape the character of the area.

4.2 High Quality Design

Haringey Design Panel

4.2.1 As part of the pre-application process for major applications (excluding some commercial and industrial buildings), the Council encourages applicants to present their proposals to the Haringey Design Panel.

4.2.2 The panel is a group of independent and objective experts, made up of experienced architects and other built environment professionals, meet voluntarily on a regular basis. Their advice is given to both the applicant and the Development Management case officer. Once the proposal becomes a live planning application, the panel report is included in the consultation documents. The case officer then reports on how the proposal was received at the panel, and if any changes have been made since then. Panel advice is intended to assist the applicant as well as the Council's officers and Committee Members in delivering good quality design in the borough.

4.2.3 In 2013/14, the Haringey Design Panel met 8 times and considered 14 development proposals, 12 of which were for major schemes.

4.2.4 Overall, the panel was able to positively influence design quality of proposals, which reflects the overall success of the panel in helping to deliver a high standard of design since it was formed in 2006.

4.2.5 Recent experience has demonstrated that the best design outcomes generally occur when schemes are presented to the panel at the pre-application stage, as this allows applicants sufficient time to amend proposals following panel feedback.

Haringey's Quality Review Panel

4.2.6 Recognising the positive contribution that an independent advisory body can have in delivering good quality development, Haringey Council intends to establish a new Quality Review Panel. This panel will provide advice to the Council to help inform its consideration of planning proposals, in particular, having regard to Haringey's Development Charter, which will establish principles for high quality, sustainable design across the borough.

Design awards

4.2.7 The Haringey Design Awards are one of the ways in which the Council seeks to encourage good quality design of buildings and neighbourhoods. The awards recognise excellence in design in developments across the borough.

4.2.8 The results of the most recent Design Awards were announced on 05 July 2012 and were reported in the AMR 2012/13. Outcomes of future awards will be reported in the AMR.

4.2.9 The Council also encourages the entry of schemes into various national and regional design award schemes.

Urban Characterisation Study

4.2.10 An Urban Characterisation Study (UCS) has been prepared as evidence to support Haringey's emerging Local Plan documents. In addition to informing plan preparation, this study will function as a key reference document to assist the Council and the public in delivering high quality development that is sensitive to Haringey's local character, including the many unique aspects of the urban fabric.

Perceptions of safety

4.2.11 Well designed buildings and spaces are safe and accessible and respond flexibly to the needs of different users. There are local requirements for all new developments to incorporate design solutions that reduce crime and the fear of crime, such as by applying the principles set out in 'Secure by Design' and 'Safer Places'.

4.2.12 The latest information on local residents' perceptions of safety was compiled in summer 2013 as part of the Frontline Service Satisfaction research.

4.2.13 Survey data indicates that 84% of residents feel safe when they are outside in the local area during the day. After dark, as is often typical of such surveys, the proportion of residents feeling safe drops, to 57%.

4.2.14 The proportion of residents who feel unsafe in their local area during the day does not vary significantly by demographic factors such as gender or age. However, there are variations by Area Forum.

Strategic views

4.2.15 In Haringey, the view of St Paul's Cathedral and the City from Alexandra Palace is identified in the London Plan and the London View Management Framework as a strategically important view.

4.2.16 The Council seeks to promote this view and protect it against the harmful impact of development from proposals which fall within the boundaries several identified zones, which are set out in the table below.

Haringey strategic view corridor

Zone	Description
Viewing corridor	Direct view from Alexandra Palace to St Paul's Cathedral
Wider setting	Area immediately surrounding the viewing corridor affecting its setting
Mid-ground	High ridge area where higher development may be visible from the viewpoint
Foreground	Open landscape with sloping park

Source: Strategic Policies Local Plan

4.2.17 No significant changes have been proposed to the strategic view in the reporting year. The Council's design officers will continue to seek to protect strategic views in considering planning applications.

4.2.18 The Council has adopted a definition of 'Tall Buildings' and the Local Plan Strategic Policies now sets out criteria against which planning applications for tall buildings will be judged, including CABE / English Heritage guidance.

4.2.19 In addition, local policy also highlights that applications for tall buildings refer to a Characterisation Study for assessment in the Area Action Plan areas.

4.2.20 The aforementioned Urban Characterisation Study will assist in identifying opportunities and guidelines and for the siting and design of tall buildings.

4.3 Historic Environment

4.3.1 Haringey has a rich and diverse local heritage. The Historic Environment Record consists of:

- 471 Statutory Listed Buildings of Architectural or Historic Interest
- Over 1150 Locally Listed Buildings of Merit
- 29 Conservation Areas
- 2 English Heritage Registered Parks & Gardens of Special Historic Interest
- 34 Local Historic Green Spaces
- 23 Designated Sites of Industrial Heritage Interest
- 22 Architectural Priority Areas

Historic buildings

4.3.2 There was no change in the number of statutory listed buildings and structures in the borough in the reporting year.

4.3.3 In Haringey, there are currently 18 buildings and historic structures on the English Heritage at Risk Register (2014). This compares with the 16 buildings listed in 2013.

4.3.4 External funding from Heritage Lottery fund is being sought to restore and refurbish Alexandra Palace and facilitate its future use. Further funding through enabling development is also being encouraged to facilitate restoration of privately owned buildings.

Conservation Areas

4.3.5 There are currently 9 Conservation Area Character Appraisals covering 13 conservation areas, which have been performing well since their adoption.

4.3.6 The Highgate Appraisal was successfully adopted in December 2013, following consultation earlier in the spring. This character appraisal pertains to a substantial area, covering seven sub-areas. The document was prepared is close liaison with the community groups.

4.3.7 There are 5 conservation areas on the English Heritage at Risk Register, and this figure remains unchanged from the previous reporting year. Community partnership is being encouraged to write Conservation Area Appraisals for areas that are at risk.

4.3.8 Additional controls are applied to minor applications within certain conservation areas in the form of Article 4 Directions. There are currently 4 areas covered by Article 4 Directions: Rookfield, Tower Gardens, Noel Park and Peabody Cottages.

Heritage-led regeneration

4.3.9 As part of the ongoing focus on Tottenham regeneration, potential funding is being sought for North Tottenham area for shop front improvements. This would help to build on previous heritage led regeneration projects in the area.

4.3.10 In February 2015, planning permission and recommendation for listed building consent were given for the repair and refurbishment of the eastern part of Alexandra Palace. Subsequently, the Secretary of State has granted the listed building consent.

4.4 Key findings and future monitoring

- Positive design outcomes were achieved on major applications, particularly as a result of the Haringey Design Panel. Haringey aims to be the best performing planning authority in London, and this includes design excellence;
- A new Quality Review Panel will help to ensure that Haringey delivers the highest quality development that is consistent with the emerging Haringey Development Charter;
- Recent progress on Conservation Area Appraisals, including the Highgate Appraisal, as well as the production of Haringey's Urban Characterisation Study, will assist in supporting policy implementation, including for protecting and enhancing local area character;
- Community partnership and grant funding will be important to support ongoing conservation activity, particularly for heritage-led regeneration projects and managing historic assets at risk;
- In support of the Local Plan Strategic Policies, further detailed design standards will be set out in the emerging Local Plan documents, including the Development Management Policies DPD. Notably, the 'preferred option' consultation Development Management Policies reflects the Council's intention to set a 'Haringey Development Charter', to which all planning applications should respond and against which all applications will be assessed

- A number of design standards have been set out in the Local Plan monitoring framework. Processes will need to be developed in order to ensure effective monitoring against these standards, including the capture of relevant information from minor as well as major planning applications / approvals.

5 Housing

5.1 Background

5.1.1 Local planning policies reflect the Council's aim to provide good quality homes to meet Haringey's varied housing needs, by maintaining and renewing the existing stock and maximising opportunities for new housing development. In managing future growth, it is important that there is an adequate standard and range of housing, especially affordable and accessible housing, to meet the requirements for existing and future residents. Furthermore, all new housing should contribute to the creation of mixed and balanced neighbourhoods throughout the borough.

5.2 Housing Supply

5.2.1 Paragraph 47 of the National Planning Policy Framework (NPPF) requires local authorities to 'identify and update annually a supply of specific deliverable sites sufficient to provide five years worth of housing against their housing requirements with an additional buffer of 5% (moved forward from later in the plan period) to ensure choice and competition in the market for land'. A footnote to the paragraph explains what is meant by deliverable.

5.2.2 In meeting this requirement, the Council monitors the supply of sites on an annual basis, linked to the AMR review process. Further details are set out in Appendix 1 of this AMR.

5.2.3 In addition to the 5 year supply of sites, paragraph 47 of the NPPF requires that a further identification of a supply of specific, developable sites or broad locations for growth for years 6-10 and where possible, for years 11-15; and for market and affordable housing, to illustrate the expected rate of housing delivery through a housing trajectory for the plan period'. A footnote to the paragraph explains what is meant my developable. A housing trajectory has been prepared, with further details set out in Appendix 2 of this AMR.

Housing completions

5.2.4 The Council is committed to meeting its London Plan housing delivery targets. The current annual target is 820 net homes. While this was not met in 2013/14, with only 493 net units completed, in the previous two years the target was exceeded and over the plan period to-date, the borough is on course to meet its strategic housing target.

5.2.5 Informed by monitoring outcomes, Haringey's emerging Local Plan documents propose policy interventions to address local housing supply, taking into account the new annual housing target of 1,502 arising from the Further Alterations to the London Plan. As noted earlier in this AMR, the Council has submitted a bid for the London Mayor's Housing Zone initiative, which, if successful, will help boost the delivery of homes in the borough.

5.2.6 The housing delivery figure is calculated by factoring 3 types of supply: completions of conventional units (self-contained houses and flats), non-conventional units (student bedrooms, hostels, HMOs) and counting empty homes brought back into use. Housing delivery in 2013/14 comprised of:

- 474 net conventional housing units completed;
- A net loss of -40 non-conventional units (owing mainly to conversions of HMO, residential hostel and care home to larger self-contained units); and
- 59 empty homes back to use through targeted enforcement action.

5.2.7 Information on conventional and non-conventional completions is drawn from the London Development Database (LDD), which is regularly maintained by the Council. This LDD information is discussed below.

5.2.8 Empty homes data is drawn from Haringey Council records, and reflects empty homes brought back into use through targeted enforcement action.

5.2.9 This empty homes data is distinguished from that which is published by the Government Department of Communities and Local Government (CLG), which is based on Council tax records. These CLG figures are used by the GLA in their Annual Monitoring, and were previously cited in Haringey's AMR. However, for this and future monitoring reports, the Council will use its own records in order to draw on local evidence, as well as to ensure timely and consistent information in its AMR.

Planning permissions

5.2.10 In the reporting year, there were 571 gross new units granted planning permission, totalling 400 net additional units. The Council will monitor these permissions through the LDD to track whether and when they are completed.

5.3 Housing Need

5.3.1 The Council published a local Strategic Housing Market Assessment (SHMA) in May 2014. This study updates the North London sub regional SHMA (2011), which informed the Local Plan Strategic Policies.

5.3.2 The SHMA provides an understanding of the Haringey housing market in both current and future terms, relating to housing growth, needs and regeneration. It identifies levels of housing demand, estimates of households in affordable housing need, existing and future housing supply, and provides a calculation of affordable housing requirements of the borough. Importantly, it also considers the impact of Welfare Reforms on meeting affordable housing need across the borough.

5.3.3 The findings of the SHMA will be used to inform planning policy for the long-term delivery of housing within Haringey, and will also help to inform negotiations on planning applications.

Dwelling mix: Completions

5.3.4 Monitoring indicates that a higher proportion of 1 and 2 bedroom units are being delivered compared to larger and family sized housing. This is generally consistent with performance in previous years.

5.3.5 The dwelling mix performance for market housing is set out in the table below, alongside performance in 2012/13.

Market housing dwelling mix

Size	2012/13	2013/14
1 bed	46%	48.4%
2 bed	36%	36.5%
3 bed	14%	10.5%
4+ bed	4%	4.6%

Source: London Development Database.

5.3.6 Recognising the need to ensure mixed and balanced communities, including provision of larger and family sized homes, the Council is currently considering policy approaches to address this in its emerging Local Plans, including proposals to control residential conversions.

Affordable housing

5.3.7 Local planning policies seek to secure the delivery of high quality affordable housing.

5.3.8 Haringey's current policies set out that, subject to viability, sites capable of delivering 10 or more units are required to meet a borough wide target of 50% affordable housing, based on habitable rooms. Schemes below the 10 unit threshold are required to provide 20% affordable housing on site, based on habitable rooms, or to provide financial contributions towards such provision.

5.3.9 There were 150 affordable housing units completed in 2013/14, accounting for 26% of gross new conventional housing units constructed in the borough.

5.3.10 This performance is down from previous years and below the Local Plan target. It reflects the lower levels of housing units delivered across all tenure types compared to previous years, as well as the challenge of continued provision of affordable rent (including social rent) products for affordable housing. Provision is linked to development viability and changing patterns of affordable housing funding options. The Council's emerging Strategic Housing Needs Assessment will provide an up to date evidence base for future policy options in this area.

5.3.11 In terms of tenure split of affordable housing, the Council currently seeks a balance of 70% affordable rent (including social rent) and 30% intermediate affordable housing products across the borough.

5.3.12 In 2013/14, the tenure split delivered was 45% for affordable rent and 55% for intermediate. This compares with figures of 49% and 51% respectively for the previous reporting year.

Planning contributions

5.3.13 Planning contributions remain an important tool for the Council to secure affordable housing.

5.3.14 Since 2004, 64 S106 agreements have required the specific provision of on-site affordable housing, totalling almost 2,500 units.

5.3.15 In 2013/14, S106 agreements accounted for more than one-third of affordable units delivered.

5.4 Decent Homes

5.4.1 The Decent Homes standard is a national standard for social housing. It means that homes must be safe, wind and watertight, provide reasonably modern kitchens and bathrooms, and have effective and efficient heating.

5.4.2 In 2007, the Government awarded Haringey approximately £195 million to start the Decent Homes program. At that time, the proportion of non-decent council homes stood at about 42%. Since 2008 to March 2014, £170 million has been invested in improvements to Council homes (tenanted and leasehold) in Haringey, with 9,550 homes having received works and of these, 6,800 made decent. When the funding program is complete in 2015/16, it is anticipated than non-decency levels will have dropped significantly and the bulk of council homes will be improved.

5.4.3 In 2013/14, there were 516 homes made decent, helping to contribute to the overall reduction in the proportion of non-decent council homes.

5.5 Gypsy and Traveller Accommodation

5.5.1 The Local Plan sets out that the Council will protect existing lawful gypsy and traveller sites, plots and pitches. There are currently two permanent gypsy and traveller sites in Haringey, providing capacity for 10 pitches.

5.5.2 There was no net addition to the stock of Gypsy and Traveller pitches over the reporting period.

5.5.3 A Gypsy and Traveller Accommodation Needs Assessment study will be prepared as technical evidence to support Haringey's Local Plan documents. It will inform the Council's approach towards provision for identified need over the course of the plan period.

5.6 Empty Homes

5.6.1 Given the levels of housing need in Haringey, it is important that Haringey's existing housing stock is fully utilised.

5.6.2 In 2013/14, there were 59 empty private sector properties targeted through enforcement, which directly resulted in the owner bringing them back into use.

5.7 Houses in Multiple Occupation (HMO)

5.7.1 An Article 4 Direction came into force in November 2013. It removes the permitted development rights for conversion to small HMOs (3 to 6 unrelated people) in the defined eastern areas of the borough. It requires those who wish to change to a single dwelling (Use Class C4) into a small HMO, to apply for planning permission.

5.7.2 The Council will seek to monitor HMOs in the borough, including in view of the new Article 4 Direction.

5.7.3 Further approaches for managing HMOs are currently being considered in preparation of the Development Management Policies Local Plan, with draft proposals currently set out in the 'preferred approach' consultation document.

5.8 Key findings and future monitoring

- The Council has identified a sufficient supply of sites to meet its current London Plan annual housing target for Haringey of 820 units, as well as the expected annual target of 1,502 set out in the Further Alterations to the London Plan. Housing supply will need to be reviewed in light of any revised changes to national or regional policy, as well as relevant targets set out in the London Plan;
- The London Plan annual housing delivery target was not met in 2013/14. However, the target was exceeded in the previous two years and the Council remains on course to meet its strategic housing target over the plan period.
- Monitoring indicates that a higher proportion of 1 and 2 bedroom units are being delivered compared to larger and family sized housing. The planning policy response to this challenge, in part driven by site characteristics and development viability, will need to be more sophisticated and strategic in future;
- Affordable housing delivery in 2013/14 was below the Local Plan target, with performance down from previous years. This reflects the lower levels of housing units delivered across all tenure types compared to previous years, as well as the challenge of continued provision of affordable rent (including social rent) products for affordable housing.
- The continued provision of affordable rent (including social rent) products for affordable housing will be challenging in the years ahead. Provision of affordable housing is linked to development viability and changing patterns of affordable housing funding options. The Council's Strategic Housing Needs Assessment provides an up to date evidence base, which is informing future policy options in this area;

- Planning contributions remain an important tool for the Council to secure affordable housing. Since 2004, 64 S106 agreements have required the specific provision of on-site affordable housing, totalling almost 2,500 units. In 2013/14, S106 agreements accounted for more than one-third of affordable units delivered.
- The Council is effectively addressing decent homes, with actions continuing to contribute to the reduction in the proportion of non-decent homes in the borough;
- Targeted enforcement action continues to bring empty homes back into use.

6 Town Centres and Employment

6.1 Background

6.1.1 One of the Council's key priorities is to ensure that economic vitality and prosperity is shared by all. Local key plans and strategies seek to achieve this by promoting a vibrant economy, meeting the needs of business as well as increasing the local skills base and reducing worklessness.

6.1.2 Local planning policies are focused on proactively managing town centres to support their vitality and viability, to help ensure they continue to function as a focus for activity and community life in the local area.

6.1.3 Policies also seek to protect an appropriate amount of land for employment use, to help meet the business requirements of the borough's existing and emerging business sectors. A 'plan, monitor and manage' approach is applied to ensure that there is enough employment land in the most suitable locations.

6.2 Town centres

6.2.1 Haringey's planning policies aim to promote and enhance the borough's town centres, as well as to manage the restructuring of centres in need of change.

6.2.2 Haringey has an established town centre hierarchy. There is one Metropolitan centre in the borough (Wood Green), along with five District town centres (Crouch End, Muswell Hill, Tottenham High Road / Bruce Grove, Green Lanes and Seven Sisters / West Green Road). There are also 38 Local Shopping Centres providing an important function to their local neighbourhoods, as well as a number of smaller parades and shops.

Vacancy rates

6.2.3 Vacancy rates can be used as an indicator of the health of a town centre. Government planning guidance suggests that vacant property data should help to inform strategic decisions on the role and function of town centres. For instance, persistently low vacancy rates may signal the need for more flexible approaches to development, such as allowing for a greater diversification of uses or other targeted measures to ensure town centre vitality.

6.2.4 The Council's most recent town centre surveys were undertaken in summer 2013. Findings of these surveys were reported in the AMR 2012/13, in order to publish the most current information available. The following section reiterates information provided previously, as this remains relevant to the 2013/14 reporting period.

6.2.5 Over the past few years, there has been a gradual increase in overall town centre vacancy rates in Haringey, mirroring trends in both London and England. When surveys were last undertaken, vacancies across all of the borough's town centres averaged 7.2%. This marked a 3.1% increase on the previous reporting year.

6.2.6 However, the overall town centre vacancy rate in Haringey was lower than average rate for London (9.4%) and England (14%), according to the Local Data Company research following the first 6 months of 2013. This reflects the comparatively healthy state of the borough's town centres, however recognising there remains a need to reverse the recent trend of increasing vacancy.

6.2.7 Whilst vacancy rates in the Metropolitan Centre of Wood Green remained relatively stable since the last reporting year, there was greater fluctuation in some of Haringey's other town centres, most notably at West Green / Seven Sisters District Centre, where vacancy rates rose to 14%. Crouch End District Centre experienced the greatest rise in vacancies of all centres between the reporting periods.

Haringey Town Centre Vacancies

Town Centre	Vacancy rate (%)			Total Units
	2011	2012	2013	2013
Wood Green	2.1	3.0	3.3	337
Crouch End	3.0	3.0	8.8	259
Green Lanes	5.0	4.7	6.9	204
Muswell Hill	1.7	5.3	5.1	198
Tottenham / Bruce Grove	3.0	8.1	9.0	142
West Green / Seven Sisters	6.6	9.2	14.0	156
Overall	**3.3**	**4.1**	**7.2**	

Source: Haringey Council (figures based on summer 2013 surveys)

Town centre uses

6.2.8 It is important that residents and visitors have access to a range of shops and other facilities and services in Haringey's town centres.

6.2.9 In order to help facilitate such access, local planning policies seek to protect the vitality and function of town centres by concentrating Class A1 (retail) uses in the most appropriate locations, those being designated primary shopping frontages. Higher proportions of non-retail uses are permitted in the borough's secondary shopping frontages. The Council's current guidelines seek a maximum of 35% of its primary shopping frontages to be used for non-retail uses, and 50% in secondary frontages.

6.2.10 Results of the latest survey show that on whole, the proportion of non-retail uses in Haringey's town centres was consistent with local targets. The proportion of non-retail uses was lowest in Wood Green, with roughly one-quarter of units occupied by a non-retail use. The highest proportion of non-retail uses was recorded in the Tottenham / Bruce Grove District Centre, at 34.3% of all frontages.

Town centres: Proportion of retail and non-retail uses

Town Centre	Retail (%)	Non-Retail (%)
Wood Green	74.5	25.5
Crouch End	65.7	34.3
Green Lanes	68.4	31.6
Muswell Hill	71.3	28.7
Tottenham / Bruce Grove	66.7	33.3
West Green / Seven Sisters	70.9	29.1

Source: Haringey Council (figures based on summer 2013 surveys)

6.2.11 As part of the preparation of the Development Management Policies DPD the town centre policies are being reviewed, including existing target thresholds for non-retail uses in primary and secondary shopping frontages. The Council is considering how to ensure that a wide range of shopping needs can be met whilst preventing an overconcentration of uses, particularly where they could negatively impact on town centre vitality and viability.

6.2.12 For the purposes of monitoring and plan implementation it will be imperative that town centre uses are consistently surveyed. Data should set out a clear distinction between uses at primary and secondary shopping frontages.

Town centre floorspace change - Planning permissions

6.2.13 There was a net gain of 769 sq m of town centre floorspace over the reporting period. There was a notable gain in floorspace for A1 (shops) and D2 (assembly and leisure) uses. The table below sets out permitted floorspace change by town centre in Haringey.

6.2.14 The amount of A1 floorspace needs to be carefully managed, in particular, within designated primary and secondary shopping frontages. It is recognised that outside of these areas, but within town centres, a wider range of uses may be acceptable if they help to promote town centre vitality and vibrancy.

6.2.15 The Local Plan Strategic Policies sets out a target of 13,800 sq m of gross comparison goods floorspace and 10,194 sq m net convenience goods floorspace by 2016. This is based on findings of Haringey's Retail Capacity study (2008). An updated local study, published in 2013, indicates a future convenience floorspace projection of 11,133 sq m net up to 2031, and 26,245 sq m net comparison floorspace up to 2031. This or any new evidence may need to be considered in the production of future development plans and for monitoring.

Change in town centre floorspace 2012/13, town centre uses – Permissions

Town Centre	A1		A2		A3		B1a		D2	
	Gain	Loss	Gain	Loss	Gain	Loss	Gain	Loss	Gain	Loss
Wood Green	-	264	-	-	60	-	-	95	-	-
Crouch End	-	27	-	22	30	-	-	-	516	-
Green Lanes	-	104	-	-	104	-	72	-	-	-
Muswell Hill	419	-	-	-	-	261	-	124	-	-
Tottenham/Bruce Grove	606	-	-	141	-	-	-	-	-	-
West Green/Seven Sister	-	-	-	-	-	-	-	-	-	-
Sum	1025	395	-	163	194	261	72	219	516	-
Net by type	+630 sq m		-163 sq m		- 67 sq m		-147 sq m		+516 sq m	
Net overall	+ 769 sq m									

Source: London Development Database. Town Centre Uses reviewed: A1, A2, A3, A4, A5, B1a and D2.

6.3 Employment land and floorspace

Employment land

6.3.1 North London contains roughly 20% of London's strategic employment land, and there are 2 London Plan designated Strategic Industrial Locations (SIL) located in Haringey (part of Central Leeside and Tottenham Hale). These SIL play an important role in contributing to the capital's industrial economy.

6.3.2 Currently, there are also 8 Locally Significant Industrial Sites (LSIS) sites in the borough which the Council intends to safeguard for a range of industrial uses, where they continue to meet demand and the needs of modern business and industry. In addition, there are several Local Employment Areas (LEA) situated throughout the borough which currently warrant protection, but provide opportunities for a more flexible approach to uses on them.

6.3.3 There is a total of 120 hectares of designated employment land in the borough, which is comprised of SIL, LSIS and LEA sites.

6.3.4 The Unitary Development Plan previously identified 131.42 hectares of designated employment land some of which have been identified as suitable for accommodating housing growth as set out in the London Plan. The outcomes of these policies are taken on board and 11.06 hectares were de-designated with the adoption of the Local Plan Strategic Policies. These were in growth areas of Haringey Heartlands / Wood Green (5.90 hectares de-designated) and Tottenham Hale (5.16 hectares de-designated).

6.3.5 The London Plan Land for Industry and Transport Supplementary Planning Guidance (2012) sets out indicative guidelines for industrial land release across the capital. The release benchmark for the identified North London sub-region (comprising Haringey, Barnet and Enfield) is 24 hectares 2011-31.

Employment floorspace - Planning permissions

6.3.6 In the reporting period, planning permissions combined for a net loss of some 4,100 sq m of employment floorspace. The loss of existing floorspace in B1 (business) uses accounting for the majority of this. It is important to note that this loss has not yet been realised – this will depend on whether and/or when the approved schemes are constructed and completed.

6.3.7 The most significant loss of employment floorspace was due to an approval at the Pembroke Works site in the Hornsey Ward, where planning permission was granted for change of use from industrial to a residential led mixed-use development. This resulted in the net loss of 3,861 sq m of B1 floorspace. However, the proposed scheme includes re-provision of roughly 500 sq m affordable commercial floorspace. Notably, the site is situated outside of the borough's designated employment areas and considered suitable for a change of use. Policy is therefore effectively leading a plan led approach to industrial land management.

6.3.8 There was an increase in approved B8 floorspace in the reporting year. This was mainly due to a redevelopment scheme which resulted in a net increase of some 3,000 sq m of industrial floorspace at the Mowlem Trading Estate in the Northumberland Park Ward, part of the UDP Designated 'North East Tottenham' Strategic Industrial Location.

Change in employment floorspace 2013/14 - Permissions

B1	B2	B8	Net B Class uses
-4,687	-1,101	+1,717	-4071

Source: London Development Database

6.3.9 An Employment Land Study was carried out in 2009 to inform the Local Plan. This set out a need for 137,000 sq m additional employment floorspace for the period 2006 to 2026. An updated study was published in February 2012, which identified a need up to 2026, ranging from 80,000 sq m in a low growth scenario to 172,000 sq m in a high growth scenario.

6.3.10 During the reporting year work commenced on a further update to the Employment Land Study. This has been used to inform preparation of Haringey's emerging Local Plan documents. The study will be made available online on the Council's planning policy evidence web-page.

6.3.11 As part of the plan, monitor and manage approach to industrial land management, outputs from this latest study have been considered against the earlier baseline position. The study broadly indicates the need for Haringey to continue safeguarding its employment land in order to support and promote employment and economic development.

Emerging Issue: Permitted Development

6.3.12 Planning reform changes with respect to permitted development are likely to have an effect on B1 office floorspace.

6.3.13 For a period of three years, between 30 May 2013 and 30 May 2016, a change of use of an office building and land within its curtilage to a residential use falling within the Class C3 dwellinghouse (which includes flats and houses) will be permitted development (i.e. the change of use will not require planning permission).

6.3.14 As noted in Section 2 of this AMR (Plan making update), the Government is consulting on proposals to extend the scope of permitted development rights for change of use, including from light industrial and office to residential uses. Outcomes of this consultation will need to be monitored in future AMRs.

6.3.15 Changing an office to residential use is subject to a prior approval process whereby a developer shall apply to the local planning authority for a determination as to whether the prior approval of the local planning authority will be required as to transport and highways impacts, contamination and flooding risks on the site.

6.3.16 Planning reform changes with respect to permitted development may have an effect on B1 office floorspace and this will need to be monitored in future years. The GLA London Development Database is currently being updated and will assist in monitoring this information in the future.

Emerging Issue: Negative clusters

6.3.17 As noted in previous AMRs, NHS Haringey's Public Health Directorate has reviewed health evidence on the clustering of town centre uses. The review looked at the health effects linked with hot food outlets, betting shops and high street money lenders (such as pay-day loan shops). A final report, 'Health Evidence Base for the emerging policy containing retail provision' was published in October 2012.

6.3.18 In consideration of this review, as well as other technical evidence, the Council has proposed introducing policies to better control betting shops and hot food takeaways. The draft policies are set out in the 'preferred option' consultation Development Management Policies document.

Betting shops

6.3.19 As reported in previous AMRs, local evidence suggests a link between the Indices of Deprivation and the numbers of betting shops in the borough.

6.3.20 The evidence shows that there were 66 licensed betting shops at the time of the survey (2011). A further two betting shops were licensed in 2012. In 2013 there was another application for a licence, but this was withdrawn. The table below show the totals for betting shop premises issued since 2007.

6.3.21 Betting shops fall within the in A2 Use Class (financial and professional services). Changes from restaurants/cafes, drinking establishments, or hot food takeaways to a betting shop do not normally require planning permission due to Permitted Development rights. Changes from other uses require planning permission.

6.3.22 New changes to Permitted Development took effect from 06 April 2014, allowing greater flexibility for conversions from shops to banks and building societies in A2 uses, although change to betting shops and payday loan shops are not permitted.

6.3.23 There has been a slight increase in the number of licensed betting shops in the borough since 2007, as the table below shows.

6.3.24 With Permitted Development rights, the Council is currently limited in its authority to manage the rise in betting shops. However, the impact of negative clustering of betting shops is still recognised as a local issue, and as noted above, is being considered in preparation of the Development Management Policies Local Plan.

6.3.25 On 30 April 2014, the Government indicated that it is considering changes to the Use Classes Order to bring greater control over the change of use of premises to betting offices.

6.3.26 In July 2014, the Government commenced a 'Technical Consultation on Planning', which introduces a proposal to make a regulatory change to require a planning application for any change of use to a bettering shop of a payday loan shop, reflecting that the issue of betting shops is not only relevant to Haringey, but across the country.

Haringey Licensed Betting Shops 2007-13

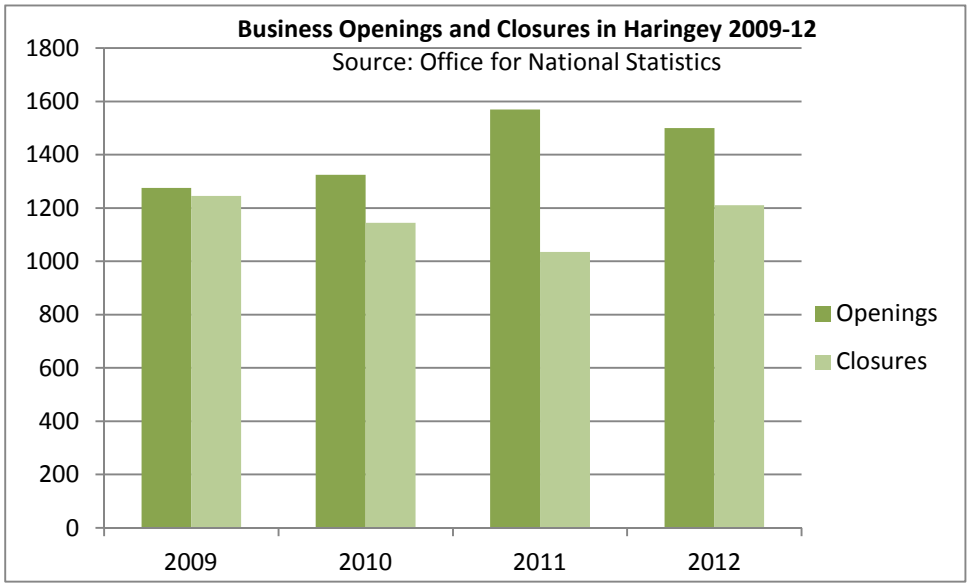
Year	Betting shops	New	Surrendered	Running Total
2007	63	1	-	64
2008	64	5	3	66
2009	66	1	6	61
2010	61	5	1	66
2011	66	2	2	66
2012	66	2	-	68
2013	68	0 (1 application received and was later withdrawn)	-	68

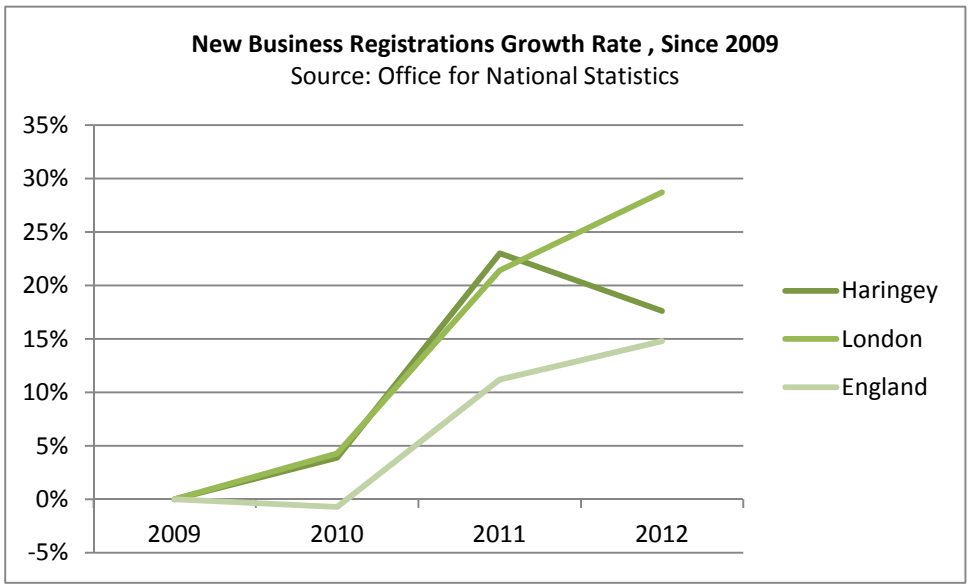
6.4 Business, employment and skills

Businesses

6.4.1 ONS figures show that 1,500 businesses opened in Haringey in 2012, whereas 1,210 businesses closed. Business openings and closures in the borough between 2009 and 2012, the latest date for which information is available, are set out below. Overall, there has been a net gain in businesses in Haringey year on year since 2009.

6.4.2 Further, since 2009, new business registrations (business openings) in Haringey have grown at a favourable rate when compared to England, but slightly lower than the London average. These figures are illustrated in the tables below.





Self-employment

6.4.3 There were 20,400 self-employed residents in Haringey at March2014, an increase of almost 5,000 since 2010/11.

Haringey self employment

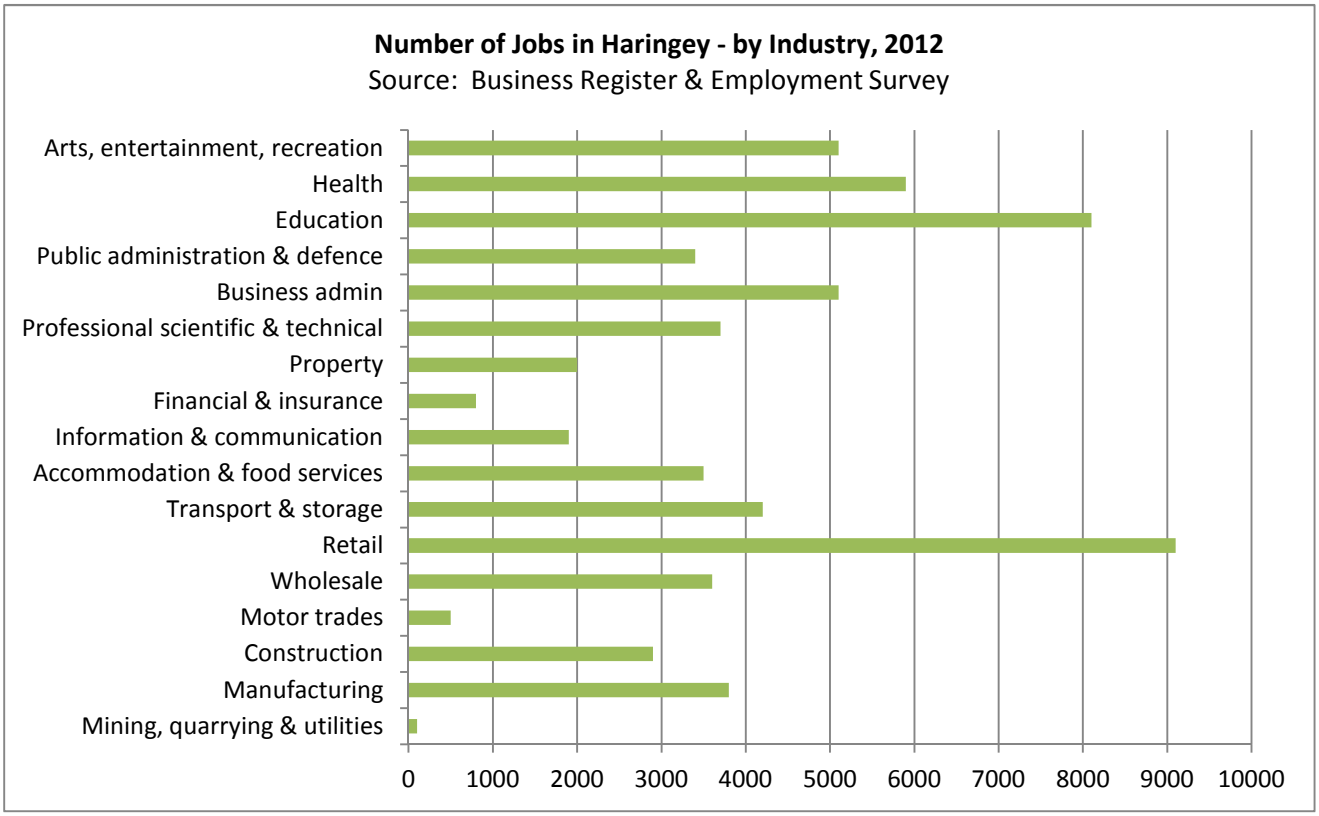
	2010/11	2011/12	2012/13	2013/14
Self employed	15,500	16,700	17,000	20,400

Source: Annual Population Survey. All annual figures cover the year April to March.

6.4.3.1 Types of employment

6.4.4 Business Register and Employment Survey information shows that there were 63,700 jobs in Haringey in 2012, the latest date for which information is available. This is up from the 61,900 jobs in 2011. Key sectors for local employment are set out in the table below.

6.4.5 Retail provides the greatest number of jobs in the borough. There are also notable numbers of jobs in health and education, as well as the arts, entertainment and recreation sector.

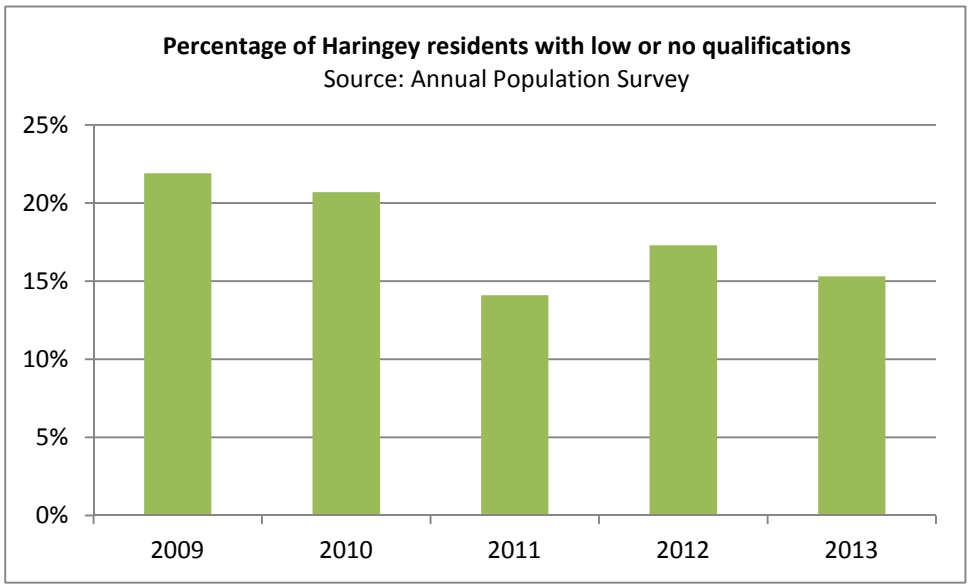


Skills and training

6.4.6 Haringey's population is, on the whole, well qualified. More than half of the working age population are qualified to the NVQ Level 4 standard, which is higher than the rates for London and UK.

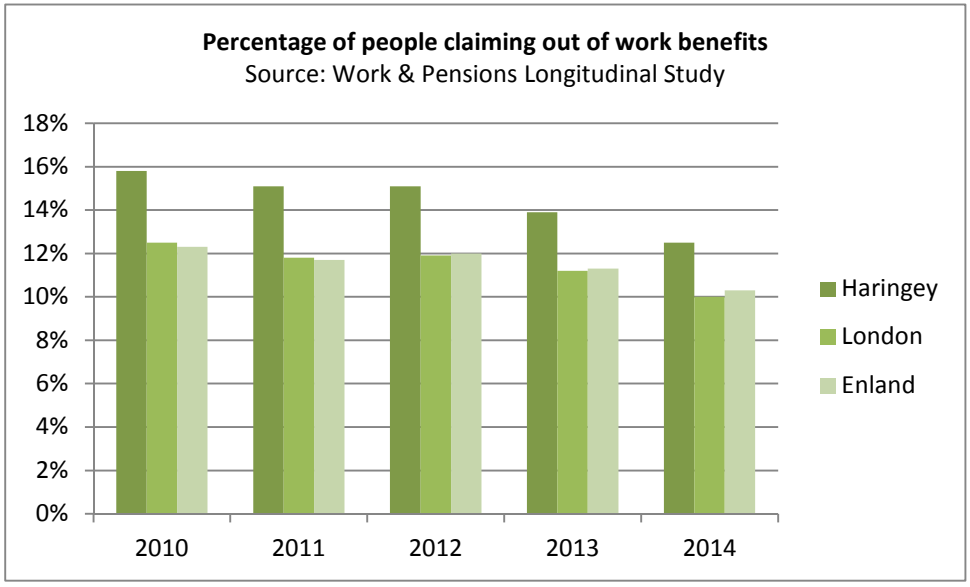
6.4.7 However, there remain gaps in the skills of the local workforce. The proportion of people with low or no qualifications in Haringey in 2013 was 15.3%. This rate was slightly lower than that for London (16.4%) and for England (21.3%).

6.4.8 Notably, the proportion of Haringey residents with low or no qualifications has decreased since 2009, but there is also a local geographical variance, as data shows that residents in the west of the borough tend to be more highly qualified than those in the east.



6.4.9 Worklessness remains a challenge in Haringey. In the year to September 2014, 69.8% of the economically active population (either working or in unemployment - aged 16 to 64) in the borough was in employment, which was lower than the rate for London (71.8%) and England (72.4%).

6.4.10 The proportion of Haringey residents claiming out of work benefits has declined in recent years, from roughly 18% in 2009 to 12.5% in 2014 (in the year to February). However, the proportion of claimants in the borough has remained consistently higher than that of London and England, as the table below demonstrates.



6.4.11 The Council has actively sought to address worklessness in Haringey within the resources available to it.

6.4.12 In May 2012 the Council launched the pioneering 'Jobs for Haringey' employment programme. This complements the various Government funded programmes operating in the borough (principally the Work Programme and Skills Funding Agency backed training provision) by supporting those residents which are not eligible for those programmes. 'Jobs for Haringey' aims to support unemployed and economically inactive residents into sustained employment through a range of specialist interventions delivered across the public and third sectors.

6.4.13 Since May 2012, the programme has been successful in supporting 572 people into employment.

6.5 Key findings and future monitoring

- Monitoring indicates that the Council is effectively managing the borough's stock of employment land through its plans and policies.
- In 2013/14, planning permissions resulted in a net loss of some 4,000 sq m of employment (Class B) floorspace. The majority of employment floorspace lost was for change of use to housing, owing to the approved residential-led mixed use scheme at the Pembroke Works site in Hornsey Ward. Importantly, the site is not located within a designated employment area and is considered acceptable for this change of use;
- In light of emerging FALP housing and job targets, as well as new technical evidence, there is an imperative to refresh Haringey's existing policies. Emerging Local Plan documents will better position the Council to safeguard key employment areas and seek a greater intensity of uses on sites, so as to increase business and job numbers. The draft plans identify opportunities for enabling mixed-use proposals where viability issues have inhibited sites coming forward for employment development;
- Results of Haringey's employment land review update will need to be considered against the earlier baseline, particularly in terms of monitoring against floorspace requirements. The latest information supports the position for safeguarding local employment land;
- Planning reform changes for permitted development may have an effect on B1 office floorspace in the borough and this will need to be monitored in future years;
- The Government's emerging proposals on betting shops will need to be monitored, as these could have implications for future local policy approaches. The Council's emerging Local Plans set out proposals to address the negative clustering of uses, including betting shops and hot food takeaways;
- In line with national and regional trends, there has been a gradual increase in town centre vacancy rates in recent years. Haringey's overall vacancy rates are lower than national and regional averages, however the borough's town centres are not performing equally in this respect;
- On whole, the proportion of non-retail uses in Haringey's town centres is consistent with local targets. For the purposes of monitoring and plan implementation, it is imperative that town centre uses are regularly surveyed. Data should set out a clear distinction between uses at defined primary and secondary shopping frontages;

- Despite recent figures showing improvement, worklessness remains a challenge. The Council's proactive employment programmes are helping to deliver positive outcomes in this regard.

7 Environmental sustainability

7.1 Background

7.1.1 The following section covers environmental sustainability topics, focussing on open space and biodiversity as well as climate change adaptation and mitigation, including flood risk management, waste management, transport, and carbon reduction. Overall, the indicators help to assess the Council's performance in managing its environmental resources and tackling the challenge of climate change.

7.2 Open space and parks

7.2.1 Haringey's many green and open spaces help to shape the character of the area and are vital to resident's quality of life, providing points of visual interest and opportunities for leisure and recreation. They are also integral to the network of green infrastructure that supports a range of species and natural habitats.

7.2.2 Local planning policies seek to ensure that the borough's parks and open spaces are protected and improved and that that new development helps to create new spaces, or enhance access to existing ones.

Open space

7.2.3 Haringey has a good amount of open space compared to other London boroughs, with open space making up more than a quarter of its total area. However, there is still a need to ensure access to good quality spaces as new development comes forward, particularly in identified areas of open space deficiency.

7.2.4 There are 17 areas designated as Metropolitan Open Land (MOL) which help to shape the physical character of the borough. The Lea Valley also makes a key contribution, particularly with Metropolitan Green Belt, as well as other parks, recreation grounds and green open spaces which are of significant amenity value to residents. In addition, the borough has three rivers: the River Lee, New River and the Moselle Brook (partly culverted).

7.2.5 During the reporting period, an Open Space & Biodiversity study was prepared as evidence to inform Local Plan preparation. The study assesses sites across the borough for nature conservation status. It also updates information on areas of public open space deficiency in the borough, taking account of new population growth figures.

Green Flag parks

7.2.6 The Green Flag Award scheme recognises and rewards the best green spaces in the country, particularly those located in urban areas. Under the criteria, sites are judged to be welcoming, safe and well managed with active community involvement.

7.2.7 There are 21 Green Flag parks and spaces in Haringey.

7.2.8 Eighteen parks and green spaces managed by the Council have been declared as Green Flag spaces. In 2014, Down Lane Park and Ducketts Common became the latest Council managed park to be recognised by the scheme.

7.2.9 Green Flags were also awarded to Highgate Wood (managed by the Corporation of London), Alexandra Park (run by the Alexandra Palace Trust) and Tottenham Marshes (run by the Lee Valley Regional Park Authority.

7.2.10 The Community Green Flag award (previously the Green Pennant award) recognises high quality green spaces managed by voluntary and community groups. In 2014, four community gardens in Haringey retained their Green Flag status: The Gardens' Community Garden, Living Under One Sun Community Allotment, Lordship Community Woodland and Hornsey Church Yard.

Satisfaction with parks

7.2.11 The Council undertook a Park User Survey in January 2013, inviting people to have their say on the borough's parks and open spaces. More than 800 people provided feedback, with over 80% of them indicating that they used a Haringey managed park, an increase of 10% since 2009.

7.2.12 Close to three quarters of respondents felt the condition of their local park was either the same or better than in 2011.

7.2.13 Satisfaction levels varied from park to park. Overall, park users rated their satisfaction with their last park visit as 'good'.

Park cleanliness

7.2.14 One of the Council's corporate priorities is to provide a cleaner and greener environment. In 2013/14, there was a local target for at least 55% of parks inspected to be graded to a high standard of cleanliness (A or B standard). The target was exceeded in the reporting year, with 66% of parks achieving the standard.

Village green

7.2.15 Land may qualify for registration as a village green. As reported in the previous AMR, an application was received to register the former Friern Barnet sewage works (Pinkham Way) as a village green.

7.2.16 An inquiry considered this application in March 2013, which concluded on 08 March 2013. The inquiry was conducted by an independent assessor. On 10 September 2013, the application for registration for a village green was refused, for reasons set out in the assessor's report.

7.3 Nature Conservation

7.3.1 Although Haringey is a highly urbanised borough, it supports a variety of habitats providing significant benefits for wildlife and people.

7.3.2 In terms of nature conservation designations, the borough supports 60 Sites of Importance for Nature Conservation (SINCs) which are given protection through planning policy. This is made up of five sites of Metropolitan importance, 9 of Borough Grade I importance, 13 of Borough Grade II and 32 of Local importance.

7.3.3 Haringey currently supports 5 Local Nature Reserves: Alexandra Palace & Park, Coldfall Wood, Parkland Walk, Railway Fields and Queens Wood. These statutory sites are protected by an Act of Parliament and have been chosen by the council in consultation with English Nature. Alexandra Palace & Park and Coldfall Wood were designated in 2013.

7.3.4 There are 27 allotments in Haringey that are managed by Haringey Council, a further three allotment sites are managed by others. The list of allotments can be found online at the Council's website using the following link: Haringey Council allotment sites

7.3.5 The Lee Valley adjacent to Haringey is a Site of Special Scientific Interest as well as a Special Protection Area and Ramsar site, the latter two being identified habitats of international importance. It is imperative that the ecological value of these sites continues to be considered in plan making or on individual planning applications, whether through Habitats Regulations Assessment or Environmental Impact Assessments, as appropriate.

7.3.6 Within the borough, there was no identified loss of designated Metropolitan Open Land, Significant Local Open Space, SINC, allotments or green chains in the monitoring period.

7.3.7 The aforementioned Open Space and Biodiversity study has, for biodiversity considerations, assessed and updated nature conservation designations across the borough, and provided technical evidence to support the emerging Local Plan documents.

7.3.8 A London Wildlife Sites Board (LWSB) has been established at the regional level to provide support and guidance on the selection of SINCs in London boroughs, and will help to inform decisions for a change in site status.

7.4 Water management and flooding

7.4.1 Like most London boroughs, Haringey has areas that are at risk of flooding. This is particularly due to the watercourses in the borough, including the River Lee, Pymmes Brook and Moselle Brook. According to the Environment Agency, approximately 9% of land in Haringey has a 1 in 100 year probability of flooding from rivers.

7.4.2 Haringey's Strategic Policies Local Plan seeks to respond to the challenges posed by flooding and water management. This is particularly in light of increased flood risk due to anticipated changes in the climate.

7.4.3 The Council previously carried out a joint North London Level 1 Strategic Flood Risk Assessment (SFRA) to help inform the preparation of the Local Plan Strategic Policies, including a Sequential Test for key growth areas within in the borough.

7.4.4 Following this, a Level 2 SFRA (published in March 2013) has been carried out, in line with national planning policy and guidance. It looks exclusively at flood risk within Haringey and maps from this Level 2 SFRA supersede those of the Level 1 SFRA. It also identifies areas at risk of surface water flooding, which coincide with the London-wide assessment of Critical Drainage Areas (see paragraph 7.4.8).

7.4.5 Further updates to this work have been undertaken during the reporting year.

7.4.6 The SFRA documents form part of the evidence base which has been used to inform Haringey's emerging Local Plans, which include proposals to address flood risk and water management across the borough.

Surface water management

7.4.7 When high intensity rainfall generates runoff which flows over the surface of the ground and ponds in low lying areas, surface water flooding can occur. This type of flooding is an issue in many urban areas that have a large amount of impermeable surface.

7.4.8 The Council, in association with other North London boroughs in the Drain London sub-region, has prepared a Surface Water Management Plan to identify issues with drainage networks and the effects of new development.

7.4.9 Haringey's Surface Water Management Plan sets out the key local areas at risk of surface water flooding - known as Critical Drainage Areas (CDA) - which have been identified using computer modelling techniques. There are 9 such areas in the borough:

- Green Lanes, Wood Green;
- Area north of Hornsey High Street, Hornsey;
- Rathcoole Gardens, Hornsey;
- Seven Sisters Road, South Tottenham;
- Tottenham High Road and suburbs, Tottenham Hale;
- Milton Park and Causton Road, Crouch End;
- The Roundway (A10) and Warkworth Road, Tottenham;
- Alexandra Palace Railway Station and mainline railway, Wood Green;
- Lordship Lane; and
- Ellenborough Road, Noel Park.

7.4.10 For each of these CDAs, the Council intends to prepare a Community Action Plan in consultation with the community to raise awareness of potential surface water flooding issues and identify the most appropriate means of managing them.

7.4.11 To-date, 3 of the worst affected CDAs have been subject to further detailed modelling exercises and another 3 have been subject to preliminary investigations and reporting.

7.4.12 The Council is undertaking a pilot community engagement exercise in the area north of Hornsey High Street, which will help to inform approaches for delivering Community Action Plans across the borough.

7.4.13 Continued progress on implementation of the Surface Water Management Plan will be dependent upon capital funding, as the expectation of the Environment Agency is that the borough should fund this work.

Sustainable drainage

7.4.14 Sustainable Drainage Systems (SuDS) can reduce the impact of flooding as well as give rise to real opportunities for improving the built and natural environment. They can be readily incorporated into new developments and also retrofitted into existing places where flooding is an issue.

7.4.15 Local Plan policies set out requirements for SuDS in new development and further implementation guidance is set out in the Council's Sustainable Design and Construction Supplementary Planning Document (SPD), which was approved at Cabinet in February 2013.

7.4.16 In September 2014, the Government issued a 'Consultation on Delivering Sustainable Drainage Systems'. The consultation sought views on an alternative approach to the one envisaged in the Flood and Water Management Act 2010, specifically to deliver sustainable drainage systems through changes to the current planning system.

7.4.17 In December 2014, the Government published a response to the consultation along with a written Ministerial Statement, setting out its expectations for how SuDS will be delivered. Key points include:

- Local planning policies and decisions on planning applications relating to major development - developments of 10 dwellings or more; or equivalent non-residential or mixed development (as set out in Article 2(1) of the Town and Country Planning (Development Management Procedure) (England) Order 2010) - to ensure that sustainable drainage systems for the management of run-off are put in place, unless demonstrated to be inappropriate

- Under these arrangements, in considering planning applications, local planning authorities should consult the relevant lead local flood authority on the management of surface water; satisfy themselves that the proposed minimum standards of operation are appropriate and ensure through the use of planning conditions or planning obligations that there are clear arrangements in place for ongoing maintenance over the lifetime of the development.

- The Government will monitor development thresholds requiring SuDS, set out above.

7.4.18 These changes will take effect from 06 April 2015, and will be implemented alongside policies in the National Planning Policy Framework, as well as Haringey's Development Plan.

7.4.19 In addition, in December 2014 the Government began consultation on proposals to introduce the Lead Local Flood Authority as a statutory consultee on major planning applications with surface water drainage implications; and to change thresholds for the Environment Agency's involvement as a statutory consultee on planning applications.

7.5 Carbon reduction

7.5.1 In November 2009, Haringey Council became the first major local authority to adopt a target to reduce carbon emissions by 40% by 2020. This equates to a reduction of more than 400,000 tonnes of CO2 per year.

7.5.2 The latest available data on carbon emissions was published by the Government Department for Energy and Climate Change in 2014 and covers the year 2011/12.

7.5.3 Between 2011 and 2012, Haringey's total carbon emissions increased 6.9%. This is consistent with the trend for London (8% increase) and the UK (5.3% increase). This increase in emissions was due primarily to: a shift from natural gas to coal power stations, driven by global fuel prices; and an increase in the consumption of natural gas in the residential sector, due to, on average, colder temperatures in the previous year.

7.5.4 However since 2005, the earliest year for total carbon emissions data is available at the local authority level (this is the 'baseline' year), Haringey's total emissions have fallen by 11%, a decrease of 1,040 kilo tonnes to 936 kilo tonnes. Over the same period, London emissions have decreased 7.5% and UK emissions by 13.8%.

7.5.5 Over the past seven years there has been a downward trend in emissions in Haringey, and the UK, however emissions have alternately increased and decreased each year. This is largely due to variations in temperature, which significantly affect domestic gas use for heating.

7.5.6 Further information on domestic, business and transport emissions is included in the Fourth Annual Carbon Report which can be accessed online at the Haringey 40:20 website by clicking the link provided here.

Percentage reduction CO2 emissions from 2005 (baseline) to 2012

	Total
Haringey	11%
London	7.5%
UK	13.8%

Source: Haringey Council – Fourth Annual Carbon Report (2014)

7.5.7 The Annual Carbon Report also highlights progress on carbon reduction initiatives in Haringey. Selected highlights include:

- The Council is on track to reduce carbon emissions from its estate by 40% by 2015, five years ahead of the borough wide target;
- The Council is playing a lead role on the Smart Homes project, a multi-borough initiative which will pilot a range of ways to encourage installation of solid wall insulation and

other energy saving upgrades, including grant incentives;

- The Haringey 40:20 Community Fund, which recycles Feed in Tariff income from Council owned solar panels, enables grant funding for community projects to help reduce carbon emissions. The first projects completed in 2013 were: The Community Energy Lab, at the Selby Centre in Tottenham, which has involved training facility for building insulation courses, community retrofit projects and work placements; and 21st Century Homes, in which the Highgate Society has created homeowner packs to home owners and buyers to install energy saving upgrades when moving house;

- Over 3,000 people in Haringey received energy saving advice via the Haringey Big Community Switch, which offers everyone in the borough the opportunity to reduce their energy saving bills.

7.6 Sustainable design and construction

7.6.1 Haringey's strategic planning documents will assist in delivering and managing significant growth in the borough, including new homes, jobs and commercial space, to support an increasing population. This may lead to a rise in CO2 emissions unless measures are taken to switch to more sustainable practices.

7.6.2 The Council's Sustainable Design and Construction SPD supports Haringey's planning policies in the overall objective of carbon reduction, and in particular, progress towards zero carbon development.

7.6.3 Sustainability standards include the 'Code for Sustainable Homes' standards for residential development and 'Building Research Establishment Environmental Assessment Method' (BREEAM) standards for non-residential schemes.

7.6.4 The Code for Sustainable Homes came into operation in April 2007 and Haringey's Local Plan and planning guidance set out requirements for applying the Code.

7.6.5 Department for Communities and Local Government data indicates that, up to the end of March 2014, the Council has issued 1,605 post-construction certificates for Code compliance. (DCLG: Code for Sustainable Homes Cumulative and Quarterly Data, May 2014).

7.6.6 As building performance requirements become more rigorous, it will be important that the Council has appropriate systems in place to monitor policy performance, including for smaller developments.

Zero carbon development

7.6.7 The Government continues to consider approaches to achieving zero carbon development.

7.6.8 In the Growth Review 2011 a revised definition of the zero carbon homes standard was set out. The zero carbon homes standard will require all carbon dioxide emissions arising from energy use regulated under Building Regulations to be abated from 2016. The Government plans to reach the zero carbon homes standards through a staged approach of steadily strengthening Building Regulation requirements.

7.6.9 In August 2013 the Government launched a consultation on 'Next steps to zero carbon homes – allowable solutions'. In July 2014, it published a summary of feedback as well as a response to the consultation.

7.6.10 This latter document highlighted the Government's intention to set an on-site energy performance requirement to Level 4 energy standards of the Code for Sustainable Homes, which represents an improvement on current Building Regulations.

7.6.11 However, recognising the need for a more flexible approach to delivering zero carbon homes in light of the more rigorous requirements, there are proposals for carbon offsetting measures (allowable solutions). The allowable solutions scheme is being introduced through the Infrastructure Bill.

7.6.12 In addition, the Government has also proposed to exempt small sites from the zero carbon schemes.

7.6.13 The Council will monitor outcomes of these new requirements and proposals, particularly to ensure that new developments comply with revised standards in Building Regulations, as well to consider any potential implications for Haringey's Local Plan policies.

7.7 Waste management

7.7.1 Haringey is committed to the sustainable management of waste, in line with national and regional policy, through prioritising waste reduction, re-use and recycling.

7.7.2 The responsible authority for the disposal/treatment of waste generated in Haringey is the North London Waste Authority (NLWA). It receives and manages the disposal of waste from the 7 constituent North London boroughs, as well as making arrangements for the recycling collected by all but one of the boroughs.

7.7.3 Waste management monitoring information is largely drawn from NLWA Annual Monitoring Reports, which are normally published in December. Information on relevant Local Plan indicators for the 2013/14 reporting year was therefore not available at the time of the drafting of this AMR. However, in June 2014 the NLWA released preliminary information (to be finalised) for a few indicators, and this has been set out below.

Total waste arisings

7.7.4 Local authority collected waste (previously termed municipal waste) includes all waste collected for recycling, composting, recovery and disposal from households and businesses in the North London area by the boroughs in their capacity as waste collection authorities.

7.7.5 The amount of local authority collected waste has been in decline in the North London area since 2006/07.

7.7.6 Final 2013/14 figures for local authority waste have not yet been published by the NLWA. However, it has published provisional performance data on selected indicators (NLWA Annual Report 2013/14), drawing on the most current data and reports from constituent borough councils, as follows:

- 579 kg of residual waste per household was collected (down from 586 kg) in 2012/13
- 25% of municipal waste sent to landfill (same as 2012/13)

7.7.7 Final figures and further detailed information is due to be published in the NLWA Annual Monitoring Report. The Council will report this information in the AMR once it is made available.

Household waste and recycling

7.7.8 Household recycling rates in the Haringey have increased significantly over recent years, rising from 21% in 2006/07 to 36.5% in 2013/14.

7.7.9 100% of households in Haringey have a kerbside or kerbside equivalent collection of recyclables (i.e. non-kerbside households such as estates have recycling bins located as close as their refuse bins / flats above shops have recycling sack collections as frequently as refuse).

7.7.10 All kerbside properties, comprising roughly 70% of properties in the borough, have a weekly collection of organic (food/garden) waste. Food waste collections are being introduced to all households on estates and blocks of flats (over 25% of properties) during 2014/15.

Construction, demolition and excavation waste

7.7.11 Final 2013/14 figures for collected construction, demolition and excavation waste have not yet been published by the NLWA.

Waste management facilities, including re-use and recycling Centres

7.7.12 In the North London area, there are currently 9 household waste recycling centres (HWRCs) (originally called civic amenity sites).

7.7.13 Since the end of the reporting period in 2012/13, the HWRC at Hornsey Depot closed (see file reference HGY/2013/2019). However, this will be replaced by the reinstatement of a facility at Western Road (see file reference HGY/2013/2156). This site will benefit from accepting additional materials, including hard plastic and paint.

7.7.14 The North London Waste Authority controls 7 of the HWRCs, while Enfield and Barnet retain control of their respective facilities. The recycling performance for the 7 NLWA facilities in 2013/14 (weighted average) was 66.69%, a slight increase from the 62.82% in the previous year.

Street Cleanliness

7.7.15 The Council's most recent research on perception of street cleanliness comes from local resident surveys, which were carried out over July and August 2013.

7.7.16 When respondents were asked to think about their street (rather than the borough as a whole) views on street cleanliness were generally positive. Almost three-quarters (73%) of residents described the street on which they live as 'clean', including 20% who gave the most positive response as 'very clean'. In comparison, 15% of respondents felt that their street was 'dirty' and 12% neither clean nor dirty.

7.7.17 Litter was indicated by residents as the main reason they felt their street was dirty.

7.7.18 Actual street cleanliness standards on-street are measured using NI 195 surveys. NI 195 performance has steadily improved in recent years, and in 2013/14, was in the top quartile for London for Litter, Detritus and Graffiti.

7.8 Sustainable Transport

Transport assessments and travel plans

7.8.1 During the reporting year, 16 applications were accompanied by transport assessments and 23 applications included travel plans.

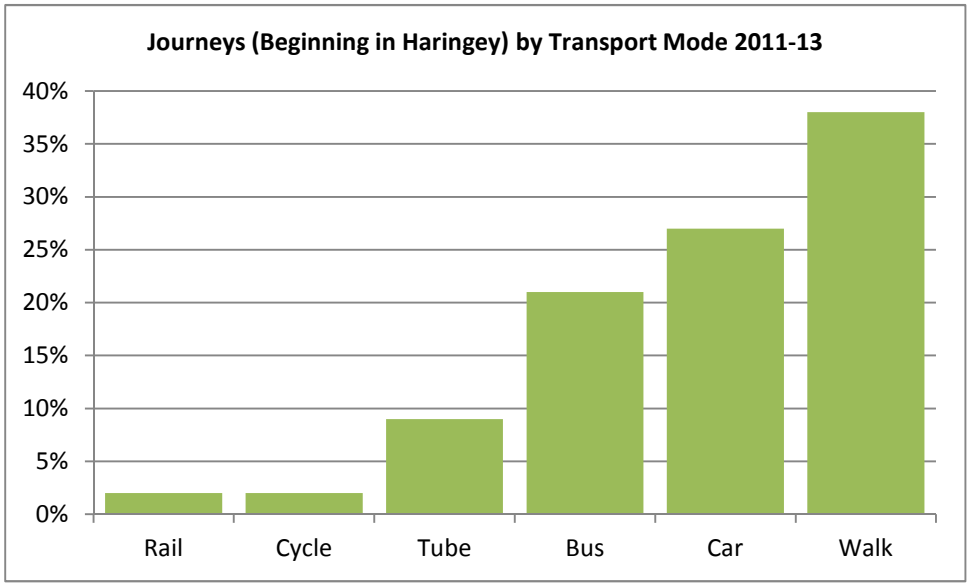
Cycling and walking

7.8.2 There are a number of cycling and walking routes in the borough, including London Cycle Network (LCN) 7 from Wood Green to Elephant and Castle, LCN 14 from Islington to Alexandra Palace via Hornsey and Greenways Parkland Walk links (North and South).

7.8.3 In addition, two Cycle Superhighways are planned to open in 2015: CS1 from Tottenham to The City and CS12 from Highgate to Angel. There is also an ongoing programme of maintenance of footways across the borough.

7.8.4 For trips beginning in the borough, walking is the main mode of travel. Between 2011 and 2013, 38% of trips were taken by foot, which is more than trips taken by either car or bus. Cycling comprised only 2% of trips originating in Haringey over the same period. However the Council is committed to promoting cycling use in the borough, with significant progress made in recent years, in part, through Smarter Travel Haringey initiatives.

Transport mode share, 2011-13



7.8.5 Haringey is part of Transport for London's 'Biking Boroughs' initiative. This three year programme was launched in 2010 to get more people cycling, to improve facilities and highlight safety awareness locally. A number of infrastructure improvements have been completed, such as Haringey's Community Streets approach, increased cycle parking and Quietways cycle routes.

7.8.6 There were 68 cycle stands installed in the borough between April 2011 and March 2012. From April 2012 an additional 65 cycle parking spaces were installed (62 stands off-street and 3 on-street) taking the total number of cycle stands in Haringey to 667.

7.8.7 Cycle training is fundamental part of the Smarter Travel Haringey programme to help achieve growth in cycling. The Mayor's vision of revolutionising cycling in London requires training potential cyclists to create long term benefits and trends. Investment in training for children and adults to established national standards, coupled with additional Smarter Travel schemes such as Active Travel, Sky Rides and Breeze Rides aim to increase levels of cycling in Haringey.

7.8.8 In 2014, to meet growing interest in cycle training, Smarter Travel Haringey introduced half term school holiday courses for children aged 9 and above, held at Lordship Recreation Ground and Finsbury Park.

7.8.9 The following table shows the numbers of school pupils and other individuals trained. There has been an upwards trend in the numbers trained over 2008-2014.

7.8.10 The number of school pupils trained between 2013 and 2014 shows a 32% increase, and the number of other individuals trained shows a 50% increase over the previous year's figures.

Haringey cycle training

	April to April					April to March	April to March	April to August
	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014
School pupils	432	626	728	551	684	761	1,004	378
Individuals 1:1	143	142	211	179	229	239	359	267
Totals	575	768	939	730	913	1,000	1,363	645

Source: Haringey Council (Smarter Travel Haringey)

7.8.11 A total of 30 cycle stands and a 'Bike-hanger' with spaces for six bikes were installed during the 2013/14 year. Locations of these facilities are set out in the table below.

Cycle parking facilities installed during 2013/14

Cycle Parking Locations	Number of installations
Downhills Park, Downhillls Park Rd N17	6
Paignton Park, Eastbourne Rd off St Ann's Rd N15	8
Chestnuts Park, St Ann's Rd N15	5
Hartington Park, Burlington Rd N17	5
Down Lane Park, Park View Rd N17	6
Total number of Sheffield Stands	**30**
Opposite number 12 Warwick Gardens N4	1 Bike-hanger (secure parking for 6 bikes)

7.8.12 Further projects and initiatives aimed at promoting cycle use include:

- Festival of Cycling: In partnership with the boroughs of Hackney and Islington, 2014 marked the second year of a tri-borough event held in Finsbury Park to launch Bike Week. Over 1,200 people attended to celebrate the many benefits associated with cycling. Notably, 118 people completed a survey suggesting a range of measures to encourage more sustainable travel (including the importance of improving off road cycle routes)

- Dr Bike: Dr Bike offers free bicycle maintenance by a trained bicycle mechanic at events across the borough. 141 Dr Bike maintenance sessions were delivered to support the Smarter Travel Haringey programme. There has been a considerable increase in the number of sessions delivered and bicycles repaired and serviced annually since 2011. Over March 2013 to March 2014, the number of sessions increased by 52%, and the number of bikes repaired and serviced increased by 183% compared with the corresponding period in 2012/13

Road safety

7.8.13 The Council's performance in managing road safety is, in part, considered by monitoring casualty data. For this AMR, casualty data has been obtained from Transport for London (TfL) for the whole of 2013 and the first six months of 2014. The data relates to all roads in Haringey. As data for the whole of 2014 is not yet available, provisional estimates for 2014 were derived by scaling up the available data to represent a whole year. Therefore the 2014 figures should be treated with caution.

7.8.14 The data included in Haringey's Local Implementation Plan (LIP) reports interim targets for 2011-14. This is displayed on the top line of each of the tables in the following sub-section.

Reduce adult casualties

7.8.15 Casualties are classified as slight, serious or fatal. Haringey's LIP set a target of a 20% reduction in KSI fatal and serious casualties by 2014, from the 2004-8 baseline of 100 KSI casualties. Over 2011-13, most casualties in the borough were slight.

7.8.16 Data indicate there was a spike in fatal and serious casualties in 2012, and a 6% increase from the baseline to 2013 from 100 casualties to 106. Therefore the 2013 target of 85 was exceeded. However, the estimated, scaled up 2014 figure is lower than the 2013 figure - 80. Assuming this estimate turns out be accurate, this represents a 20% reduction in fatal and serious casualties, meaning that the 2014 target of 80 would be achieved. It is noted that the figures do not account for population increase. However the estimated figure should be treated with caution, due to the erratic and seasonal nature of accidents.

Road safety (Adult casualties)

	Baseline 2004-08	2011	2012	2013	2014
Target (fatal & serious)	100	95	90	85	80
Actual (fatal & serious)	-	78	107	106	-
Estimated (fatal & serious)	-	-	-	-	80
% of all casualties (fatal serious & slight)	-	9%	12%	12%	-

Source: TfL / Haringey Road Accident Analysis Study (2014)

Reduce child casualties

7.8.17 LBH's LIP set a target of a 19.7% reduction in all severities of child casualties (fatal, serious and slight) by 2014 from the 2004-2008 baseline of 96 casualties. Child casualties aged 0-17 decreased over 2011-12.

7.8.18 Actual data from 2013 and 2014 relate to children aged 0-15. The number of casualties of all severities has continued to decrease. There was a total of 68 casualties of all severities in 2013. The scaled up estimate for 2014 is 78. In 2013 the targeted number of child casualties, all severities, was 84. However, the actual number of casualties was considerably less. The 2014 target is 77. Assuming the 2014 estimate turns out be accurate, this target will be exceeded.

7.8.19 No child fatalities were reported in 2013, nor so far in 2014. In both years, the majority of child casualties were slight. In 2013, 5 casualties were serious, 7% of the total. Scaled up data for 2014 indicate that 8 casualties were serious, which is 10% of the total.

Road safety (Child casualties)

	Baseline 2004-08	2011	2012	2013	2014
Target (0-17 years)	96	93	89	84	77
Actual	-	93	72	68	-
Estimated	-	-	-	-	78

Source: TfL / Haringey Road Accident Analysis Study (2014)

Road safety initiatives

7.8.20 Speed limits are introduced to ensure greater road safety. At its meeting of 18 June 2013, Cabinet approved a borough wide consultation to gauge support amongst residents and businesses to become a 20 mph borough. Following this approval, a consultation and market research were conducted between August and October 2013. Results were considered and subsequently the Cabinet approved the introduction of a 20 mph limit for all residential roads and roads in the borough's town centres, with existing speed limits on the remaining road network retained (excluding Watermead Way and 'red routes' managed by Transport for London).

7.8.21 The Council has since commenced with statutory notification as part of the Traffic Management Order process to introduce these limits, and the closing date for representations is 13 February 2015.

7.8.22 'Safe Drive Stay Alive' (SDSA) is a nationwide road safety production delivering key messages to 16-19 year olds, who are our young and pre-drivers. SDSA highlights the far reaching consequences of their actions and decisions as passengers and drivers. Important messages are conveyed about driver distractions, as well as empowering information such as not succumbing to peer-pressure. Haringey hosted this production for 3 days in November 2014. The college of Haringey, Enfield and North East London supported the event by sending nearly 400 students along.

Car Use

7.8.23 Car journeys account for roughly one-quarter of all resident trips beginning in Haringey.

7.8.24 The latest available information indicates that Haringey residents have access to 86 car clubs cars across the borough, available at 68 locations.

Carbon reduction (road transport)

7.8.25 Transport emissions include freight and passenger transport, for both private and business purposes. Carbon emissions estimates are made on the basis of the distribution of traffic, using traffic flow data, and therefore some of the emissions within an authority represent through traffic, or part of trips into or out of the area, whether by residents or non-residents.

7.8.26 More than three quarters of all local authorities in the UK experienced a decrease in transport emissions between 2011 and 2012, with an overall average decrease of 1.1%. Over the same period Haringey's transport emissions decreased by 0.8%.

7.8.27 Since 2005, Haringey's emissions from this sector have decreased nearly 18%. This is due to improvements in vehicle efficiency and reduced traffic flows on both A-road and minor road. Nationally, emissions have decreased 12% over the past 7 years.

7.8.28 Haringey's Local Implementation Plan includes a target to reduce CO2 emissions from transport. The LIP delivery plan contains several interventions and policies which will contribute to reducing emissions through encouraging a modal shift to sustainable travel and reducing the need to travel.

7.9 Key findings and future monitoring

- Good progress has been made with respect to the Council's strategic objectives for environmental protection, climate change adaptation and mitigation.
- Planning policies are performing well in protecting the borough's open spaces and designated sites of biodiversity importance;
- Monitors suggest that many of Haringey's parks are of a high quality and that overall, local parks are well used, managed to a good standard and that customers are generally satisfied with them;
- Strategic Flood Risk Assessment (Level 2) is key technical evidence which will ensure flood risk is appropriately considered in Haringey's emerging Local Plans;
- Since 2005 (the earliest year for which carbon emissions data is available at the local authority level) Haringey's total emissions have fallen by 11%.

- Household recycling rates in Haringey have shown continued improvement in recent years.
- The North London Waste Plan is progressing with a new timetable for adoption, which will ensure Haringey meets its waste management requirements;
- The Council is continuing to promote and implement infrastructure to encourage modal shift, road safety and support more sustainable transport movements.
- Sustainable Design and Construction standards and targets (including for carbon reduction) have been set out in the Local Plan monitoring framework, and processes should be considered in order to ensure effective monitoring against these;
- The Government is considering changes to the legislative framework and requirements for sustainable design and construction, including for flood risk management (Sustainable Drainage Systems) and zero carbon development. These changes will need to be monitored, as there may be implications for planning policy and development control.

8 Strategic infrastructure: delivery & funding

8.1 Infrastructure Delivery Plan

8.1.1 The Infrastructure Delivery Plan (IDP) is a document that supports Haringey's Local Plan. It identifies the service areas where investment will be needed to meet the additional demand from population and housing growth over the plan period. It also sets the basis for policies for developer contributions to meet future need and highlights, and where applicable, gaps in existing provision to form a platform for future investment, project delivery and funding bids.

8.1.2 The IDP is a working document and is intended to be reviewed periodically so that the Council can monitor progress on infrastructure delivery and have in place an up-to-date schedule of infrastructure requirements.

8.1.3 The IDP forms part of the Local Plan monitoring framework and whilst it links directly with policy SP17, it also relates to the full complement of Haringey's Local Plans.

8.1.4 The original IDP was set out in the Haringey Local Plan (formerly Core Strategy) submission draft document. The list of key projects was updated in July 2011 for Examination in Public of the Local Plan. Since then, some infrastructure projects have been implemented and accordingly, progress was reported in the Haringey AMR 2011/12.

8.1.5 The latest published update to the IDP was in April 2013 and can be found online using the following link: Infrastructure Delivery Plan (Update). The 2012/13 AMR set out additional information on infrastructure delivery, including for transport, health, education, sewerage and power, and this included some updates into the 2013/14 reporting year.

8.1.6 A full IDP update is currently being prepared and this will both inform and sit alongside Haringey's emerging Local Plan documents. Outcomes of the IDP update will be reported through AMR process.

8.1.7 The following section signposts progress on transport infrastructure, as there have been key outcomes on funding and delivery in the reporting year.

Transport infrastructure

8.1.8 The Council's transport strategy is called the Local Implementation Plan (LIP) that covers the 20 year period and sets out the Council's local transport objectives. These reflect the transport needs and aspirations of Haringey's residents and businesses and contribute towards the implementation of the key priorities with the Mayor's Transport Strategy, covering the period 2011 to 2031. The document also contains details of the first three years priorities and delivery proposals for 2011 to 2014. Haringey's Local Plan both reflects and helps to deliver the LIP.

8.1.9 The first 3 Year Delivery Plan (2011-2014) brought more than £12 million of investment in transport infrastructure, including cycling and road safety, sustainable transport and public realm projects.

8.1.10 A key transport project in the borough funded by Transport for London (TfL) is the Tottenham Gyratory Project, which was completed in November 2014. The main works were the replacement of one way operation with two way working and a new bus interchange and public square at Tottenham Hale station. It will support provision of additional housing the area through access and design enhancements. The scheme will also improve pedestrian accessibility and road safety.

8.1.11 In 2013/14, the Council continued to work with TfL, GLA and Network Rail for strategic public transport improvements, including 3-tracking for West Anglia line which will provide enhanced local services between Angel Road and Stratford and improvements to Tottenham Hale station. Work has commenced at Tottenham Hale station to enhance capacity and create a fully accessible station including better links to the adjoining Hale Village development. TfL will be taking over management of the rail line through Seven Sisters as part of the London Overground network from May 2015. Improvements will include station enhancements and new rolling stock from 2018.

8.1.12 Further key transport projects that have been emerging, such as electrification of the Barking Gospel Oak line and Cycle Superhighway 1 between Tottenham and central London will be reported in future AMRs.

8.1.13 Progress has been made on Crossrail 2. The Department for Transport consulted on draft safeguarded alignment between November 2014 and January 2015. For Haringey, Crossrail 2 could serve Seven Sisters, Turnpike Lane, Alexandra Palace and Tottenham Hale stations. The proposed 'regional' option via Tottenham Hale would provide linkages to the Upper Lee Valley, supporting delivery of new housing and employment.

8.1.14 Work is continuing on public realm improvements in Wood Green town centre. This multi-million pound scheme will provide better pedestrian and cycle access, urban realm enhancements by Turnpike Lane station, better footway, new bus shelters and entry treatments at junctions and is due to complete in early 2015.

8.2 Infrastructure funding and delivery

8.2.1 It is important that existing communities and new development are appropriately supported by infrastructure, community facilities and services. The Council expects developers to contribute to the reasonable costs of new infrastructure made necessary by their development proposals.

Planning Obligations

8.2.2 The Council uses planning obligations (sometimes known as legal agreements or Section 106 agreements), where appropriate, to influence the nature of a development or to mitigate its potential effects.

8.2.3 The Council seeks to ensure that S106 agreements are only entered into where planning obligations cannot be used to overcome issues associated with a proposed development. Applications are assessed individually and on their own merits in order to determine if planning obligations are needed, and if so, the matters they should address.

8.2.4 Since 2004, there have been 226 Section 106 agreements successfully negotiated in Haringey. These have placed a financial obligation on developers to the total value of £57.3 million. In addition:

- 64 S106 agreements have required the specific provision of on-site affordable housing, totalling 2,484 units; and
- 91 S106 agreements have placed specific restrictions on development to safeguard the development and surrounding area (for example, restriction of use class, resident parking restrictions, health care restrictions and hostel/homeless restrictions).

S106 funds secured, received and spent

8.2.5 Once planning permission has been granted, applicants/developers are required to commence their development within a specified period (usually 3 years), failing which the planning permission shall have no effect. The release of planning obligation contributions or related physical benefits are normally triggered when development commences or when the new development is occupied.

8.2.6 As noted above, the Council has negotiated roughly £57 million of s106 funds over the period 2004 to 2014. Of this amount, £22 million has now been received by the Council with £17 million spent on local area improvements. Another £7 million of secured S106 funds will be allocated in due course.

8.2.7 The table below shows the comparison of S106 contributions that have been secured, received and spent from signed S106 Agreements over the past five financial years, as well as the contributions received and spent from these.

Section 106 Contributions Secured, Received and Spent, 2009-14

	2009/10	2010/11	2011/12	2012/13	2013/14
S106 secured	£3,128,036	£907,854	£21,896,711	£4,237,826	£2,058,983
S106 received	£1,379,733	£1,560,670	£2,068,433	£4,018,868	£2,646,809
S106 spent	£3,442,844	£1,701,282	£419,496	£3,133,075	£743,034

Source: Haringey Council

8.2.8 S106 monies secured in 2012/13 and 2013/14 were down from 2011/12, when a significant amount of funds were negotiated through the granting a several major planning applications for sites at Clarendon Square (Haringey Heartlands) and Hale Village (Tottenham Hale). The figures from 2013/14 also reflect market conditions and comparatively lower level of development activity.

8.2.9 The table below shows how S106 funds were spent from April 2013 to March 2014. The majority of planning contributions went to education.

S106 funds spent 2013/14

Planning obligation type	Amount
Employment	£60,000
Environment	£10,000
Highways	£307,929.83
Homes for Haringey	£33,865.90
Recreation	£44,062.70
Administration	£287,175.74

Source: Haringey Council

8.2.10 Due to changes in national legislation, S106 contributions will be more limited in the future, when there will be a shift towards Haringey's Community Infrastructure Levy for strategic infrastructure, discussed below. However, S106 will continue to capture contributions for affordable housing and infrastructure on a site basis.

Mayoral Community Infrastructure Levy (CIL)

8.2.11 The Mayor of London has introduced a CIL tariff to part-fund the Crossrail project, which came into operation on 01 April 2012. The Council is expected to collect CIL on behalf of the Mayor.

8.2.12 CIL charging rates vary across London, in accordance with the three different charging zones set out in the Mayor's Charging Schedule. Haringey falls within Zone 2. This means that the CIL rate for Haringey has been set at the mid-rate for London, at £35/m² on all new qualifying floorspace, excluding health and education floorspace (alongside standard exemptions for affordable housing and charitable developments).

8.2.13 From April 2012, 149 developments in the borough were liable to pay the Mayoral CIL, totalling £3,997,249. The table below shows the amount collected by financial year, and the total administration contribution received, which is 4% of the overall total.

Mayoral CIL in Haringey

Year	Amount Collected	Administration retained
2012/13	£94,642.17	£3,785.69
2013/14	£473,319.50	£18,932.78

Source: Haringey Council

Haringey's Community Infrastructure Levy (CIL)

8.2.14 The Community Infrastructure Levy Regulations 2012 (as amended) allow local authorities to introduce a CIL and to charge a tariff on new development to help pay for supporting infrastructure. The CIL generally replaces Section 106 contributions, except in relation to affordable housing and on site mitigation measures.

8.2.15 Haringey's CIL was adopted by a decision of Full Council on 21 July 2014. It has been implemented from 01 November 2014, with all applications for qualifying development decided on or after this date liable to pay the levy.

8.2.16 Haringey's CIL sets out differential charging rates for residential development (including student accommodation) across three defined zones in the borough. For qualifying supermarket and retail warehousing developments, there is no differential charging and single rates apply across the borough. There are nil rates for office, industrial, warehousing and defined small scale retail development, as well as for health and education uses.

8.2.17 Further details on the collection and spending of Haringey's CIL will be included in future AMRs.

8.3 Key findings and future monitoring

- A full IDP update is currently being prepared and this will both inform and sit alongside Haringey's emerging Local Plan documents. Outcomes of the IDP update will be reported through AMR process;
- Progress continues to be made on sustainable transport infrastructure. Key investment and delivery of projects for walking and cycling, along with other public transport improvements, particularly in Tottenham and Wood Green, are helping to achieve modal shift and enhance road safety;
- The Mayor of London's strategic infrastructure programme will need to be monitored, especially for Crossrail 2, as the delivery options have implications for Haringey;
- S106 monies secured in 2012/13 and 2013/14 were down from 2011/12, when a significant amount of funds were negotiated through the granting a several major planning applications. The figures from 2013/14 also reflect market conditions and comparatively lower levels of development activity;
- Planning contributions remain an important tool to ensure adequate provision of infrastructure provision across the borough, including for affordable housing. However, due to changes in national legislation, S106 contributions will be more limited in the future, when there will be a shift towards CIL as Haringey's Community Infrastructure Levy for strategic infrastructure. S106 will continue to capture contributions for affordable housing and infrastructure on a site basis;
- Haringey's CIL was adopted 21 July 2014. It has been implemented from 01 November 2014, with all applications for qualifying development decided on or after this date liable to pay the levy. Future AMR reports will provide further information on the local CIL.

9 Development management performance

9.1 Planning applications

9.1.1 In 2013/14, the Council decided 1,965 planning applications consisting of 22 major applications, 356 minor applications and 1587 other applications.

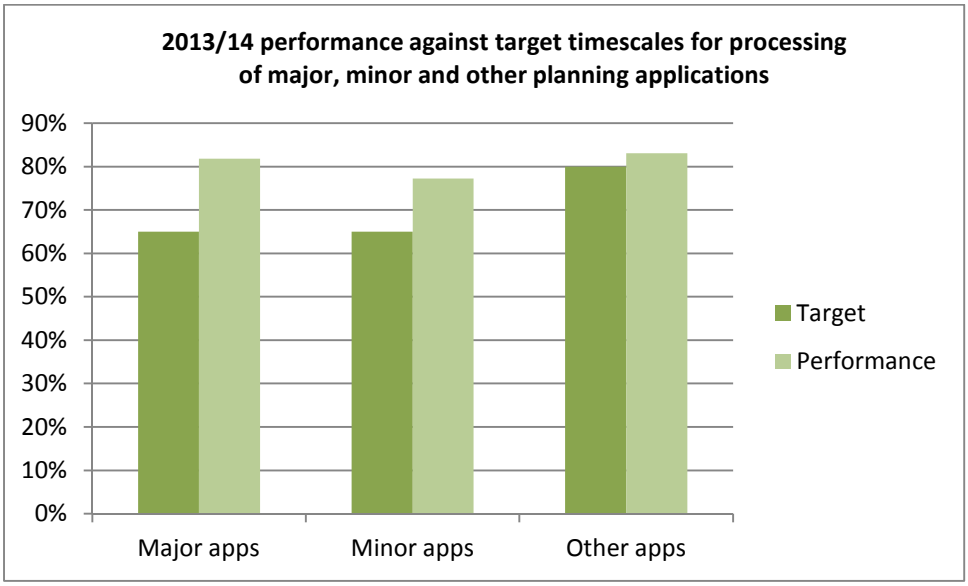
9.1.2 The Government Department for Communities and Local Government (DCLG) and the Council have the same targets for expedience of planning application determination. These are: 65% of major applications determined within 13 weeks, 65% of minor applications determined within 8 weeks, and 80% of other applications determined within 8 weeks.

9.1.3 The Council's performance in processing applications in 2013/14 was: 81.82% of major applications determined within 13 weeks; 77.25% of minor applications determined within 8 weeks; and 83.05% of other applications determined within 8 weeks.

9.1.4 Performance against the Government targets is set out in the table below.

9.1.5 In 2013/14, the Council exceeded all performance targets on major, minor and other applications, and significantly improved its performance over the previous reporting year.

9.1.6 The Council has recently focused attention on improving its development management performance. For example, it has been actively encouraging applicants to consider formal pre-application advice or entering into Planning Performance Agreements (which involve an agreed extension on timescales), where appropriate. Further, it has put in place new performance management processes.



9.2 Appeals

9.2.1 Planning appeals are conducted by the Planning Inspectorate, an independent national body which is separate from the Council. An applicant whose planning application has been refused by the Council has the right to make an appeal to the Inspectorate within six months of the application decision date.

9.2.2 In 2013/14, there were a total of 73 appeals on refusals decided by the Inspectorate, with 24 appeals allowed (32.9%) and 49 (67.1%) appeals dismissed. The proportion of appeals allowed in Haringey was an improvement on the previous year (39%) and generally in line with national and regional averages.

Appeals allowed, dismissed, withdrawn 2009/10 to 2013/14

Decision	2009/10	2010/11	2011/12	2012/13	2013/14
Allowed	38 (30.4%)	21 (27%)	21 (24%)	38 (39%)	24 (32.9%)
Dismissed	84 (67.2%)	58 (73%)	68 (76%)	60 (61%)	49 (67.1%)
Total decided	122	79	89	98	73
Withdrawn	3	7	7	7	1
Total	125	86	96	105	74
National average allowed	34%	33%	35%	35%	35%
London average allowed	32%	28%	32%	32%	32%

Source: Haringey Council

9.2.3 Overall, Haringey's performance on planning appeals over the past five years is a positive reflection on planning decisions made within the service.

9.3 Enforcement

9.3.1 Enforcement of planning rules plays a role in delivering policy objectives. The Council is committed to reversing and preventing unauthorised uses and non-permitted development.

9.3.2 In the reporting year, the Council issued 109 enforcement notices against breaches of planning control. There were 39 appeals against these notices. All appeals were determined with 8 of these being allowed, along with one split decision. Accordingly, 22% of appeals were allowed.

9.4 Customer satisfaction

9.4.1 The Council regularly undertakes customer satisfaction surveys for its Development Management, Building Control and Planning Enforcement functions.

9.4.2 Recognising the importance of understanding how the planning service is meeting customer needs and expectations, and for considering future service improvements, the Council is taking part in a free program offered by the Planning Advisory Service (PAS) and is actively participating in both corporate and service specific improvement programmes.

9.4.3 The Council carried out a snapshot survey of all applicants and enforcement complainants for the first quarter of 2013/14. This showed above satisfaction levels for all areas of interaction except the pre-application service. Measures have been put in place to address this and a revamped pre-application service is being implemented on 1 April 2015.

9.5 Key findings and future monitoring

- The Council has significantly improved its performance in processing planning applications on previous years. In 2013/14 the Council met and exceeded local performance targets for the processing of major, minor and other applications.
- The planning service has also exceeded the Government's published 'performance standard' for Major applications, which was a matter for concern during the early part of the monitoring period.
- In 2013/14, there were a total of 73 appeals on refusals decided by the Planning Inspectorate, with 24 appeals allowed (32.9%) and 49 (67.1%) appeals dismissed. The proportion of appeals allowed in Haringey was an improvement on the previous year (39%). Haringey's performance on appeals over the past 5 years is a positive reflection on Council decisions, with performance generally in line with that of authorities across London and England.
- Client survey returns from the first quarter of 2013/14 suggest that customers are generally satisfied with Haringey's planning service however there is scope for improvement in certain areas.
- Recognising the importance of understanding how the planning service is meeting customer needs and expectations, and for considering future service improvements, the Council is taking part in a free program offered by the Planning Advisory Service (PAS) and is actively participating in both corporate and service specific improvement programmes.

10 Appendix A – Five Year Housing Land Supply

A1. Paragraph 47 of the National Planning Policy Framework (NPPF) requires local planning authorities to 'identify and update annually a supply of specific deliverable sites sufficient to provide five years worth of housing against their housing requirements with an additional buffer of 5% (moved forward from later in the plan period) to ensure choice and competition in the market for land'. A footnote to the paragraph explains what is meant by deliverable.

A2. To be considered 'deliverable' sites should be:

- Available now;
- Offer a suitable location for development now; and
- Be achievable with a realistic prospect that viable housing development will be delivered on the site within five years.

A3. The NPPF confirms that sites with planning permission should be considered deliverable until permission expires.

A4. Haringey's Five-Year Land Supply includes net additional dwellings at deliverable sites for the five year period between April 2015 and March 2020. The council has identified sites which meet these requirements and these include:

- All sites for housing units under construction as at 31/03/2014 which are expected to complete within the specified five year period (these developments include new build, changes of use to housing units and conversions)

- All sites with planning permission where construction has not yet started as at 31/03/2014 which are expected to complete within the specified five year period (these developments include new build, changes of use to housing units and conversions)

- Sites where permission has been granted, subject to legal agreement, as at 31/03/2014 which are expected to complete within the five year period

- Potential deliverable sites (i.e. without planning permission as at 31/03/2014 but where pre-application discussions have been held or masterplans prepared and consulted upon) likely to complete within the five year period

A5. At present the Council's strategic housing target is 820 net additional homes per annum. This is forecast to increase to 1,502 new homes from April 2015 following the adoption of new targets in the Further Alterations to the London Plan. As such the housing target is set at 7,886 net additional units covering the five year period from April 2015 to March 2020. This is composed of the constituent parts below.

- 5 years of 1,502 (7,510)
- +5% (376)

A6. The table below demonstrates that Haringey has a sufficient supply of housing land to meet its Five-Year Housing Supply targets plus 5%. Overall, the supply of new homes to be delivered between April 2015 and March 2020 is calculated at 8,108 net additional units, exceeding the overall five year London Plan target for Haringey of 7,510 by 598 units (or by 222 taking into account the NPPF 5% buffer). Haringey therefore has a supply of housing land over the next five years to meet 5.4 years of its annualized housing target. This picture is further improved when past over delivery of homes is taken into account. As shown in Appendix B of this AMR, over the plan period to date Haringey has exceeded its cumulative housing target requirement by 578 dwellings since 2011/12. Applying the Liverpool Method, this oversupply reduces the five year requirement to 7,279 dwellings (including the 5% buffer) but only marginally improves supply to 5.6 years.

A7. All large sites are included in the draft Site Allocations or draft Tottenham Area Action Plan documents. Please see www.haringey.gov.uk/localplan for more detail.

Sites within the Five Year Housing Supply			
Large Site (>10 units)			
Site Name	**Net Units**	**Site Name**	**Net Units**
Clarendon Square	1,080	530-536 High Road N17 9SX	13
St Ann's Hospital	456	7 Bruce Grove N17 6RA	13
Hornsey Depot	438	North of Hornsey Rail Depot	70
St Luke's Hospital	156	Wood Green Cultural Centre (South)	265
Hornsey Town Hall	123	Clarendon Gateway	195
Highgate Magistrates Court	82	Finsbury Park Bowling Alley	164
56 Muswell Hill	28	Highgate Station & Gonnerman	41
Pembroke Works, Hornsey	42	Hillcrest	34
673 Lordship Lane	16	Cranwood & St James'	41
700-702 Tottenham High Rd	14	Tunnel Gardens	46
624 Tottenham High Rd	42	Cross Lane	60
Furnival House, 50 Cholmeley Park N6 5EW	15	Park View & Durnsford Road	132
Lymington Avenue N22 6JB	66	Leabank and Lemsford Close	65
Tottenham Hotspur Stadium	285	Station Interchange	190
Land rear of 318-320 High Rd	18	Station Square West	676
Hale Village	530	Hale Wharf	330
Ward's Corner	163	Welbourne Centre & Monument Way	180
Lawrence Rd	264	North of White Hart lane	115
Tottenham Chances 399 High Road (SS9)	23	High Rd East	396
30 Muswell Hill N10 3TA	12	Bruce Grove Snooker Hall & Banqueting Suite	55
Saltram Close Housing Estate Site C	15	Tottenham Delivery Office	160
Former Cannon Rubber Factory	222	Land front of Tottenham Leisure Centre	37

638 High Road N17 0AA	26	Lawrence Rd	100
Keston Centre	87	Apex House	100
Total Large Sites			**7,681**
Small Site (<10 units) with Planning Permission			
Site Name	**Net Units**	**Site Name**	**Net Units**
85 Woodside Avenue Land To Rear Of 2-16 Lauradale Road N10	2	1-19 Tewkesbury Road N15	4
249 Muswell Hill Broadway N10 1DE	2	1 Etherley Road N15 3AL	1
100 Colney Hatch Lane N10 1EA	1	Coombes Croft, 29a Conway Road N15 3BB	1
126 Colney Hatch Lane N10 1ER	1	128 Haringay Road N15 3HL	1
126 Colney Hatch Lane N10 1ER	-1	Rear Of 38-40 Park Road N15 3HR	2
17 Kings Avenue N10 1PA	1	434 St Anns Road N15 3JH	3
40 Muswell Road N10 2BG	2	409 St Anns Road N15 3JL	1
27 Alexandra Park Road N10 2DD	2	2b Glenwood Road N15 3JU	3
7 Wellfield Avenue N10 2EA	-9	438 West Green Road N15 3PT	1
36 Methuen Park N10 2JS	-1	440 West Green Road N15 3PT	1
84-86 Dukes Avenue N10 2QA	-1	16 Vincent Road N15 3QH	2
129 Dukes Avenue N10 2QD	2	30 Woodlands Park Road N15 3RT	3
Land Forming Part Of 60 Grand Avenue N10 3BP	1	7a Tynemouth Terrace Tynemouth Road 4AP	5
Land To Rear Of 10-12 St James's Lane N10 3DB	1	Tynemouth House Tynemouth Road N15 4AT	6
107-143 Muswell Hill Road N10 3HS	8	Land rear of 48 Antill Road N15 4BA	1
73 Muswell Hill Road N10 3HT	5	Rear Of 87a Broad Lane N15 4DW	1
157 Avenue Mews N10 3NN	1	87a (Shed Adj To 87) Broad Lane N15 4DW	1
2-6 Summerland Gardens N10 3QN	4	2 Summerhill Road N15 4HD	5
Land To The Rear Of 76 St James's Lane N10 3RD	3	30 Summerhill Road N15 4HD	3
Land To Rear Of 1-11 The Drive N11 2DY	3	143-145 Philip Lane N15 4HQ	4
Garages At Warwick Court Bounds Green Road N11 2EB	2	160a Arnold Road N15 4JH	1
Warwick Court (West) Bounds Green Road N11 2EB	2	17 Jansons Road N15 4JU	2
52 Bounds Green Road N11 2EU	4	2 Wakefield Road N15 4NL	4
Belmont Court Gordon Road N11 2NX	2	Garages At 168 Page Green Terrace N15 4NU	2
41 Palace Road N11 2PU	1	285 High Road N15 4RR	2
2 Bounds Green Road N11 2QH	2	196 – 198 West Green Road N15 5AG	4
Land At 24a Birstall Road N15 5EN	8	144 Cornwall Road N15 5AU	1
Mimosa Court, 27-31 Avenue Road N15 5JF	7	50 Clarence Road N15 5BB	1
20 Avenue Road N15 5JH	-6	43 Clinton Road N15 5BH	1
718 – 720 Seven Sisters Road N15 5NH	4	16 Clinton Road N15 5BH	1
722 Seven Sisters Road N15 5NH	4	3 – 7 West Green Road London N15 5BX	2
68 West Green Road N15 5NR	1	Rear Of The Fountain Ph, 125-127 West Green Road N15 5DE	7

Land Adj To 1 Stonebridge Road N15 5NY	2	157 West Green Road N15 5EA	1
1 South Grove N15 5QG	3	60 Willoughby Lane N17 0SS	1
23 Lockmead Road N15 6BX	1	11 Northumberland Park N17 0TA	2
60 Plevna Crescent N15 6DW	1	257 Lordship Lane N17 6AA	1
612 Seven Sisters Road N15 6HT	1	144 Greyhound Road N17 6AE	1
52 Daleview Road N15 6PJ	1	49 Walpole Road N17 6BG	1
5 Vartry Road N15 6PR	1	20 Bruce Grove N17 6RG	1
Garage Adjacent To 1 Vartry Road N15 6PR	1	9 Fairbourne Road N17 6TP	-1
12 Overbury Road N15 6RH	8	205 Lordship Lane N17 6XF	1
68 Gladesmore Road N15 6TD	-1	67/69 Ranelagh Road N17 6XZ	3
662 High Road N17 0AB	1	Land At 303 The Roundway N17 7AJ	1
816 High Road N17 0EY	1	47 The Roundway N17 7HA	1
44-46 Waverley Road N17 0PX	2	21 Great Cambridge Road N17 7LH	0
67 Willoughby Lane N17 0QZ	2	Front Of 133 Devonshire Hill Lane N17 7NL	1
7 Orchard Place N17 8BH	6	31 Crawley Road N22 6AG	1
1 White Hart Lane N17 8DU	1	199 Boundary Road N22 6AL	1
841-843 High Road N17 8EY	1	R/O 1 Boundary Road N22 6AS	1
23 Queen Street N17 8HX	1	Rear Of 99 Boundary Road N22 6AS	1
78 Great Cambridge Road N17 8LT	1	69 High Road N22 6BB	3
Site Adjoining 78a Great Cambridge Road N17 8LT	1	R/O 81-83 High Road N22 6BE	1
112 Great Cambridge Road N17 8LT	0	35 High Road N22 6BH	2
95 Pembury Road N17 8LY	-3	47 Westbury Avenue N22 6BS	-3
3 Cedar Road N17 8NB	2	4-6 High Road N22 6BX	4
49 Birkbeck Road N17 8NH	1	1a / 2a The Broadway, High Road N22 6DS	-2
Protheroe House Chesnut Road N17 9EQ	10	1 Neville House Neville Place N22 6HX	1
412a High Road N17 9JB	2	233 Sirdar Road N22 6QU	5
79 High Cross Road N17 9NR	4	79 Westbury Avenue N22 6SA	1
62 Monument Way N17 9NX	4	107 Mayes Road N22 6UP	6
22 Scotland Green N17 9TT	1	101-103 Mayes Road N22 6UP	2
2a & 3a Collins Yard Scotland Green N17 9TT	1	174 Albert Road N22 7AH	1
Land To Rear Of 14 Lansdowne Road N17 9XE	2	28 Eastern Road N22 7DD	2
Adj To 32 Shelbourne Road Manor Road N17 9YH	1	34 Park Avenue N22 7EX	1
6 White Lodge Close N2 0BJ	0	Land Rear Of 6-8 Crescent Road N22 7RS	1
29/31 Aylmer Road N2 0BS	7	92 Station Road N22 7SY	4
132-134 Arcadian Gardens N22 5AE	1	Land Rear Of Corbett Grove N22 8DQ	6
1 Maryland Road N22 5AR	1	57 Truro Road N22 8EH	-1
112 Eldon Road N22 5EE	1	Adj To 39 Truro Road N22 8EH	1
674 Lordship Lane N22 5JJ	1	41 Bounds Green Road N22 8HB	1
653 Lordship Lane N22 5LA	-1	212-214 High Road N22 8HH	3
24 Berners Road N22 5NE	0	212-214 High Road N22 8HH	2

13 Perth Road N22 5PX	1	385 High Road N22 8JA	4
10 White Hart Lane N22 5RJ	1	361 High Road N22 8JA	1
96 White Hart Lane N22 5RL	-2	68 Lascotts Road N22 8JN	3
Canning Court Newnham Road N22 5SP	4	34 Lascotts Road N22 8JN	2
274 High Road N22 8JY	2	1 Coningsby Road N4 1EG	1
Rear Ext At 90 Myddleton Road N22 8NQ	1	451 Green Lanes N4 1HE	1
100 Myddleton Road N22 8NQ	1	17 Rutland Gardens N4 1JN	1
58 Finsbury Road N22 8PA	1	89 Hermitage Road N4 1LU	1
44 Finsbury Road N22 8PD	2	Store R/O 3 Vale Grove N4 1PY	1
Orchard Court Clarence Road N22 8PN	4	2a Umfreville Road N4 1SB	2
124 Creighton Avenue N2 9BJ	-1	Jennings Court, 2-8 Stroud Green Road N4 2DF	3
Chessing Court Fortis Green N2 9ER	2	180 Stroud Green Road N4 3RS	1
1 Southern Road N2 9LH	1	15 Victoria Road N4 3SH	1
Land To Rear Of 11 Southern Road Indigo Walk N2 9LH	1	31 Victoria Road N4 3SJ	1
58 Victoria Road N4 3SL	2	12 Denewood Road N6 4AJ	1
75 Florence Road N4 4DL	1	9 Grange Road N6 4AR	0
1 Ferme Park Road N4 4DS	3	5 View Road N6 4DJ	0
92 Stapleton Hall Road N4 4QA	1	373 Archway Road N6 4EJ	1
64-68 Stapleton Hall Road N4 4QA	2	1b Sheldon Avenue N6 4JS	0
184 Stapleton Hall Road N4 4QL	1	Round Hill Compton Avenue N6 4LB	0
38 Quernmore Road N4 4QP	1	Derwen Compton Avenue N6 4LH	0
42 Quernmore Road N4 4QP	1	Ridgefield Courtenay Avenue N6 4LP	0
227 Archway Road N6	1	Somerlese Courtney Avenue N6 4LP	0
R/O 9 North Hill N6 4AB	0	29 Sussex Gardens N6 4LY	1
Land Adjacent To 14 Bishopswood Road N6 4NY	1	11 Cholmeley Park N6 5ET	-1
5 Church Road N6 4QH	1	61 Cromwell Avenue N6 5HP	-2
63 Lanchester Road N6 4SX	0	90 Milton Park N6 5PZ	0
14 Shepherds Hill N6 5AQ	2	78 Shepherds Hill N6 5RH	9
Adj To 16 Shepherds Hill N6 5AQ	1	42 Shepherds Hill N6 5RR	2
274 Archway Road N6 5AU	7	1 + 3 Northwood Road N6 5TL	4
252 Archway Road N6 5AX	1	2 Stanhope Gardens N6 5TS	-2
R/O 164 Archway Road N6 5BB	1	8 Wembury Mews N6 5XJ	1
225 Archway Road N6 5BS	4	2a Crouch Hall Road N8	1
Garages Rear Of 269 Archway Road N6 5BT	1	97-103 Effingham Road N8 0AE	3
1a Hewitt Road N8 0BS	1	631 Green Lanes N8 0RE	4
123 Turnpike Lane N8 0DU	2	586- 588 Green Lanes N8 0RP	1
59 Turnpike Lane N8 0EE	2	14 Wordsworth Parade N8 0SJ	2
71 Turnpike Lane N8 0EE	2	14 Wordsworth Parade N8 0SJ	3
Flat A 70 Hampden Road N8 0HT	1	42 Church Lane N8 7BT	0
79 Hampden Road N8 0HU	-2	80 Tottenham Lane N8 7EE	1
89 Alexandra Road N8 0LG	1	Palace Gates Mews, 5-9 The Campsbourne N8 7NP	1
5 Fairfax Mews N8 0NN	1	104 High Street N8 7NT	1
23 Alexandra Road N8 0PL	1	Land Between 41-43 Rectory Gardens N8 7PJ	1

55 Alexandra Road N8 0PN	1	3 Palace Gates The Campsbourne N8 7PN	1
Campsbourne Well House Great Amwell Lane N8 7QB	6	46 Topsfield Parade Tottenham Lane N8 8PT	1
The Nightingale, 40 Nightingale Lane N8 7QU	6	11 Palace Road N8 8QL	-1
103 Nightingale Lane N8 7QY	2	62 Wolseley Road N8 8RP	0
12a Priory Road N8 7RD	1	27-47 Cecile Park N8 9AX	4
Cleopatra House Pembroke Road N8 7RQ	8	1-2 Cairncross Mews Felix Avenue N8 9DS	1
4 Coleridge Road N8 8EJ	1	19 Haringey Park N8 9HY	2
R/O 62-70 Coolhurst Road N8 8EU	1	87a Rathcoole Gardens N8 9PH	1
72- 96 Park Road N8 8JQ	9	178 Weston Park Road N8 9PN	1
51 Farrer Road N8 8LD	1	131 Crouch Hill N8 9QH	0
43 Topsfield Parade Tottenham Lane N8 8PT	2	141 Nelson Road N8 9RR	1
67 Ferme Park Road N8 9RY	1	46 The Broadway N8 9SU	-2
139 Ferme Park Road N8 9SG	1		
Total Large Sites			**7,681**
Five Year Housing Supply Total			**8,108**

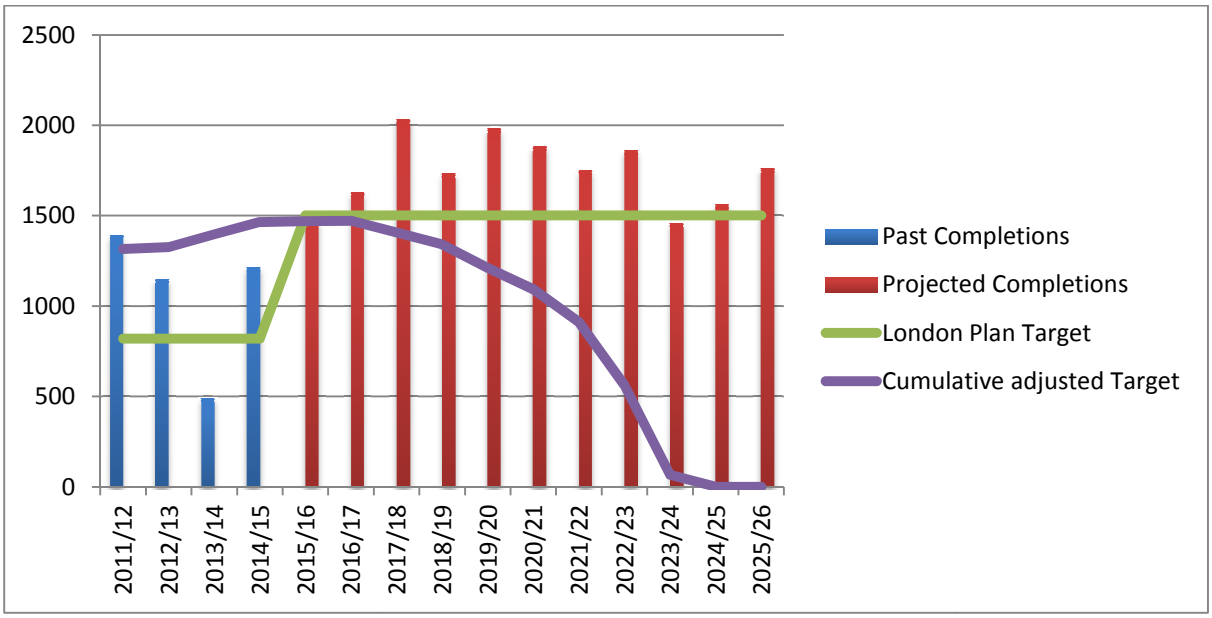
11 Appendix B – Housing Trajectory

B1. Further to a five year housing land supply, Paragraph 47 of the National Planning Policy Framework (NPPF) requires local planning authorities to, 'for market and affordable housing, illustrate the expected rate of housing delivery through a housing trajectory for the plan period'. The housing trajectory is set out in the figure below.

B2. *Note: list of sites comprising this trajectory will be included.*

Housing Trajectory

Year	Past completions	Projected completions	London Plan target	Cumulative adjusted target
2011/12	1395		820	1315
2012/13	1150		820	1327
2013/14	493		820	1397
2014/15	1213		820	1464
2015/16		1467	1502	1469
2016/17		1630	1502	1472
2017/18		2036	1502	1405
2018/19		1733	1502	1340
2019/20		1983	1502	1211
2020/21		1883	1502	1093
2021/22		1750	1502	912
2022/23		1860	1502	563
2023/24		1460	1502	65
2024/25		1560	1502	0
2025/26		1760	1502	0



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Agenda Item 10

Haringey Council

Report for:	**Cabinet 17 March 2015**	**Item Number:**	

Title:	**Consultation on Haringey's draft Housing Strategy 2015-2020**

Report Authorised by:	**Lyn Garner, Director of Regeneration, Planning and Development**

Lead Officer:	**Dan Hawthorn, Assistant Director for Regeneration**

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

1. Describe the issue under consideration

1.1 This report seeks Cabinet approval to begin a six week period of public consultation on the draft Haringey Housing Strategy 2015 - 2020. The consultation period will give the council's residents, partners and stakeholders the opportunity to inform the development of the final Strategy for Cabinet to recommend adoption by Full Council later in 2015.

2. Cabinet Member introduction

2.1 As a Labour Council we recognise that housing is fundamentally about people and communities, not just bricks and mortar. Having access to a good quality home at a price you can afford is key to being able to lead a healthy, economically active and happy life. Poor quality housing damages health, reduces children's school attainment and strains relationships. In thinking about housing and setting out our new strategy, we want to take an holistic, wrap around view of housing - recognising the central importance of housing to our communities in Haringey.

2.2 We will not stand by and watch the housing crisis unfold. We will take clear and bold steps to stand up for our residents.

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2.3 This strategy sets out priorities to create a step change in the number of homes, to improve the quality of all homes, to do more to support those facing housing crisis and ensure that our communities receive clear social dividend from our housing approach.

2.4 It also sets out our intention to innovate and intervene where the market is not serving our residents. We set out plans for a new wave of shared ownership homes to help people onto the housing ladder, plans for a new non profit lettings agency to give private renters a better deal and plans to improve our social housing stock including major estates.

2.5 This is a strategy not for the council but for the borough - to set direction on housing for all of those involved in building or managing homes.

2.6 Housing is one of the most important and challenging issues facing our communities. It's important that the priorities and plans we set out are the right ones - I hope residents, community groups, housing associations, developers and investors will engage with this consultation so that together we can have the strongest possible plan for tackling the housing crisis and building better life chances for our residents.

3. Recommendations

3.1 It is recommended that Cabinet:

a) Notes the report on the first round of consultation (Appendix B) and the Equalities Impact Assessment (Appendix C);
b) Notes the issues raised by the Regulatory Committee at its meeting of 3 March 2015 and the officer response at Section 8;
c) Endorses the draft Housing Strategy document as a statement of the council's housing priorities for the period 2015 - 2020 for public consultation; and
d) Notes the proposed process for consultation and adoption of the final Strategy at paragraph 6.11.

4. Alternative options considered

4.1 The council's existing Housing Strategy was written in 2008/09 and covers the 10-year period 2009 to 2019. Consequently the council could consider taking no action and not renew the housing strategy. However, since it was published there have been many changes that have led us to believe that it is no longer fit for purpose.

4.2 The council could also consider carrying out a simple review and refresh of the 2009 – 2019 strategy. However, the extent of the changes since 2009 are such that this would not enable the council to adequately meet the challenges it faces.

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4.3 Alternatively, the council could rescind the housing strategy altogether and move forward without one – there is no statutory requirement on a local authority to produce a housing strategy – however, having a strategy is considered both best practice and necessary to articulate how the council will meet the housing challenges and deliver its housing objectives and priorities.

5. Background information

5.1 The Council's Corporate Plan for 2015-18 sets out the council's overall priorities and programme of work for the period for 2015-18. It identifies housing as one of its five priorities, committing us over that period to '*Create homes and communities where people choose to live and are able to thrive'.* Housing also plays a role in delivering across the other priorities in the Corporate Plan, for example through the role that new homes will play in driving the priority for growth and regeneration, or the importance of housing in making sure that children and adults lead the most fulfilling lives that they can.

5.2 The Corporate Plan goes on to define specific objectives under each of its five priorities. The role of the Housing Strategy is to flesh out in particular the objectives under Priority 5: to say more clearly what success looks like, to say what the council will do itself and what it expects others to do; and to demonstrate clearly how housing can play a role in meeting our objectives right across every element of the Corporate Plan. In that way, this Strategy is a more detailed development of the high level objectives set out in the Plan.

5.3 Whist having a housing strategy is not a statutory requirement, having one is considered both best practice and necessary to set out how the council will tackle the many housing challenges that are facing the borough's residents.

5.4 Since the last Housing Strategy for Haringey was published in 2009, there have been significant changes at a local, regional and national level. These include:

a) Changes in government policy on local government, housing and welfare with Haringey facing a greater challenge than ever in meeting the housing needs of its residents but with less money and fewer staff

b) A significant reduction in public subsidy for affordable housing with the introduction of affordable rents at up to 80% of local market rents

c) A growing population; Haringey's population has grown from 216,510 in 2001 to a projected 293,749 by 2026 with particular growth in working age and older residents

d) The Mayor of London – through his Further Alterations to the London Plan (FALP) – has set Haringey an increased target of building 1,502 new homes in the borough per year for the period between 2015/16 and 2025/26

e) A growing gap between incomes and housing costs in Haringey

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f) A growing private rented sector with increasing concern about its quality, management and affordability

6. The draft strategy

6.1 The council faces significant challenges in simply making sure enough homes are built to meet demand, and that all homes are well designed, fit to live in and affordable. However, housing is also about enhancing the lives of the people who live in those homes, providing support and assistance to those who do not have a place to live and ensuring that the right infrastructure is in place to support local communities, growth and jobs.

6.2 Having a housing strategy will enable the council, and its partners, to achieve this by identifying key priorities, actions and interventions that are needed. Haringey's housing strategy:

- Sets out a robust analysis of the housing needs and aspirations of all members of its local communities
- Analyses the demographic projections and the likely implications in terms of health, social care, community safety and other needs
- Provides an understanding and awareness of the nature and condition of all housing stock in the area and how it addresses or falls short of meeting the needs and aspirations of local people, and links to better health, wellbeing etc
- Will help the council plan, with businesses, local communities etc, how to address the gaps and shortfalls

6.3 Haringey's new strategy describes how the council, together with its partners, will rise to these challenges. It proposes a clear and simple vision for housing in Haringey:

Housing is about people and communities, not just bricks and mortar. This means mixed and inclusive neighbourhoods where residents can lead happy and fulfilling lives.

6.4 It then summarises the proposed approach with four simple objectives:

i. Improve help for those in housing crisis

ii. Ensure that housing delivers a clear social dividend

iii. Drive up the quality of housing for all residents

iv. Achieve a step change in the number of new homes being built

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6.5 Under these objectives, the draft Housing Strategy (Appendix A) sets out how the council and our partners (the organisations we work with) can best use increasingly scarce resources over the next five years to bring about maximum benefit to the borough's residents. It highlights some of the key policy decisions, initiatives and investments which the council is already pursuing, as well as those areas which need further work, including through the policies and sub-strategies that will together set out Haringey's detailed approach to housing.

6.6 The council commissioned a Strategic Housing Market Assessment (SHMA) in 2013/14 to help it understand the extent of the need for housing in the borough and how the local housing market operates. Through a desktop review and a resident household survey, the SHMA looked at the current housing stock, as well as demographic, economic and housing trends. It highlighted a number of issues and made recommendations:

a) **A clear affordability gap for many Haringey residents:** the supply of affordable housing should be increased; those on lower incomes should be helped to access home ownership; enable access to London's better paying jobs as well as local economic development.

b) **A continued need to maintain housing supply of all tenures to address demand:** the council should encourage all sources of delivery of new homes including building its own new homes. There should be a balance of affordable and market homes to meet demand across the borough whilst recognising the significant east/west difference in land values; the council should continue its estate regeneration and intensification ambitions, particularly in Tottenham and Northumberland Park to achieve a mix of housing sizes, types and tenures.

c) Over the long term, delivery of new homes for sale, including low cost home ownership, should focus on the east of the borough

d) **The private rented sector had a key role:** the current PRS stock should be fit for purpose and there was much scope for increasing the PRS particularly in the east of the borough

6.7 Given the importance of the Housing Strategy, and its relationship to planning policy, the council is conducting two separate consultation exercises to get input from residents, partners and stakeholders to help shape the content of the document. The first exercise was carried out between 20 October and 12 December 2014 and sought opinion on the draft vision, priorities and principles that could be included in a new Housing Strategy. A large majority of stakeholders expressed support for the proposals.

6.8 The council received a large number of comments from respondents highlighting a wide range of issues and concerns. The most important of these were:

- Affordability of homes in the borough
- Scepticism that the Council will deliver its housing ambitions

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- More homes should be built in the borough
- Quality and management in the private rented sector
- Homes should be set in a good quality environments (internal and external)

6.9 A consultation report including a list of stakeholders consulted and feedback from respondents is contained in Appendix B.

6.10 The results from this consultation exercise were used to inform the development of the draft Housing Strategy presented to the Regulatory Committee at its meeting on 3 March 2015. The comments of the Regulatory Committee are set out in section 8 below.

6.11 If Cabinet approves the draft document, the council will begin a second, six week period of consultation on the draft strategy. Due to the General Election and Purdah period, consultation on the draft strategy will not begin until mid-May 2015 and will run for six weeks until the end of June 2015. A consultation report will be prepared and presented to Cabinet alongside the final version of the Housing Strategy in July 2015.

7 Links between the draft housing strategy and planning policy

7.1 The evidence base used to support the development of the Housing Strategy will also inform planning policy in relation to housing activity in the borough. For this reason, the draft Housing Strategy is designed to provide guidance for developers and landowners in respect of how they should approach new developments in the borough.

7.2 The key planning related issues that the housing strategy considers are contained in Objective 4 *'Achieve a step change in the number of new homes being built'*. These include:

a) **Maximising the number of new homes:** Commits us to meeting the Mayor of London's target of building 1,502 new homes every year between 2015/16 and 2025/26 as our contribution to meeting London's overall needs, and acknowledges that we have allocated sufficient sites, through our draft Local Plan, with capacity to meet the London Plan target.

b) **Promoting affordable housing:** Establishes that we need to provide 40% on-site affordable housing on schemes of ten units or more, with that affordable housing split between 60% affordable social rent and 40% intermediate. The Cabinet endorsed the 40% figure at its meeting on 20th January 2015 notwithstanding the earlier recommendation of the Regulatory Committee on 15th January 2015. The strategy also recognises that in Tottenham, where the level of social stock is already high, we will take a different approach, promoting affordable home ownership by requiring an affordable housing mix of 60% intermediate and 40% affordable rent.

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c) **Supporting the development of strong mixed communities:** Recognises that in order to achieve this, and improve the overall balance across Haringey, the council will prioritise the delivery of new affordable rented homes in the centre and west of the borough while promoting more market and intermediate homes, including for affordable home ownership and private renting, in Tottenham.

Evidence from the housing register and Strategic Housing Market Assessment (SHMA)(May 2014) shows that the greatest need across all sectors of the housing market is for two and three bedroom properties.

The draft Housing Strategy establishes that new affordable housing for rent throughout the borough should be provided to meet local housing need. An appendix to the draft Housing Strategy sets out the borough wide targets for bedroom size mixes for affordable and intermediate homes. The mixes will be updated as necessary to reflect new or emerging evidence. For affordable rented homes, the bedroom mix the council expects is:

- 15% one bedroom units;
- 43% two bedroom units;
- 32% three bedroom units;
- 10% four (or more) bedroom units.

We generally expect homes for affordable home ownership, market sale and private rent to focus primarily on delivering smaller – one and two bedroom – units. Based on the findings in the Strategic Housing Market Assessment (SHMA)(May 2014), the council expects a (borough wide) bedroom size mix for new private housing (including low cost home ownership) which provides:

- 20% one bedroom units;
- 50% two bedroom units;
- 25% three bedroom units;
- 5% four (or more) bedroom units.

Tenure and bedroom size mix on individual sites may differ according to local characteristics and localised housing demand. For example, in some areas we may require a different mix, with more larger or smaller homes, to correct local imbalances and meet particular local needs.

d) **Housing estate renewal:** establishes that estate renewal schemes will not be subject to normal planning policy guidelines in relation to affordable housing provision. The strategy commits us to re-provide the number of habitable rooms in council homes lost through demolition, with an emphasis on providing family accommodation, recognising that this will sometimes mean a reduction in the overall number of social rented homes on some estates.

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8 Comments of the Regulatory Committee

8.1 The Regulatory Committee considered the draft Housing Strategy, consultation report and Equalities Impact Assessment at its meeting on 3 March 2015. The Committee raised a number of issues which are set out below together with information on how these have been dealt with:

Issue raised	How issue dealt with
The Committee noted a significant reduction, across neighbouring boroughs, in the numbers affordable homes being built given the large reduction in government subsidy.	Officers agreed to circulate the figures of the number of affordable homes being built in Haringey and neighbouring boroughs to the Committee. No changes have been made to the Cabinet report or the draft Housing Strategy.
The Committee asked for further details on the approach being adopted in the strategy.	The Chair clarified that in its current format the document had a number of over-arching strategy points and that some of the detail was still to be developed. Officers confirmed that they were seeking the Committee's recommendations on the over-arching strategy.
The Committee expressed an interest in understanding the delivery model in more detail when this was better understood.	Officers responded that the various delivery plans and sub-strategies would be developed over a period a time and that some of these in fact already exist, such as the Housing Investment and Estate Renewal Strategy. Officers agreed to send round an outline of the various sub-strategies that exist to the Committee. It was agreed that the report should more clearly outline the fact that there are a number of sub strategies and delivery plans sitting beneath the over-arching Housing Strategy. In the draft Housing Strategy, a table of housing-related sub-strategies that will assist in delivering the council's Housing Strategy has been inserted at the end of Section 3.6 How will the

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Issue raised	How issue dealt with
	strategy be delivered? The table also includes information on when different sub-strategies will be completed or the date they were completed if they are already in place.
The Committee raised concerns with the commitment on p.34 to increase the PRS stock, particularly in the east of the borough.	Cllr Strickland (Cabinet Member for Housing and Regeneration) responded that this is linked to raising quality standards. It was noted that there is firm demand for private sector housing in the area and the council is keen to insert purpose built good quality private rented sector accommodation into that market. The draft Housing Strategy has been updated. The paragraph starting "For the longer term ..." under Chapter 7, Objective 3 now reads: "For the longer term, we also want to increase the amount of purpose-built, professionally-managed and affordable private rented housing in the borough, which will not only improve the overall range, mix and quantity of homes but will also help to set new standards in the quality and management of private rented housing. We set out in Objective 4 that this new type of private rented housing will be focused in the east of the borough where they will form part of the Housing Zone proposals and wider regeneration plans in Tottenham. These activities will bring forward housing growth for the borough including good quality affordable private rented homes offering enhanced tenancy conditions such as longer tenancy terms than is normal in the private rented sector. We are also embedding quality requirements in our development plan policy, with a commitment to reducing unsuitable conversions of small homes

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Issue raised	How issue dealt with
	through family housing protection areas."
The Committee also raised concerns with the commitment on p.35, that the Council needed to provide 40% on-site affordable housing but neglected to mention targets for sites of less than 10 units.	Cllr Strickland responded that this was more a matter for Planning policy as opposed to a Housing Strategy. Subsequent to the Regulatory Committee meeting additional clarification is that the application of a 20% affordable housing requirement on sites of nine units or fewer is not included in the draft Housing Strategy because this is currently subject to consultation on changes to Haringey's Local Plan which is happening in response to national changes in planning policy. National planning policy excludes seeking contributions for affordable housing for sites of ten units or fewer.
The Committee noted there was no definition of what is an affordable or what a social rent is and the terms seem to be used interchangeably.	Cllr Strickland responded that there would be a mix of rents across the borough and that the provision to charge 80% of market rent for social housing was designed to cross subsidise the funding for new homes. An amendment has been made to the draft Housing Strategy. A footnote has been added to the relevant bullet point under Objective 4 in section 2.5 of the draft Housing Strategy providing a definition of affordable and social rents which reads as follows: "Affordable rented homes means social rented and "Affordable Rent" homes. Social rented homes are let by the council and housing associations on rents which are on average 30% of local market rents and usually let on tenancies which last indefinitely. The government introduced a new form of affordable home in 2012 which are

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Issue raised	How issue dealt with
	homes let on an Affordable Rent. The rents of Affordable Rent homes can be up to 80% of local market rents and are usually let on fixed term tenancies. Affordable Rent homes in Haringey have so far been produced by housing associations and the average rents for them have been around 65% of local market rents."
The Committee raised concerns with the policy of calculating the number of units replaced in terms of habitable rooms. The Committee requested that the report advocated replacing units like for like when estates were regenerated.	Cllr Strickland responded that this commitment was given for the Love Lane estate, where there was sufficient space to redevelop this site on a like for like basis. However, it was noted that on some other estates affordable housing would be re-provided by habitable rooms, as a significant proportion of properties on say, the Northumberland Park estate, are overcrowded and it may be more effective to build fewer properties with more rooms. In areas where social housing was very dense, this would be more difficult. The draft Housing Strategy has been amended. An additional paragraph has been inserted after the second bullet point in Section 8.4 Housing estate renewal. This new paragraph says: "Haringey's policy - on replacement of existing council housing on regeneration estates being on a habitable rooms rather than lost units basis - is to enable the borough to maximise opportunities to meet evidenced affordable housing need. Affordable housing need in the borough is for fewer smaller homes and more larger homes than is currently provided within the current council housing stock. The number of current habitable rooms will be the

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Issue raised	How issue dealt with
	minimum replaced and the council will always try to increase the number built subject to viability."
The Committee supported the report's assessment that design plays a central role in driving up house quality and requested that this is highlighted further in the report.	The Cabinet report has been updated at paragraph 6.1 to read "The council faces significant challenges in simply making sure enough homes are built to meet demand, and that all homes are well designed, fit to live in and affordable."
The Committee expressed concern with residents who benefitted from social housing but also owned property abroad and requested that the report explicitly note that people who live abroad are not entitled to social housing.	Section 5.3 of the draft Housing Strategy has been amended. The title for this section has been changed to "Allocating affordable housing" from "Allocating social housing" and two sub-sections introduced: one headed "Social and affordable rented homes" and the other headed "Low cost home ownership homes". In the new sub-section on Social and affordable rented homes, it has been clarified that these homes go only to applicants on Haringey's Housing Register with the highest level of housing need and/or an urgent need to move. In the new sub-section on low cost home ownership homes, the council sets out its intention to consult on a new Shared Ownership Policy to prioritise low cost home ownership homes in Haringey for people who live and work in the borough.
The Committee clarified that it was concerned with Council accommodation being replaced like for like, as opposed to Council housing being replaced by a range of other social housing provision e.g. through	Cllr Strickland responded that the December Cabinet report on the Love Lane Estate expressed a strong preference for rebuilding Council accommodation with Council accommodation, but that this was

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Issue raised	How issue dealt with
housing associations.	ultimately subject to financial considerations. Cllr Strickland noted that the Council was trying to be quite creative in terms of bringing in the money and also having the Council directly involved in the housing stock long term.
The Committee asked for clarification on how Right to Buy schemes would have an impact on the proposed new homes.	Cllr Strickland replied that the first batch of new homes were not protected from coming under the Right to Buy scheme but new build homes benefitted from a 'floor price' that protected the amount of money put in for a certain number of years. In addition, stock built by the ALMO can be protected from Right to Buy.
The Committee questioned how a reduction in the number of estates managed by more than one housing association would be achieved. The Committee requested that the document elaborated on how the Council will encourage stock rationalisation between Registered Providers.	Cllr Strickland responded that negotiations had been undertaken with the 6 major housing associations who agreed to work together to tackle this issue. In addition, the draft Housing Strategy has been amended to explain this. A sentence has been added to the second paragraph of section 7.2 "Improving the quality and management of homes owned by registered providers". The sentence reads "This will be achieved through the council's preferred partnership agreement with the borough's registered providers, a key objective of which is to establish a partnership approach to the provision, management and maintenance of affordable housing to raise standards across the borough".
The Committee questioned the use of the terminology of 'black and white' in the equalities section of the report and noted that a reference to numbers of	Officers agreed to make changes to this section of the report. The draft Housing Strategy has been

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Issue raised	How issue dealt with
BMEs might be more helpful.	amended at section 3.5 Equalities Impact Assessment. "black" has been changed to "Black and ethnic minority" but the wording "white" remains as there is no alternative wording. The Equalities Impact Assessment accompanying the draft Housing Strategy has been updated to show which ethnic groups are included under the broad ethnic categories of "Black", "Asian", "Mixed", "White" and "Other".
The Committee raised concerns around the fact that the Housing Strategy stated that, for schemes of 10 units or more, the requirement for affordable housing will be 40%, when the decision to reduce the threshold from 50% to 40% was still subject to consultation.	The Assistant Director confirmed that the 40% threshold was laid out in the Planning Policy document which was subject to consultation and noted that there was an alignment issue as a consequence of the timing of the publication of the two reports. It was agreed that the draft Housing Strategy should note that this provision was "subject to consultation". The draft Housing Strategy has been amended to include a footnote to the second paragraph in Section 8.1 which reads: "Note that the 40% threshold quoted here is set out in planning policy documents which are, as at March 2015, subject to consultation. Until formally agreed, the threshold for affordable housing remains at 50%. Consultation is currently taking place and is due to finish on 27 March 2015."
The Committee also noted that the consultation document may want to outline more clearly that estate renewal may not necessarily result in properties being Council-run accommodation.	Cllr Strickland agreed to review this section with Officers and see if changes needed to be made. The draft Housing Strategy will be amended to reflect this after the consultation.

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Issue raised	How issue dealt with
The Committee asked for further clarification on how estate renewal would tackle issues of overcrowding particularly when reallocating on a habitable rooms basis.	Officers confirmed that a holistic approach would need to be taken and that overall this would require not just analysing the number of rooms on an individual estate but also looking at the Housing Infill Programme and creating additional capacity on estates that can generate more units. Officers noted that the number of habitable rooms offered should be looked at in terms of a minimum baseline guarantee.
The Committee asked whether the building of new accommodation based on a shared public/private sector funding would necessitate higher rents to cover the cost of the development.	Officers responded that there is a possibility that some properties could be offered at higher rents in order to cross subsidize the scheme but, by building at scale and by adopting innovative funding models it should certainly be possible to keep rents at current levels.
The Committee raised concerns that the approach of allowing rents on smaller units to be set at up to 80% while limiting rents on larger properties at 45% will act as a disincentive to developers to deliver enough larger units and encourage them to focus on delivering smaller units.	The Assistant Director of Planning commented that this is covered by a planning policy position and the London Plan, as well as the Housing Strategy statement around developing an affordable mix and bedroom sizes. It was also noted that one of the benefits of adopting a habitable rooms as a basis for re-provision is that it reduced the incentive to the developer on how the overall quantum of development is divided.

9 Comments of the Chief Finance Officer and financial implications

9.1 The costs of producing this strategy document and the related consultation process can be contained within existing budgets.

9.2 The Strategy in itself does not make any recommendations to change policy and hence has no direct financial implications, however, where the strategy leads to policy decisions at a later date, then the Financial Implications and budget requirements of those decisions will be included within the relevant Cabinet reports. Existing revenue budgets already exist to prevent homelessness and

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capital budgets are identified to improve the quality of housing and funding related to these areas are included in the budget proposals presented to Cabinet and Full Council in February 2015.

9.3 Due to changes in the funding arrangements for Local Government, the Council is becoming increasingly dependent on Council Tax and Business Rates as a source of funding, and thus Housing growth is necessary to ensure the Council's funding position does not worsen.

10 Comments of the Assistant Director of Corporate Governance and legal implications

10.1 The Assistant Director of Corporate Governance has been consulted in the preparation of this report.

10.2 Under section 41 of the Greater London Authority Act 1999, as amended, ("GLAA99"), it is a general duty of the Mayor of London to prepare and publish a London housing strategy. Under section 333D of GLAA99, any local housing strategy prepared by a local housing authority in Greater London must be in general conformity with the Mayor of London's London housing strategy,

10.3 Under section 8 of the Housing Act 1985, local housing authorities (including Haringey Council) shall consider and review on a periodical basis the housing conditions in their area and the housing needs of the area with respect to the provision of further housing accommodation. Section 3 of the Housing Act 2004 further imposes a duty on local housing authorities to keep housing conditions in their area under review.

10.4 Under section 87 of the Local Government Act 2003 (as amended), the Secretary of State for Communities and Local Government has the power to require local housing authorities to have a housing strategy and impose requirements with respect to the ends that the strategy is to be designed to achieve, the formulation of policy for the purposes of the strategy or review of the strategy. The Secretary of State also has the power to order local housing authorities to prepare statement setting out their housing strategy and other material relating to housing. To date, the Secretary of State has not formally exercised these powers. The Explanatory Notes to this Act however describe a local housing authority's Housing Strategy as:

"... the local housing authority's vision for housing in its area. It sets out objectives and targets and policies on how the authority intends to manage and deliver its strategic housing role and provides an overarching framework against which the authority considers and formulates other policies on more specific housing issues."

10.5 The Secretary of State in the 2007 Green Paper "Homes for the future: more affordable, more sustainable" developed the reference to the local housing authority's strategic role as follows:

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"The local authority strategic housing role is made up of the strategic decisions and activities associated with effective planning and delivery, in order to meet the housing needs of all residents across all tenures. Strong performance in this role will support effective place shaping and help ensure delivery of the wider sustainable community. This requires vision, leadership, planning and delivery at a strategic level to:

- *assess and plan for the current and future housing needs of the local population across all tenures;*
- *make the best use of the existing housing stock;*
- *plan and facilitate new supply;*
- *plan and commission housing support services which link homes to the support and other services that people need to live in them;*
- *work in partnership to secure effective housing and neighbourhood management on an ongoing basis"*

10.6 Section 225 of the Housing Act 2004 states that "housing" (for the purposes of carrying out the housing needs review required by section 8 of the Housing Act 1985 and for the purposes of preparing a housing strategy under section 87 of the Local Government Act 2003) includes the accommodation needs of gypsies and travellers residing in their area.

10.7 The Public Sector Equalities Duty ("PSED") set out in section 149 of the Equalities Act 2010 obliges the Council in performing its functions "to have due regard to the need to:

a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it"

10.8 The Housing Strategy document itself is not a formal Planning document and consequently will not form part of the statutory Development Plan. While it will be a material consideration, it will not carry significant weight in the development management process.

10.9 The Supreme Court has recently endorsed the following general principles of consultation:

- That consultation must be at a time when proposals are still at a formative stage;
- That the proposer must give sufficient reasons for any proposal to permit intelligent consideration and response;
- That adequate time must be given for consideration and response; and

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- That the product of consultation must be conscientiously taken into account in finalising any statutory proposals.

10.10 In short, in order to achieve the necessary degree of fairness, the obligation is to let those who have a potential interest in the subject matter know in clear terms what the proposal is and exactly why it is under positive consideration, telling them enough (which may be a good deal) to enable them to make an intelligent response. The obligation, although it may be quite onerous, goes no further than this.

11 Equalities and Community Cohesion Comments

11.1 A detailed Equalities Impact Assessment of the draft Housing Strategy was undertaken which is set out in Appendix D. Recommendations arising from the assessment are shown in the table below.

Objective	Recommendations
Objective 1, Improve help for those in housing crisis	• Introduce regular monitoring and analysis of lettings of social rented homes in terms of protected characteristics • The housing circumstances and needs of households aged 18-24 and 25-44 which are the biggest age groups accepted as homeless, in TA and on the Housing Register need to be understood and an appropriate response put in place. • Examine the housing circumstances of Black and White female headed households on the Housing Register and in temporary accommodation with a view to addressing their particular housing needs
Objective 2, Ensure that housing delivers a clear social dividend	• Put in place equalities monitoring for all projects and activities which deliver new homes and jobs to ensure that all Haringey residents benefit proportionately • Where monitoring shows that residents with particular protected characteristics are not benefiting the reasons should be assessed and mitigating action put in place
Objective 3, Drive up the quality of housing for all residents	• Introduce regular monitoring of new developments to ensure they meet the needs of local people

Haringey Council

Objective 4, Achieve a step change in the number of new homes being built	• Explore ways of ensuring Black households in Haringey have access to, and can benefit from, this objective, particularly the focus on low cost home ownership in the east of the borough.

11.2 During a second round of consultation on the draft Housing Strategy, the issues highlighted in the initial Equalities Impact Assessment will be explored further. A final Equalities Impact Assessment will reflect the findings of the consultation and will be incorporated into the final version of the strategy and report to Cabinet.

12 Head of Procurement Comments

12.1 After consultation and following the release of the Final Strategy, the Corporate Procurement Unit will engage with commissioners, providers and suppliers to ensure apprenticeships and vocational training opportunities will come from the Housing Strategy, its investment in new building works, estate renewals and Decent Homes improvements.

12.3 The Corporate Procurement Unit will use contracting processes to help residents benefit from employment opportunities by designing Council contracts to address the desired outcomes and achieve social value objectives that the Council wants from the Housing Strategy.

13 Policy Implication

13.1 The draft housing strategy is a document for public consultation. Once adopted by Full Council the housing strategy will inform all housing service provision by the council, and Homes for Haringey, for the period 2015 to 2020. All future housing policies during this period will adhere to the vision, objectives and principles set out in the strategy. It will also inform the provision of housing, and housing related services by the council's partners and the development of new housing in the borough. Future policies and work streams include among others, a new Homelessness Strategy, a Private Sector Housing Strategy, a refreshed Affordable Warmth Strategy and the council's Housing Transformation Programme.

14 Reasons for Decision

14.1 Producing a housing strategy is considered best practice. It summarises the key housing challenges facing the borough and sets out how both the council and its partners can work together to tackle them.

14.2 The strategy will help the council, in partnership with others, to make sure that:

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- Our existing housing is in a good, safe condition;
- New housing meets the needs of our community and is built to good quality standards;
- We target limited resources to those who need them the most; and
- Our partners know what is expected of them when providing housing and housing related services.

14.3 The council is proposing a revised housing strategy for the period 2015 to 2020, as its current housing strategy is considered out of date. Since the current Housing Strategy was published in 2009, there have been significant changes at a local, regional and national level. These include:

a) Changes in government policy on local government, housing and welfare with Haringey facing a greater challenge than ever in meeting the housing needs of its residents but with less money and fewer staff

b) A significant reduction in public subsidy for affordable housing with the introduction of affordable rents at up to 80% of local market rents

c) A growing population; Haringey's population has grown from 216,510 in 2001 to a projected 293,749 by 2026 with particular growth in working age and older residents

d) Further Alterations to the London Plan (FALP) – has set Haringey an increased target of building 1,502 new homes in the borough per year for the period between 2015/16 and 2025/26

e) A growing gap between incomes and housing costs in Haringey

f) A growing private rented sector with increasing concern about its quality, management and affordability

15 Use of Appendices

Appendix A: Draft Housing Strategy 2015 - 2020

Appendix B: Full report on responses from the consultation on the vision, objectives and principles carried out between October and December 2014

Appendix C: Equalities Impact Assessment of the draft Housing Strategy 2015 - 2020

16 Local Government (Access to Information) Act 1985

Background documents for this report are set out below:

National Planning Policy Framework
Mayor of London, London Plan 2011
GLA Further Alterations to the London Plan 2014

Haringey Council

Mayor of London, London Housing Strategy, 2014
Haringey Council Corporate Plan 2015– 2018
Haringey Council Strategic Housing Market Assessment 2014
Haringey Council Local Plan 2013
Haringey Council Tottenham Strategic Regeneration Framework
Haringey Council Wood Green Investment Framework
Haringey Council Housing Investment and Estate Renewal Strategy 2013
Haringey Council Local Plan Making - Review of Haringey's Local Plan: Strategic Policies, "Preferred Options" for Tottenham Area Action Plan, "Preferred Options" for Site Allocations Development Plan Document, and "Preferred Options" for Development Management Development Plan Document, and the Local Development Scheme

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Cabinet – 17 March 2015 – Appendix A - Draft Housing Strategy for Consultation

Haringey Council

Haringey Housing Strategy 2015-2020

Draft for consultation

Ways you can tell us your views about this draft Housing Strategy

You can:

	Fill in our survey online at: www.haringey.gov.uk/housingstrategyconsultation
	Download and print off a copy of our survey from our website, fill it in and send it back to us. You can download it from the web address shown above. When completed, you can send it FREEPOST – you will not need a stamp – to: RTJK - BZBZ - LASY FREEPOST Housing Investment and Sites Team River Park House 225 High Road London N22 8HQ
	Email us with your views on: Housing.strategy@haringey.gov.uk
	Phone us to let us know your views on: 020 8489 5678

The consultation starts on XX May 2015 and finishes on XX June 2015.

We look forward to hearing from you.

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Foreword: Councillor Alan Strickland, Cabinet Member for Regeneration & Housing

We believe that housing is fundamentally about people and communities, not just bricks and mortar. We want to make sure that our residents have access to high quality homes that will support them in leading happy and fulfilling lives. Whether renting or buying, there is clear evidence that the quality of your home affects your health, children's attainment at school and the quality of family relationships. To help our children to have the best start in life and our adults to fulfil their ambitions, it is crucial that our residents have access to high quality homes at prices they can afford.

To achieve this ambition, we need to see a step change in the number of homes being built in our borough to tackle the housing crisis head on and provide more homes. We also need to do much more to drive up the quality of homes, whether newly built private homes, privately rented homes, or affordable housing.

We also want this new approach to homes in Haringey to help build strong, mixed communities. Too often in London, housing is an issue that divides communities and physically separates rich from poor. We want our neighbourhoods to reflect the full diversity of our vibrant borough, with people of all ages, ethnicities, incomes and backgrounds living together in strong, successful and cohesive communities.

To build more mixed communities, we will push hard to see more affordable homes built in areas of our borough with higher house prices and rents and encourage more genuinely affordable home ownership in the centre and east of the borough. We will ensure that new developments are genuinely mixed, with a range of homes of all types. In seeking to build successful mixed communities, we want to tackle not just income inequality, but asset inequality. We will work hard to create new affordable homes that help people to put down roots and get onto the housing ladder. We must also do more to provide wrap-around support to those in housing crisis, providing not just homes but better life chances for families left behind by the market.

This is a strategy that sets direction for everyone involved in housing – residents, developers, investors, builders, housing associations and the local authority – to do what we can to provide the homes needed and to ensure that housing delivers a clear social dividend. I am confident that with determination, creativity and innovation, we can tackle the housing crisis in London head-on and deliver this new approach to housing in a way that makes a real difference for our residents.

Councillor Alan Strickland
Cabinet Member for Housing and Regeneration

2. Executive Summary

2.1 Context

Like many parts of London, Haringey faces a large and growing housing challenge: demand for homes continues to grow, with housing becoming increasingly unaffordable for many people, while government funding decisions mean that support for councils to meet this demand is shrinking at the same time as support for individuals. Meanwhile, the quality of existing homes is often not high enough, and inequalities are reinforced by the way different kinds of housing are distributed across the borough.

This changing environment demands a new response. This strategy describes what we think that new response should look like – for the council, and for others too. It is clear that Haringey can learn from the experiences of other boroughs facing similar challenges, a number of which are further advanced in addressing some of these issues. But Haringey must also innovate – leading the way where other councils have not yet established a precedent – if we are to face up to the particular combination of issues we face, and to tackle some of the most stubborn challenges that we and many other places continue to face.

2.2 Our vision

Housing is about people and communities, not just bricks and mortar. This means mixed and inclusive neighbourhoods where residents can lead happy and fulfilling lives.

2.3 Our objectives

Our approach can be summarised in four simple objectives. We propose to:

1. *Improve help for those in housing crisis*
2. *Ensure that housing delivers a clear social dividend*
3. *Drive up the quality of housing for all residents*
4. *Achieve a step change in the number of new homes being built*

These objectives are the building blocks (and chapter headings) of this strategy; they will underpin not only all of Haringey's work on housing, but also the contribution we would like to see from our partners.

2.4 Our principles

This strategy sets out not only *what* we want to do, but *how* we plan to do it. In the council's vision for housing in Haringey, you can find the key principles that have informed this strategy:

Housing is about people and communities. Homes and housing services are not ends in themselves. They only succeed if they help people to meet their wider needs and aspirations: for economic security; for health and wellbeing; for safety and security, and for links to their family and community. The 'People' element of our Tottenham regeneration programme is already starting to put some of these principles into practice; we want to see the same approach used right across the borough, by the council and our partners.

We want mixed and inclusive neighbourhoods. We can only bring greater equality, resilience and stability if we improve the mix of homes in each of our communities. In reality the best way to change the mix of homes – in terms of type and size of home, tenure and value – is by building new homes. Our aim to build thousands of new homes is not just a numbers game; we need to build the right homes in the right places.

We want to work together with residents, who are key to helping achieve the goals set out in this strategy, and to help them to help themselves. As the council strives to provide excellent services with ever-decreasing resources, the need for residents to play their part is increasingly important. The need for a collaborative approach is not just driven by a need to save money, we also think it is the right thing to do: moving towards a more resilient and independent community that is able to prevent problems wherever possible.

2.5 Our headline proposals

Objective 1. To improve help for those in housing crisis, we will:

- Do everything we can to **prevent people becoming homeless**, or spending a long time on our housing register or in temporary accommodation. This will include helping people to help themselves, whether to avoid being evicted or to find a good-quality private rented home in Haringey or elsewhere, and adopting a new approach with a focus on providing the right information and advice early on, preventing avoidable distress and intervention later.

- Be clear about prioritising **the allocation of social housing** to those in greatest need – and be clear about how we define that need. For example, we have already said that people who have been in Haringey for three years or more will have priority, and we have removed bands D and E from our housing register, being honest about the fact that people in those categories no longer stand a realistic chance of being allocated a home.

Objective 2. To ensure that housing delivers a clear social dividend, we will:

- Continue to provide **lifetime tenancies for council tenants**, to help give the secure and stable homes that families and individuals need to thrive.

- Ensure that the council's **housing services** are of a measurably high standard and open to scrutiny and continuous improvement, and that residents are engaged in shaping them.

- Promote housing as a springboard for **stability, independence, health and wellbeing**. This means the council and registered providers being more than just a landlord: taking a new, more active and tailored approach to helping residents to find and keep a home, and working together with them to improve their health, education, skills and employment prospects and to maintain their independence. Working together is particularly important: we will not impose one-size-fits-all requirements on our enormously diverse community, we will instead take time to understand people's particular needs and aspirations. In return, we expect residents to take responsibility for their housing, and their wider lives.

- Place a high priority on **affordable home ownership**, giving as many families as possible a realistic chance of getting onto the housing ladder, and enjoying the stability of owning their own home. We will do what we can to make shared ownership an easy-to-understand and easy-to-access option for as many people as possible, and help families save for their investment in a home.

- Look for pioneering ways for residents to have **a direct stake in Haringey's growth** and regeneration – particularly in Tottenham and Wood Green, where the change will be greatest – including by offering clear guarantees to residents of estates where the greatest change is happening.

Objective 3. To drive up the quality of housing for all residents, we will:

- **Tackle poor quality private rented housing**, by looking at setting up both a new lettings and management agency and a new licensing scheme for private rented homes.

- Take active steps to bring **purpose-built private rented homes** to the borough, as a new way of driving up quality in the private rented sector.

- **Invest in improvements to council homes**.

- Set new standards for homes built and managed by **housing associations**, and reduce the number of estates managed by more than one social landlord.

- Drive up standards in the **design of new homes**, by challenging housebuilders through the planning process and working as early as possible with major developers to shape their plans.

Objective 4. To achieve a step change in the number of new homes being built, we will:

- **Maximise the number of new homes** being built, by working closely with private developers as well as with our preferred registered provider partners, and supporting higher density development by using the planning system to ensure each site can provide homes for the highest possible number of people.

- Build the **first new Haringey council homes** for a generation, completing at least 250 by 2018.

- Put **mixed communities** at the heart of our approach. Not just a mix of homes across the borough; a mix within each neighbourhood, in the type and size of home, the tenure and the value. The right approach to housing can help to make Haringey a fairer borough with more stable communities - offering everyone access to a range of experiences, facilities and opportunities, and enabling people to move through the housing market without having to sever important community ties. New housing is the main way to change the current mix: in Haringey this means focusing new affordable rented housing[1] as much as possible in places where it is currently scarce, while deliberately prioritising more private rented homes and homes for sale in the areas which are now dominated by affordable rented housing.

- **Promote 'affordable' housing** (whether rented or part-owned) that meets the full range of need, and be clearer than ever before about the definition of 'affordable'. As a maximum, we expect that no-one should have to spend more than 45% of their net household income on housing costs – but for many it will need to be lower than this. By keeping rents low in this way, we accept that we and our partners may be able to build fewer homes overall than if we set rents higher.

- Push ahead with **housing estate renewal**, rebuilding council homes alongside new homes of other tenures, including for private sale. This is essential in increasing the number of homes in Haringey and achieving a better mix of housing across the borough, while tackling poor quality homes where Decent Homes investment cannot deliver the necessary change. We acknowledge the particular challenges in making renewal work on estates like Broadwater Farm and Noel Park. We will prioritise a better balance of home sizes in the replacement of affordable rented stock, accepting that this will sometimes result in fewer affordable rented homes overall.

[1] Affordable rented homes means social rented and "Affordable Rent" homes. Social rented homes are let by the council and housing associations on rents which are on average 30% of local market rents and usually let on tenancies which last indefinitely. The government introduced a new form of affordable home in 2012 which are homes let on an Affordable Rent. The rents of Affordable Rent homes can be up to 80% of local market rents and are usually let on fixed term tenancies. Affordable Rent homes in Haringey have so far been produced by housing associations and the average rents for them have been around 65% of local market rents.

- Promote **innovation** and be prepared to experiment with new kinds of homes, including subsidy-free affordable housing models, new approaches to shared ownership and purpose-built private rented homes.

We know that some of these approaches will be unpopular, difficult to implement, or both. Others will feel long overdue. Many, while new to Haringey, are already well established in other London boroughs and other parts of the UK.

In the current climate, and with our vision for Haringey's future, we think that together these ideas represent the best possible future for housing in Haringey, and for the people of Haringey.

We want to know whether you agree.

3. About this strategy

3.1 What is this strategy for?

While councils are not required by law to have a Housing Strategy. it is an important way of building on our corporate plan and statutory development plan to set out in setting out how we will lead the work to plan and deliver new homes and provide housing services in a way that meets local needs.

Building on the Corporate Plan

Haringey Council's new Corporate Plan, *Building a Stronger Haringey Together*, sets out the council's overall priorities and programme of work for the period for 2015-18. It identifies housing as one of its five priorities, committing us over that period to '*Create homes and communities where people choose to live and are able to thrive'.* The role of this strategy is to flesh out the Corporate Plan's high level objectives: to show more clearly what success looks like, to say what the council will do itself and what it expects others to do; and to demonstrate clearly how housing can play a role in meeting our objectives right across every element of the Corporate Plan. In that way, this strategy provides a framework for the Corporate Plan's delivery, by the council and its partners.

Supporting Planning Policy

This strategy has been written in conjunction with the council's key local development plan documents, and will help to define the council's requirements for the kind of housing – and in particular affordable housing – that must be built as part of new developments in the borough.

The planning process is one of the most important tools that the council has in making sure that new homes in the borough are the homes we need: affordable to the borough's current and future residents, in an appropriate mixture of different tenures, and designed in a way that meets people's actual needs including in terms of accessibility and the number of bedrooms. The strategy will support the council in making planning decisions; while not a formal planning document and consequently will not form part of the Statutory Development Plan, the Housing Strategy will be a material consideration, although will not carry significant weight in the development management process.

3.2 Who is this strategy for?

This strategy is a public document, and we want it to be accessible to everyone. There are some groups of people that we expect will be particularly interested in some or all of the strategy, and may need to use it in their work. These include:

- Existing Haringey residents (especially those who rent their home from the council, a registered provider or a private landlord), so they know what they have a right to expect, and what is expected of them
- People looking for a new home in Haringey (whether they currently live here or not, and especially if they want to rent that home or buy some or all of it through an affordable home ownership scheme), so they can understand what their options are and what support they might expect
- Private developers and registered providers proposing to build new homes in Haringey, so they know what is expected in their proposals
- Private landlords and registered providers who rent out homes in Haringey, so they know what standards are expected and how those standards might be enforced

- Regional and central government agencies such as the Greater London Authority (GLA) and the Department for Communities and Local Government (DCLG), to help inform their funding decisions
- Public bodies and voluntary sector organisations that provide services or advice to current or future Haringey residents, so they can make sure their own work with residents is consistent with the council's approach and links properly to the work being done by housing providers.
- The council itself, and its partner Homes for Haringey, to ensure that our approach to future challenges is consistent with the overall strategic approach set out here

3.3 Why a new strategy now?

The council's new Corporate Plan – and in particular the objectives it sets out on housing and growth – makes this a good time to update our approach to housing. There are many other recent changes – many of them outside of the council's control – which mean that our previous Housing Strategy needs updating. They include:

i. The Mayor of London – through his London Plan – has set Haringey an increased target of 1,502 new homes per year for the period between 2015/16 and 2025/26
ii. Changes in national government policy on local government, housing and welfare mean that Haringey is facing a greater challenge than ever to meet the housing needs of its community, but with less money and fewer staff of its own
iii. Haringey's population is growing, from 216,510 in 2001 to a projected 293,749[2] by 2026, with particular growth in working age and older residents
iv. The ratio between house prices and earnings in Haringey has increased from 4.31 in 1997 to 11.15 in 2013. The higher the ratio, the more unaffordable it is for households to access home ownership
v. Private renting has increased substantially in Haringey since 2001, but there is increasing concern about its quality and management and that as rents increase, even this is an unaffordable option for many people

3.4 How was the strategy developed?

Consultation

The council has already held the first of two consultation exercises to encourage input from residents, partners and stakeholders to help shape the content of Haringey's Housing Strategy.

The first consultation exercise, carried out between 20 October and 12 December 2014, sought opinion on the draft vision, priorities and principles that could be included in a new Housing Strategy. While a large majority of stakeholders expressed support for the proposals, respondents also highlighted a range of issues and concerns. This draft strategy addresses the most significant of these in the following ways:

- Affordability of homes: this draft strategy proposes a definition of affordability, that no more than 35% of net income should be spent on housing costs by someone living on Haringey's median income (£33,140 as at 2012/13). See section 9.2 for more information
- The need to build more homes in the borough: this draft strategy sets out the housing targets Haringey is proposing to work to during the next 10 years. See section 9.1 for more information
- Quality and management of homes in the private rented sector: this draft strategy sets out proposals to set up a new lettings and management agency and a licensing scheme for private rented homes in the borough. See section 8.3 for more information

[2] GVA, (2014) *Haringey Strategic Housing Market Assessment*, Pg 7

- The need for homes to be set in good quality environments, internal and external: this draft strategy sets out plans for:
    - Tackling the blight of empty homes and bringing them back into use (section 8.4)
    - Completing the Decent Homes programme for council-owned homes (8.1)
    - Setting new design standards for homes built and managed by a range of providers (section 8.5)
    - Working with the providers of multi-landlord estates to improve service standards on these estates (section 8.2)
- To address concerns about whether the council could achieve its stated objectives, the following section of the strategy (section 4.5) sets out how it will be delivered and monitored

A full consultation report including a list of stakeholders consulted and feedback from respondents is available online at www.haringey.gov.uk.

This full draft strategy is the basis for the second round of consultation.

3.5 Equalities impact assessment

A detailed Equalities Impact Assessment of the draft Housing Strategy was undertaken. Recommendations arising from the assessment are:

Objective 1:
- Introduce regular monitoring and analysis of lettings of social rented homes in terms of protected characteristics
- The housing circumstances and needs of households aged 18-24 and 25-44 which are the biggest age groups accepted as homeless, in TA and on the Housing Register need to be understood and an appropriate response put in place.
- Because of their over-representation, an examination of the housing circumstances of Black and minority ethnic (BAME) and White female headed households on the Housing Register and in temporary accommodation with a view to addressing their particular housing needs

Objective 2:
- Put in place equalities monitoring for all projects and activities which deliver new homes and jobs to ensure that all Haringey residents benefit proportionately
- Where monitoring shows that residents with particular protected characteristics are not benefiting, an examination of why this is happening should take place and mitigating action put in place

Objective 3:
- Activities proposed under this objective are already covered by equalities impact assessments

Objective 4:
- Support existing communities while enabling a greater mix of tenure, ways of ensuring BAME households in Haringey have access to and benefit from the focus on low cost home ownership in the east of the borough should be explored

3.6 How will the strategy be delivered?

This strategy sets out what Haringey Council wants to achieve on housing, focusing in particular on the big changes necessary to our approach. While it describes a number of specific initiatives that are already underway or in development, it does not offer every detail of how our objectives will be achieved. In some cases, we do not yet have all the answers. In others, there is not space here for all the detail. In many cases, we will want to consult further with residents and partners before finalising plans and putting them into action.

Crucially, the council cannot and will not do everything itself. There is a central role for Homes for Haringey, the arms length management organisation (ALMO) that manages the council's homes, and we are also clear that leadership on housing in Haringey extends beyond the council. The approach should apply to all homes in Haringey, which means everyone involved in building and managing homes and supporting the people who live in them has a role to play in delivering it. This strategy also describes how and why we would like residents and communities to take a greater share of responsibility for their own housing situation and wider lives.

We are determined to be transparent about our own detailed plans for delivery, and will:

- Involve residents and other partners in developing detailed proposals to deliver those objectives described in the Housing Strategy where plans do not already exist
- Publish details of our progress, as part of our transparent monitoring of performance against the council's wider Corporate Plan
- Publish on the council's website a comprehensive collection of detailed policies and sub-strategies that set out our approach to delivering the strategy, such as our updated Allocations Policy, refreshed Homelessness Strategy and forthcoming Private Sector Housing Strategy.

The table below sets out the range of housing-related sub-strategies that will assist in delivering the council's Housing Strategy

Delivery (sub) Strategies/Policies	**To be completed by/already completed**
Homelessness Strategy to include: • Move-on Strategy • Rough Sleepers Strategy	2015/16
Private Sector Housing Strategy (includes empty homes)	2016/17
Affordable Warmth Strategy	2015/16
Tenancy Strategy	October 2014
Allocations Scheme	October 2014
Decant Policy and Procedures	2015/16
Housing Investment and Estate Renewal Strategy	November 2013
Housing Related Support Commissioning Plan	July 2012
HRA Business Plan	2015/16
Homes for Haringey's Business Plan	2015/16
Corporate Asset Management Plan / Capital Strategy	2015/16
Housing Asset Management Strategy - includes environmental sustainability.	2015/16
Customer Services Strategy / Services Transformation Programme	Ongoing
Housing Transformation Programme	March 2016
Older People's Housing Strategy (2011-2021)	May 2011
Affordable Housing Delivery Plan	2015/16
Planning Policies (design, density, environmental sustainability, etc)	2015/16
Shared Ownership Policy	September 2015
Discounted Rent Allocations Policy	March 2016

4. The Haringey context: key challenges and opportunities

4.1 Haringey's opportunities

Haringey is a place of great opportunity. We are part of one of the greatest world cities and benefit hugely from that. With our potential for growth, we believe that we are the future of London.

Haringey is building on a great base. We are already home to institutions of national and international significance including Tottenham Hotspur and Alexandra Palace. There are many great businesses, with more arriving all the time, and fast transport links Haringey residents to many thousands more jobs in central London. Our residents come from many different cultures and we are proud of our diverse communities that are comfortable with one another. We are home to some of London's most desirable neighbourhoods, while at the same time the variety of housing means that people who cannot afford other parts of the city have been able to make Haringey their home without having to compromise on connections to central London.

4.2 Haringey's housing challenge

Since the last Housing Strategy for Haringey was published in 2009, there have been two local elections, one general election and a London Mayoral election. The 2011 Localism Act – and in particular the changes to council financing for housing – transformed the environment for local authority housing. Meanwhile the economy, at both a macro and micro level, has changed beyond all recognition, while the population of London has continued to grow.
Government cuts to the council's annual budget have amounted to £117m since 2010, and a further £70m of savings are earmarked for the period through to 2017/18, meaning Haringey is no longer able to provide the range of services it once did and has to deliver services in different ways.

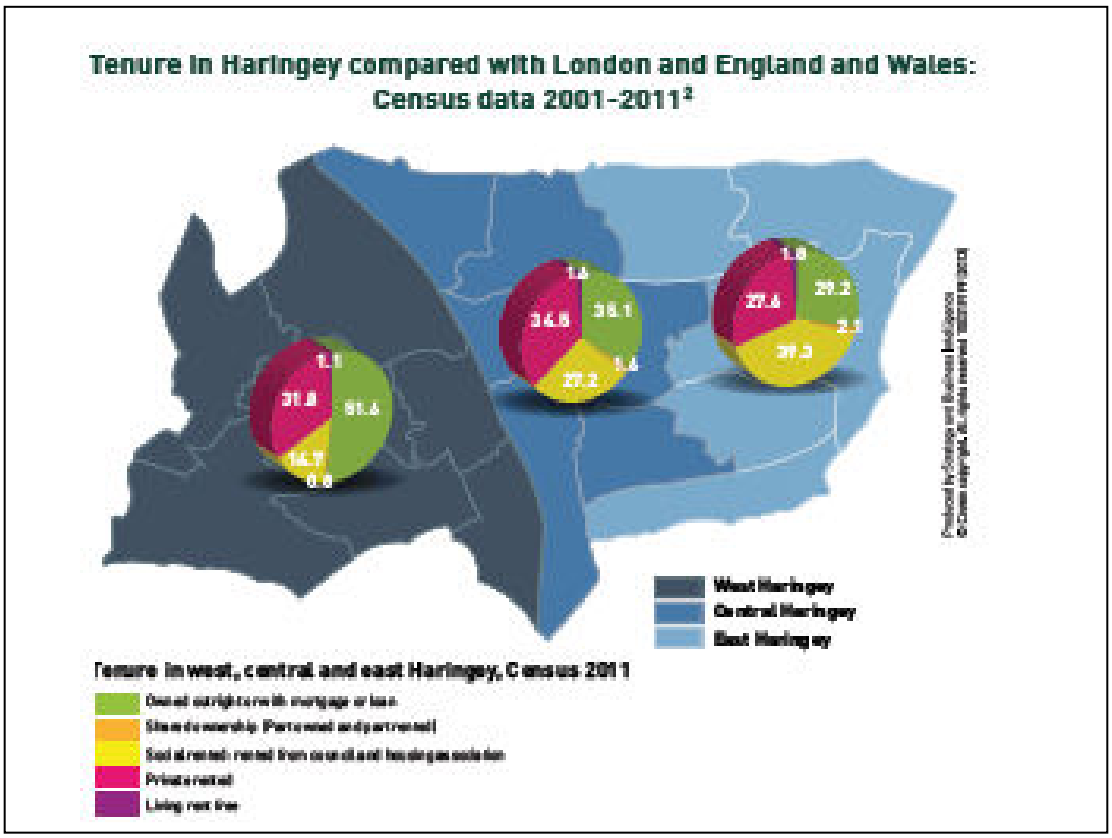
The council's role in delivering its housing strategy is increasingly one of commissioner and enabler, working with partners to maximise investment in new housing and better services, and supporting residents to help themselves as much as possible by making sure they have all of the information they need to make informed choices and are supported to take responsibility for their own futures.

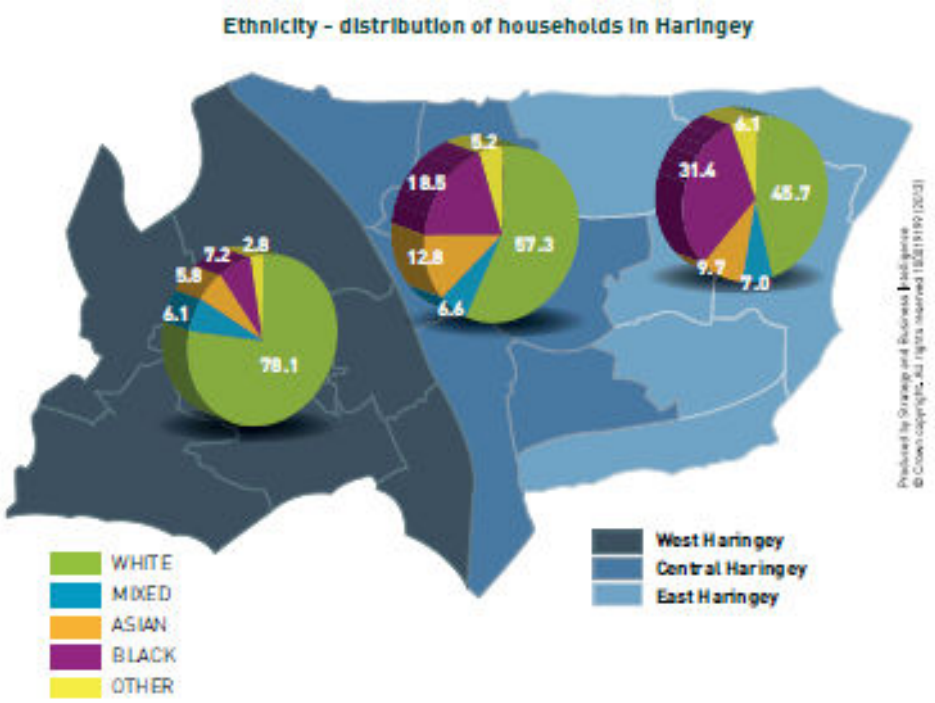
With a 65% reduction in the amount of subsidy available to build new affordable homes as well as substantial changes to the national and regional picture which have made the housing challenge even more significant, we are simply not able to house everyone. Demand for council and registered provider homes in the borough far outstrips availability. Within London, Haringey has the second highest number of households in temporary accommodation because they are homeless. In reality, social housing is only open to those in extreme need and supply will never meet demand.

Meanwhile, London as a whole is experiencing a housing crisis. The capital's population is booming and this year will pass its historic peak of 8.4 million, but housebuilding is not keeping pace and homes in the capital are becoming ever more unaffordable. London Councils estimates that 800,000 new homes will be needed in the capital over the next decade, whilst recent annual completions have averaged less than 25,000 a year.

Haringey can be part of the solution, but only if we can address the challenges head-on and in a way that puts people first: by going as far as we can to meet demand for more housing; by ensuring we have the right mix of housing options across the borough; and by driving up the quality of all housing. We need to work with all our partners, and across all tenures, to accommodate households that are large and small, to house people who are elderly and need more support, and to allow people with physical and learning difficulties to live as independently as possible.

And the challenges are not just about the people and families in greatest need. Getting on the housing ladder is increasingly unaffordable for many people, denying families the stability of ownership and reducing the number of financially resilient residents who have assets to fall back on in the future. New homes are not affordable to most residents, and of those who can buy a first home, many can only afford to do so because of financial help from their parents or others.




Ethnicity - distribution of households in Haringey
78.1
6.1
5.8
7.2
2.8
57.3
6.6
12.8
18.5
5.2
45.7
7.0
9.7
31.4
4.1
WHITE
MIXED
ASIAN
BLACK
OTHER
West Haringey
Central Haringey
East Haringey


Age distribution
50
40
30
20
10
0
Haringey 2011
London 2011
England and Wales 2011
under 20
20-44
45-64
65-84
over 85

4.3 Harnessing regeneration and growth to deliver our ambition for housing

Haringey's drive for new housing forms part of its overall ambitions for regeneration and growth, as set out in both the council's Corporate Plan for and its emerging Local Plan. In the coming years, the council's regeneration efforts will be targeted in its priority areas of Tottenham and Wood Green. The council's vision for regeneration includes new and improved housing alongside other measures including better local town centres; enterprise, employment and training; transport; health; education; community safety; and environmental improvements. The council will have a coordinating role across these areas.

Tottenham already has a mix of housing, though that mix is not good enough and in some areas the housing quality is not what it should be. Regeneration in Tottenham is already well underway, and the council is committed to estate renewal at High Road West (Love Lane) and Northumberland Park, together with the delivery of a significant number of new homes – and in particular affordable homes – at Tottenham Hale as part of the Housing Zone strategy promoted by the Mayor of London.

In **Wood Green**, the challenge is clear: how can the area take advantage of its excellent transport connections (which we hope will soon be improved by Crossrail 2) and a number of large development sites (including on council land) to drive major housing growth while simultaneously rejuvenating an economically flagging and poorly laid-out town centre. Wood Green has the capacity for around 5,000 new homes in the next fifteen years, a major contribution to Haringey's overall target. Like Tottenham, Wood Green also has a range of existing homes which will form part of the area's long-term housing offer, and whose character will need taking into account when the mix of new homes is being determined. The council will be developing its plans for Wood Green throughout 2015 and 2016.

To fit with our wider regeneration aims, new homes and housing programmes – including estate renewal projects – in Haringey must:

- be fully aligned with the wider vision for the place, as set out in planning policy and regeneration frameworks
- be in keeping with their surroundings, preserving the best and the unique, while contributing an appropriate supply of good quality homes for current and future residents of the borough and helping to create the optimum conditions for economic growth
- help to link physical change to improved social and economic outcomes, using the links between resident and landlord to connect people with opportunities to improve their safety, health, skills and employment opportunities, as described elsewhere in this strategy
- be sustainably supported by the necessary infrastructure, whether utilities and services directly serving homes; social infrastructure like schools and health facilities; or transport services linking housing areas to employment opportunities, local services and neighbouring communities. Investment in homes should support investment in infrastructure, especially in areas where we know need already exists such as primary health care in Tottenham

<u>Maximising the potential of council land</u>

It is clear that public land, owned by the council, has a major role to play in delivering housing growth and wider regeneration, including through major housing estate renewal and development of sites that are now surplus to the council's requirements. However, the council's land assets are matched by neither the capital funding (or borrowing capacity) nor the commercial and development expertise required to build the number of homes of the quality we would like at the speed that our residents need them.

To make best use of public land in delivering regeneration and growth ambitions, the council is exploring whether and how it might establish a new development vehicle: a dedicated company that brings together its land assets with investment and expertise from one or more private

partners, in a joint venture. This would enable the council to realise its ambitions for housing on its land, while retaining an appropriate long-term stake in the proceeds of development, enabling it to reinvest in regeneration including through the Community Fund described elsewhere in the strategy. It would also allow the council to retain influence over the pace and quality of development, which would not be possible with more traditional land deals or development agreements. This proposal will be developed further throughout 2015, with 2016 the earliest that a vehicle could be established.

HARINGEY'S HOUSING STRATEGY

5. Objective 1: Improve help for those in housing crisis

The vision that underpins this strategy has people and communities, rather than bricks and mortar, at its heart. Haringey residents should be able to expect a reasonable standard of housing that enables them to stay safe and warm, and which provides the basis for them to meet their own needs and aspirations.

This section of the housing strategy explains how we will respond to the particular needs of people and families: giving advice and offering options with the aim of preventing homelessness, while being clear that responsibility for defining and meeting those needs should lie with residents, rather than with the council or any other organisation.

5.1 Preventing homelessness

Where households face actual or threatened homelessness, councils have a legal duty to provide advice and assistance, and - in some cases - accommodation. Due to the increasing difficulties that many people are facing in sustaining their homes, we can expect to see an increase in demand for services to help people threatened with homelessness. We will work with each person or family to help them identify the best way for them to get or keep a home.

- Our starting point must be to try to prevent homelessness wherever possible. The number one reason for homelessness in Haringey is loss of a private rented sector tenancy, usually because of a landlord's wish to charge increased rents which are not affordable for the current tenant. Many households will also experience financial difficulties and get into rent arrears. Whatever the circumstances, we will work with tenants – and in partnership with private landlords, registered providers and the voluntary sector – to provide advice and support, and to try and sustain their tenancies whenever possible
- Where it is not possible to avoid a person or family becoming homeless, we will help people to access the widest possible range of options, including a good quality affordable home in the private rented sector and sometimes the option of a home outside Haringey. We particularly want to reduce the number of homeless households living in temporary accommodation, and will work with landlords of private rented homes to provide a greater supply of good quality, safe and well-managed homes for people who are homeless
- We will almost always expect people who are homeless, or at risk of becoming homeless, to take an active role in the process, taking responsibility for their situation and the options for dealing with it, and being realistic about the range of possible outcomes. This, more collaborative approach is not just driven by reduced resources: we believe it is the right thing to do, moving towards a more resilient and independent community which is able to prevent problems wherever possible

Haringey will be refreshing its Homelessness Strategy over 2015/16, starting with a homelessness review.

5.2 Taking new approaches to temporary accommodation

Like many other boroughs, Haringey finds it increasingly difficult to secure good quality, sustainable and affordable temporary accommodation of all types in London. Competition for private rented homes has driven up prices, sometimes further fuelled by suppliers who actively inflate the market. Meanwhile, the council is dealing with rising levels of homelessness, and

households often spending longer in temporary accommodation. To meet the challenge on demand, and to contain costs, the council needs to work differently. We are:

- Forging new partnerships with investors offering long-term investment to provide affordable, good quality, secure homes to help homeless households as well as additional, cheaper temporary accommodation
- Supporting homeless households who cannot afford Haringey or London private rental prices, to enable them to take up homes out of London with landlords the council has vetted and trusts
- Using a wider range of council assets, including homes we own, for temporary accommodation

5.3 Allocating affordable housing

Social and affordable rented homes

Social housing is scarce and demand far outstrips supply; we cannot house everyone. We have recently updated our Housing Allocations Scheme, which describes how we prioritise the allocation of social and affordable rented homes across the borough, whether the council or a registered provider is the landlord, only to people on Haringey's Housing Register with the highest level of housing need and/or an urgent need to move. Recent changes include:

- A commitment that people who have been in Haringey for three years or more will be given priority
- Measures to help the council achieve its estate regeneration ambitions by ensuring that residents in those estates can be appropriately re-housed
- Allowing the council and its partners to make the best use of their stock by enabling people who are under-occupying their home to move to a smaller property
- Removing housing need bands D and E from our housing register altogether, on the grounds that people in those categories no longer stand any realistic chance of ever being allocated a home

The council will also continue to quickly let empty council properties and take up nomination rights to registered provider vacancies.

While we are committed to providing lifetime tenancies for council tenants, we will never assume that social housing will meet every family's long term aspirations. Some residents will aspire to own a home, or privately rent a home in the future. We will always seek to understand these aspirations, and support our residents to work towards them.

Low cost home ownership homes

The council will consult on a new Shared Ownership Policy which intends prioritising new low cost home ownership homes that become available to people who live and work in Haringey.

6. Objective 2: Ensure that housing delivers a clear social dividend

Housing cannot be separated from some of the other challenges people may face, including in health, education, employment or community safety, or to ignore the role that housing can play either in helping to meet those challenges, or in making them worse. New homes and wider regeneration programmes can – and must – have a transformative effect, not just on the physical place, but on the lives of people who live in that place. We are particularly keen to make sure that people who have lived in regeneration areas for a while can get the greatest possible benefit from the change in their neighbourhoods.

6.1 Using housing to improve life chances: promoting stability, independence, health and well-being

A safe, stable good quality home is often the first building block for a healthy, independent life. Haringey Council is determined to work in an integrated way with health, housing and voluntary sector partners to make sure that each Haringey resident has a home that helps to support their stability, independence, health and well-being.

The aim is to provide a comprehensive response to the sometimes complex needs of residents, and in particular the most vulnerable households whose needs will often be amplified by recent and possible future changes to the welfare system. We also know that some parts of Haringey's increasingly diverse population will need particular kinds of support, and that some of those groups – especially older people – will grow in the years to come. Wherever possible, our approach will be based on three important principles:

- We think it is better to prevent problems before they arise
- We expect residents to take primary responsibility for their own situation wherever possible
- We want communities increasingly to support each other, rather than rely on public services

Inevitably, this approach is partly driven by the need to reduce dependence on a council – and wider public services - with ever-decreasing resources. But this collaborative approach is not just driven by our need to save money: we also think it is the right thing to do. A more resilient and independent community is more likely to succeed in the long-term.

The 'People' element of our Tottenham regeneration programme is already showing how this can work in practice. On the Love Lane estate, for example, the council and residents have worked together not just on the changes to people's homes and the wider built environment, but on issues of health, employment, education and crime and in a co-productive way, led by residents themselves. This is a template we want to use elsewhere in Tottenham and across the borough, adapting it to meet the particular priorities that local people have identified.

A stable home

Evidence shows that children's life chances are enhanced by living in stable homes while being forced to move home frequently can have a detrimental effect on educational attainment. Frequent moves can also disrupt vital family connections and access to a stable job or training. To help provide the secure and stable homes that families and individuals need to thrive we will:

- Work to sustain people's tenancies no matter who their landlord is
- Provide lifetime tenancies for council tenants
- Start working with investors to develop affordable private rented homes in Haringey which offer longer tenancies than is typical in the private rented sector.

Employment and training

Housing can also help residents to secure employment and access training opportunities – supporting the long-term aim of achieving a fully-employed Haringey – together with partners, including Job Centre Plus, local colleges, third sector organisations and employers. Together, we will:

- ensure that housing advice and homelessness services are closely linked with employment and skills support, particularly in relation to young people
- use our buying power to help residents benefit from jobs working to deliver council contracts;
- encourage our providers and suppliers to offer apprenticeships and vocational training opportunities like those offered by the council itself
- secure training and employment for Haringey residents in construction and related trades in new building, estate renewal and Decent Homes improvements. Homes for Haringey's *Building Lives* programme shows what can be achieved in this field, supporting unemployed people of all ages and backgrounds into sustainable construction careers as part of the Decent Homes programme, including by creating 50 apprenticeships over two years. We hope to extend this initiative to the council's new build and estate renewal programmes. We will also use section 106 agreements attached to planning permissions to cement commitments from housing developers to training and employment.

Helping people to live independently

We believe that independence is fundamental to wellbeing for everyone, and independent living for the widest range of people helps to achieve our aim for mixed and balanced communities. We recognise that this can be particularly challenging for some people, and that support will sometimes need to be tailored to the needs of particular groups. We have changed our approach to place a higher priority on helping people to live independently. For example:

- To help young people, including care leavers, to secure and maintain independent housing away from the family home, we will work with our partners to help them engage effectively in society, combat financial exclusion and make the most of training and employment opportunities
- We will seek to increase the number of people with learning disabilities who have their own home; increase the quality of housing and support for people with learning disabilities, and ensure that this housing and support is affordable
- We will provide suitable housing and neighbourhoods for older people, close to local services, community facilities and opportunities for outdoor activity and recreation, to help them maintain the highest possible level of activity, independence and quality of life

Whenever we are trying to help people live independently, our housing-related support programme will apply the same set of core principles:

- We will seek to prevent homelessness and reduce the need for temporary accommodation by commissioning early intervention and support services that sustain independence and provide alternative accommodation pathways.
- We have changed our approach to ensure that our housing-related support provides these clear pathways so people can access and leave support services in a planned way.
- We will intervene early to prevent loss of independence, by understanding the greatest risks threatening residents' capacity to continue living safely and comfortably in their own homes, and by seeking to minimise escalating needs and reduce the long term cost to public health, social care and support services. This will include providing housing services and support at home if possible, and working with our partners to provide wider and more innovative opportunities for support at an earlier stage to avoid institutional forms of support and care.
- We will explore options for developing more tailored services for individual older and vulnerable people, including extending services that are part of any purpose-built supported accommodation to provide support services to people living in the wider community.

- We will ensure that the supported housing we commission and provide meets current and projected needs for all age groups and types of need. We will undertake a review to ensure that the available accommodation is modern and fit for purpose with appropriate support available, including in residents' own homes.

In all cases, our approach will focus on helping people to help themselves. This will include exploring ways to make it easier for residents to find appropriate homes that better meet their needs.

Improving health and well-being

We are determined to take every opportunity to use housing as a way to improve people's long term physical and mental health, while reducing the health risks that people's housing and wider environment may create. For example:

- Our Decent Homes investment in council-owned homes will make an important contribution to the health and well-being of council tenants and leaseholders
- We can improve health by tackling poor quality homes in the private sector and especially the private rented sector, where the highest levels of serious repairs and hazards occur
- Through the planning process, we will ensure that new housing supports residents' physical and mental health by enabling activity (for example with communal gardens), providing play areas for children with a wide range of needs, and enabling older and more vulnerable adults to remain independent for as long as possible
- We will work with Homes for Haringey and the private and voluntary sectors to revise Haringey's Affordable Warmth Strategy, identifying ways of helping people out of fuel poverty and reducing the risk of cold-related illnesses and excess seasonal deaths

Our approach will be rooted in prevention: ensuring that efforts to support better health and wellbeing through housing will focus on tackling the main reasons why people become ill or suffer health inequalities in the first place. We will also support – and expect – people to help themselves wherever possible, including by providing the information people need to make informed choices.

Safety and security

People must feel safe and secure in their home and neighbourhood. We will:

- Continue to work with statutory and voluntary sector organisations to provide a holistic package of emotional and practical support for survivors of domestic violence in Haringey, including legal advice, housing advice, safety planning, access to counselling and, where needed, access to refuge accommodation or the Sanctuary home security improvement scheme.
- Tackle anti-social behaviour (ASB), ensuring that repeat vulnerable victims of ASB see a joined-up and consistent approach to their problem, regardless of where they live in the borough. We will identify the areas and individuals that are most at risk of experiencing ASB and develop more coordinated tactical plans for tenants and homeowners to prevent ASB from occurring in the future. An early priority will be to work with partners in mental health and drug and alcohol misuse services to improve sustained support to both victims and offenders.
- Promote high quality design, to maximise safe living conditions, in the council's estate redevelopment plans and planning policies.

6.2 Giving residents a stake in growth

Too often, existing communities can feel like higher rents and house prices and more desirable neighbourhoods bring a lot of headaches and not much benefit, most obviously for those people

who do not own some or all of their own home. Years of construction upheaval can threaten to make this worse, especially in areas like Tottenham and Wood Green where the change will be significant and take place over many years. It sounds obvious to say that regeneration must have the support of local people, and make a genuine positive difference to those people's lives – but too often this does not seem to happen.

We want to make a real change to the way regeneration works, finding ways that residents can have a direct stake. This means giving everyone a share in the benefits and helping the community, the council and a range of other partners unite behind a shared ambition for growth and progressive change. This is not easy – if we did everything on the list below we would be the first council in the country to do so – but we are clear that it is the right thing to do. For example:

- We are already working on proposals for a Community Fund, where funds are set aside for residents to lead the decision-making on investment in their neighbourhood.
- We would like to explore giving residents a more direct, personal, financial stake – whether through shares in development companies, or a kind of social investment bond where the long-term return is driven by reduced costs to public services.
- We will be clearer with communities about the benefits they can expect to see over time: priority access to new homes; better public spaces; new jobs and apprenticeships; investment in local services and infrastructure.
- We will consider the best way to recognise the disruption experienced by those living closest to major development sites.

As we pursue these and other initiatives, we will work with residents at all times to make sure we are offering something that people genuinely want and that will make a real difference.

7. Objective 3: Drive up the quality of housing for all residents

Haringey's existing housing stock is increasing by less than 1% each year. Even if we accelerate to the pace necessary, this would not change the fact that – to meet the need for good quality housing in Haringey - we need to focus a large part of our effort on ensuring that the borough's existing homes are maintained and managed to the highest standards.

While the council has most direct control over the quality and management of its own homes, it is also committed to doing all it can to promote and enforce higher standards in all homes, and in the areas around homes.

7.1 Improving the quality and management of homes owned by the council

The council owns 16,000 rented properties and a further 4,500 leasehold properties. These homes are managed on the council's behalf by Homes for Haringey. The council, in partnership with Homes for Haringey, has made significant investment in its stock to achieve the Decent Homes Standard, which is the Government's minimum standard for the quality and state of repair of a home. By March 2015, 73% of the council's stock will meet the Decent Homes Standard.

The priorities for our housing stock over the next five years include reducing the maintenance backlog and achieving efficiencies where possible to allow greater investment in the future. Between 2014 and 2016, supported by funding from the Mayor of London, we have committed a further £71m to bring properties up to the Decent Homes Standard.

For the longer term, the council is working with Homes for Haringey to revise its Asset Management Strategy for its own housing stock. As well as addressing the remaining Decent Homes challenge, this will set out the issues and options for refurbishing communal areas, making environmental improvements, investing in building new council-owned social homes and driving the estate renewal programme while ensuring that the council can repay the necessary debt over the course of a 30-year business plan.

Under the umbrella of the council's Housing Unification and Improvement Programme, the council is also making a number of changes to the way its housing services are organised in order to improve efficiency and the quality of services to residents. These include:

- bringing together all operational housing services within Homes for Haringey
- transforming the council's housing services, to provide customer focussed, efficient services based on the principles of early intervention and prevention, support towards self-help, and enforcement
- exploring options for the future management structure for housing, including the future of Homes for Haringey

7.2 Improving the quality and management of homes owned by registered providers

Registered providers – often known as housing associations – own and manage a range of homes in Haringey, both in street properties and in estates. While the council has established a list of preferred partners with which it is focusing its work on building new homes, we will continue to work with all registered providers to drive a shared set of high standards for managing homes.

Several estates in Haringey are made up of homes owned and managed by more than one registered provider. The quality and management of these multi-landlord estates, including the public space between homes, is a particular concern for the council. The providers themselves often recognise these problems too, and we are working with them to reduce the number of landlords on an estate through transfers of ownership to provide better and more efficient housing

management services. This will be achieved through the council's preferred partnership agreement with the borough's registered providers, a key objective of which is to establish a partnership approach to the provision, management and maintenance of affordable housing to raise standards across the borough".

7.3 Improving the quality and management of privately rented homes

The private rented sector is growing: a third of Haringey residents already rent privately. Lettings of private rented homes in Haringey now outnumber lettings becoming available through the council or registered providers.

Given its growing role and popularity in Haringey, any attempt to improve standards cannot ignore privately rented homes. The council takes very seriously its responsibility to ensure that current and future residents have confidence in the borough's private rented sector to provide good quality, affordable and sustainable homes for the wide range of households that need and want to live in them. Landlords must be partners in the effort to build this confidence.

The council encourages Haringey based private rented landlords and lettings and managing agents to sign up with the London Landlord Accredited Scheme (LLAS). As at December 2014 there were 597 Haringey members of LLAS. To become a LLAS member, private landlords and agents need to attend a one-day development course, agree to follow a code of conduct, and be a fit and proper person. LLAS Members use the LLAS logo to indicate to prospective tenants their status as a landlord verified to provide good standards of quality and management.

The council now wants to go beyond this, though, to find ways of working with private landlords who are not members of LLAS and in particular where interventions may be needed to bring the standard of their homes and their management practices into line with the accredited landlord standards.

The expectations we have for existing and future private landlords are high and our ambition is that the council will become one of the most innovative local authorities for managing this sector. The council will commission a comprehensive Private Rented Sector strategy in 2015/16 that will set out its ambitions, including its approach to bringing empty homes back into use as rented properties. In the immediate future, the council will focus on two new headline initiatives:

- The council will consider introducing a selective licensing scheme for all private landlords with homes in Haringey. Any landlord wishing to rent privately in Haringey will need to register with the scheme, and be subject to an assessment, or face enforcement action. We think this is the best way to ensure good quality homes and management standards in the private rented sector are maintained in the long term.
- The council will establish a lettings agency, via Homes for Haringey, through which residents can be confident of accessing good quality, accredited, private sector accommodation. This will also provide a value-for-money management service, offered initially to smaller landlords who have perhaps between one and ten homes they rent out.

For the longer term, we also want to increase the amount of purpose-built, professionally-managed and affordable private rented housing in the borough, which will not only improve the overall range, mix and quantity of homes but will also help to set new standards in the quality and management of private rented housing. We set out in Objective 4 that this new type of private rented housing will be focused in the east of the borough where they will form part of the Housing Zone proposals and wider regeneration plans in Tottenham. These activities will bring forward housing growth for the borough including good quality affordable private rented homes offering enhanced tenancy conditions such as longer tenancy terms than is normal in the private rented sector. We are also embedding quality requirements in our development plan policy, with a commitment to reducing unsuitable conversions of small homes through family housing protection areas.

7.4 Doing more to bring empty homes back into use

It can be very frustrating for those in need of a home to know that there are empty houses and flats all over London that could be housing someone. We are committed to reducing the number of homes in Haringey which have been empty for more than six months, using compulsory purchase powers where necessary to bring them back into use. We will prioritise the targeting and use of empty properties, to make sure for example that they are increasing the supply of affordable homes of the size and type that we most need, or are contributing to our regeneration plans in certain parts of the borough.

We will also continue to drive down the number of empty homes which are owned by the council and registered providers operating in the borough, and work with our partners to keep the time for which a social home is vacant between lettings to a minimum.

7.5 Securing better quality design across all new homes

Every balanced, stable community needs homes and public spaces which people are proud to live in and proud to live near. We have not always achieved this in Haringey, but our planning service is now promoting higher design standards in new housing, with a new Haringey Quality Charter embedded in planning policy, and a new Quality Review Panel to support the council and its Planning Committee in ensuring robust scrutiny of major new developments. We will also lead by example in the homes and places we build ourselves on council land, and by ensuring that we only fund homes and places that achieve our quality aspirations.

Our planning polices also require and promote community participation in shaping new development, but we will be reviewing our approach to planning consultations to see how they can be improved. Meanwhile, in Tottenham Hale and North Tottenham the council has already started engaging users and residents in the design of those places.

7.6 Reducing carbon emissions

Emissions from Haringey's homes account for approximately 50% of total emissions in the borough. To meet the council's pioneering 40:20 commitment – to reduce carbon dioxide emissions across Haringey by 40% by 2020 will require different thinking, and the borough's homes must be central to that. The council's 40:20 programme brings together residents, businesses, social enterprises, charities and community groups across Haringey to combine carbon reduction with a drive for green growth through the creation of a low carbon economy in the borough. Current work includes:

- making new homes as low carbon as possible, enforcing the requirement for new homes to be level 4 or above on the Code for Sustainable Homes, and encouraging developers to provide a local, low carbon decentralised energy source that offers competitively priced energy and warmth, and which could be connected to a wider network if and when that emerges
- a focus on retrofitting homes, in recognition that only by tackling existing homes can we hope to meet our 40:20 target - while also tackling rising energy costs and supporting the emerging building 'retrofit' sector
- driving innovation more widely in carbon reduction, including through our partnership with Durham University, using Haringey as a testing ground for new approaches to low carbon development

8. Objective 4: Achieve a step change in the number of new homes being built

Haringey is growing, a fact which the council not only accepts but embraces. By building new homes, creating new jobs and investing in the infrastructure that supports both, the council and its partners will have the best possible chance of meeting the needs of residents, helping to accommodate London's wider needs, and putting the council itself on a sustainable footing for the long term.

New homes must be the basis of this growth: how new private homes are key to meeting our need for affordable homes; how those new homes will help to create more mixed communities; and how the council's particular focus on housing estate renewal will contribute.

8.1 Maximising the number of new homes

The council is currently preparing its Local Plan, which sets out the council's long term vision for growth and how this can enable a continued supply of housing, including affordable housing. It represents a new and proactive approach by which the council will promote and manage the development of housing, particularly in areas identified for regeneration such as Tottenham and Wood Green.

The minimum capacity of the borough to provide new homes has been assessed as part of a London wide study informing the latest version of the London Plan. This establishes a new housing target for the borough of 1,502 new homes per annum. This equates to a total planned delivery of 19,800 net new homes across the borough by 2026 of which, at least 40%[3] are expected to be affordable housing (equivalent to a numerical target of 7,920 affordable homes).

These targets are ambitious but are achievable. The council will:

- work with landowners, the local community, and developers, to identify and allocate (within our Site Allocations DPD), sufficient sites across the borough with capacity to accommodate 19,800 new homes
- advance planning policies that create the right planning conditions for new housing alongside provision for new infrastructure and jobs
- work with public and private landowners and developers, including our RP partners, to maintain a pipeline of sites and new development - noting that private house-builders will have to build the vast majority of the new homes, and are therefore absolutely central to these plans
- lead by example, using our own land and assets to deliver the quality, volume and density of housing growth we want to see everywhere, as well as to drive wider regeneration. The council will in particular aim to unlock the value in its own land to improve the viability of affordable housing. We will also do what we can to drive similar use of other public land
- work with the GLA, Government and the private sector to accelerate housing delivery, for example by encouraging mixed and new tenures such as institutionalised private rented, shared ownership and custom/self build; by securing the best outcomes possible for each site within the constraints of viability; and by exploiting Government and GLA initiatives aimed at providing financial incentives to bring forward housing growth, such as our Housing Zone proposals for Tottenham Hale, being developed with the Mayor of London, and by working with Registered Providers to deliver the maximum number of affordable homes through the Mayor of London's funding programme

[3] Note that the 40% threshold quoted here is set out in planning policy documents which are, as at March 2015, subject to consultation. Until formally agreed, the threshold for affordable housing remains at 50%. Consultation is currently taking place and is due to finish on 27 March 2015.

- make use of the additional resources available through HRA self financing, and will continue to lobby the Government to increase the currently restrictive borrowing cap
- start building new council homes ourselves for the first time in a generation, on under-used land in its existing estates. The first batch of homes will start on site in spring 2015, and we aim to have built at least 250 by 2018

8.2 Promoting affordable housing

Haringey is an expensive place to live. An average home in the most affordable part of Haringey - Tottenham N17 – cost £286,000 to buy in 2014[4] while private sector rents for three bedroom homes in Highgate are more than £500 per week[5]. Haringey is one of 17 boroughs across the capital where households in the private sector are, on average, spending more than 50% of their net income on housing costs. Home ownership in particular is beyond the reach of many who currently live in the borough, or would like to move here, with the biggest barrier being the level of deposit required to secure a mortgage. As well as entry level affordability being an issue in Haringey, moving up the property ladder once you are on it can also prove difficult. Overall, affordability is a major barrier to the local housing market, both for prospective renters and prospective buyers.

Keeping rents affordable

The term 'affordable housing' is used a lot and the definition varies from household to household. To avoid any doubt or confusion, this strategy takes a new approach by setting out here how the council defines affordable and the approach it will take to maintaining genuine affordability for as many people as possible.

Rent must be reasonable in relation to someone's income. Affordable rented housing should be genuinely affordable, to those most in need. For the existing 16,000 council homes and 12,000 registered provider homes in Haringey, we believe this means families should not have to pay more than 35% of their net income on housing costs. This is why the council will continue to provide homes at 'target' rent levels, to ensure that homes are available that local people in housing need can afford. We will encourage local registered providers to do the same. Even if we meet our targets for building new affordable homes, these existing homes are likely to form the majority of affordable rented housing in the borough – which means target rents will remain the most common kind of affordable rent in Haringey.

There is more of a challenge in setting rents for the new affordable rented homes which Haringey so desperately needs, and the homes for which registered providers are able to change the rent. Government has reduced investment in new affordable housing by around 65% since 2010, which simply means that anyone wanting to build new affordable rented homes – whether council or registered provider - needs to set higher rents to secure the necessary investment. The government's affordable rent model is therefore pushing rents well above target rent levels, but we have to accept that without being able to charge these rents, the much-needed new homes simply cannot be built. In any case, though, we are clear that a household should never be expected to spend more than 45% of its net income on housing costs.

Affordable rents should be set as a proportion of private rents. Where rents are set above target rent level, we are clear that providers should aim for average rents to be no more than 65% of local market rents - at the time of writing this strategy this would give an average affordable rent of £187 per week, or 39% of the median income in Haringey (£33,140 as at 2012/13).

[4] Figures from Land Registry, based on actual sales Jan – Dec 2014
[5] Rightmove, December 2014

Where providers do set rents above 65% of local market rents they should target those homes at working households who are not affected by the benefit cap, and in particular those who are seeking to downsize from existing council or registered provider homes. Homes where rents are below 65% of local market rents should be targeted at those in greatest need and who are affected by the benefit cap. The table below provides a guide to maximum rents in Haringey.

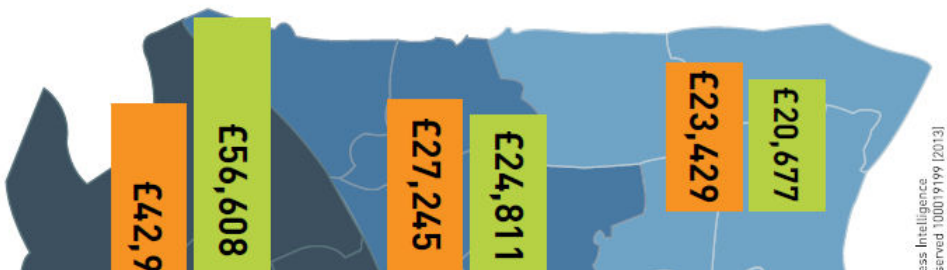
Bedroom Size	Affordable rents as % of local market rents
1	Up to 80%
2	Up to 65%
3	Up to 55%
4 or more	Up to 45%

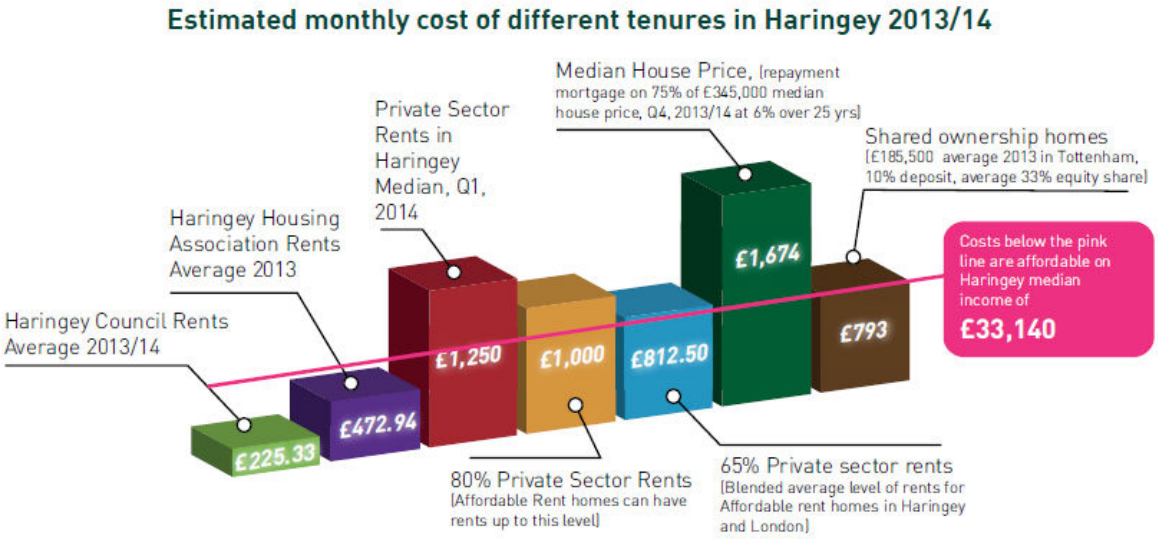
In recognition of the higher market rents in the west of the borough, affordable rents in this part of the borough should be assessed against lower quartile market rents.

Average House Prices in Haringey compared with London (Land Registry, November 2013)[3]

	Detached	Semi-Detached	Terraced	Flats	Overall
Haringey	£2,181,708	£787,136	£511,760	£298,445	£944,762
London	£693,194	£403,153	£359,445	£352,765	£452,139

Incomes in Haringey





Source: GLA datasets except for Shared ownership costs which use Haringey Council data

Using the planning system to secure affordable housing

The council's Local Plan requires developers to provide 40% on-site affordable housing on schemes of ten units or more, with that affordable housing split between 60% affordable social rent and 40% intermediate. On a site by site basis we will seek the maximum reasonable proportion of affordable housing on all sites with a capacity of ten homes or more, and will accord priority to the provision of family affordable housing. This is always subject to financial viability; the council works with developers on a site-by-site basis to revisit and if necessary renegotiate contributions towards affordable housing and other community benefits to maximise the benefit for the community while ensuring that developer contributions are not creating financial barriers to the homes actually being built.

To aid discussions with developers, the council has recently adopted its Planning Obligations Supplementary Planning Document, which sets out our expectations and procedures for securing affordable housing provision, including the assessment of development viability, affordable housing mix and tenure, and the use of Section 106 agreements.

Through our emerging planning policies, we are also seeking to create more mixed communities. This will involve seeking different types of affordable housing in different parts the borough. For example, in the west of the borough where property prices and land values are highest, we will

encourage developers to exceed the minimum target of affordable housing by pooling resources with our registered provider partners to provide good quality affordable rented accommodation. To help enable this approach, the council has established a Preferred Partner scheme, working with six specific registered providers to increase investment and improve efficiency in the delivery of affordable housing.

In Tottenham, where the level of social stock is already high, our planning policies take a different approach, promoting affordable home ownership by requiring an affordable housing mix of 60% intermediate and 40% affordable rent.

A strong priority to increase intermediate housing and affordable home ownership

Home ownership is increasingly unaffordable for many Haringey residents, with the large deposit now needed to secure a mortgage a particularly significant challenge for first time buyers. At the same time, rapidly increasing private rents in Haringey and across London make it increasingly difficult for households who will never be allocated a social rented home to find a good quality home that is affordable in relation to their income. Recent research suggests 1 in 5 London households are earning below-average wages, with no savings or entitlement to benefits, and struggling to find housing that works[6].

This is in large part a simple problem of supply and demand: there are not enough homes available to buy in London, and many new homes never reach the mainstream housing market: 70% of central London property in the last year was bought by investors, and a significant proportion bought by buy-to-let investors[7]. But people's aspiration to own a home has not changed: 86% of people would buy their own home if they had chance[8].

As well as frustrating people's ambitions, this squeeze can cause other problems, driving more overcrowding and creating polarised, poorly mixed communities. It can also cause poor mobility in the labour market as people find it hard to move into Haringey when they find work, which is a particular issue when it comes to key workers in the health, education and community safety sectors.

The council is determined to tackle this problem 'in the middle' of the housing market, by improving access to homes for intermediate rent and in particular low cost home ownership (often known as shared ownership), which offers the most realistic chance for low and middle income families to get on the housing ladder. Shared ownership homes are not attractive to foreign investors, cannot be purchased for buy-to-let and offer the opportunity to prioritise certain groups of residents. Promoting this kind of housing helps both to address these wider social problems and give as many families as possible a realistic chance of owning their home and enjoying the stability that provides.

We are taking a range of steps to promote the supply of – and access to – this increasingly important kind of housing. For example:

- The council will, for the first time ever, build and manage its own intermediate homes
- We will work with our housing delivery partners to provide more of these homes, particularly in areas with high levels of social housing or in areas with overheated house prices, supported by our affordable housing planning policies
- We will promote innovation in this emerging sector, by exploring new delivery models. We will use Council-owned land to accelerate provision of these homes, including by allowing

[6] *Hollow Promise: How London fails people on modest incomes and what should be done about it*, Centre for London (2014)
[7] *Who buys new homes in London and why,* British Property Federation (2014)
[8] *Public attitudes to housing in England*, Report based on the results from the British Social Attitudes survey, Department for Communities and Local Government (2011)

developers to build now and pay the land receipt later. We will also explore the appetite and ability of local people to take up custom build opportunities as part of community led construction

- We will make it easier to accept innovative schemes based on a single tenure or a single size, where a good affordable housing mix can still be achieved within the wider area, and is appropriate for the specific site in question
- We will set up a new Low Cost Home Ownership register, offering a dedicated advice and support service to help people understand this sometimes complicated market, and locate a home that is right for them

8.3 Supporting the development of strong mixed communities

We are clear that Haringey needs a wide range of homes, to meet the diversity of current and future needs and to obtain the mix in our communities that lies at the heart of our vision for housing in the borough. This cannot just be a mix of homes across the borough; it needs to be mixed as much as possible within each neighbourhood, offering diversity in the type and size of home, the tenure and the value. Neighbourhoods should be places of inclusion, not segregation: we want children to grow up with an appreciation of diversity and an understanding of different cultures and communities, which we believe is central to their successful adult life. Neighbourhoods should also be stable: we also want to enable people to move through the housing market without having to leave the communities where they have established ties.

We must ensure that the range of new homes provided by the council and others is helping to achieve that. There are a number of ways to do this, many of them through our role as planning authority which allows us to set clear expectations and standards for new development, in terms of housing tenures, the type and size of homes and the way they are designed. For example:

- There is currently a particular imbalance in the housing market in Haringey between Tottenham, where 62% of the borough's social housing (council and registered provider) is located, and the west of the borough in places like Highgate and Muswell Hill which provide less than 20% of the social housing stock. We need to ensure a better balance of housing tenures across the borough, not least to support people on low and middle incomes to access the housing market in the right location for them. We will prioritise delivery of new affordable rented homes in the centre and west of the borough while promoting more market and intermediate homes, including for affordable home ownership and private renting, in Tottenham
- Our Area Action Plan will establish clear planning policies for Tottenham's regeneration, including for housing. This will include provision for private rented accommodation on specific sites, and an amended affordable housing requirement with a priority on providing more intermediate housing
- New affordable housing throughout the borough should meet local housing need. The council's target mix for both rented affordable housing and intermediate housing in Haringey is set out in Appendix A and has been formulated using evidence from Haringey's Strategic Housing Market Assessment Study (2014), current local housing register information, and through profiling of the low cost home ownership register applicants.
- The bedroom size mixes set out in Appendix A are borough wide targets. The mix will be updated as necessary to reflect new or emerging evidence. Tenure and bedroom size mix on individual sites may differ according to local characteristics and localised housing demand. For example, while we generally expect homes for affordable home ownership, market sale and private rent to primarily focus on delivering smaller, one and two bedroom units, in some areas we may require a different mix, with more larger or smaller homes, to correct local imbalances and meet particular local needs.

8.4 Housing estate renewal

Principles of estate renewal

Haringey's own existing housing stock needs a considerable amount of investment to bring it up to the standards that our tenants have a right to expect. While Decent Homes investment has made, and will continue to make, the necessary improvements to a large number of council homes, there are other homes – and wider estates – where improvements are needed on such a scale that they are simply uneconomical, and others which simply cannot be brought up to the required standard with improvements. Our Housing Investment and Estate Renewal Strategy commits us to taking alternative approaches to investment, including estate renewal, which will allow the council to target areas of greatest investment need while also seizing the opportunity to increase density - providing much needed additional housing - and achieve a better mix of tenure in places which have traditionally been dominated by high levels of social housing.

The council's emerging local plan supports a move towards more mixed and balanced communities in areas of estate renewal. While the council has lost stock through Right to Buy, many of the council's housing estates remain predominately single tenure, often with a proliferation of smaller homes. Through the estate renewal programme, the council's local plan sets out how we will seek to redress this imbalance by providing genuinely affordable homes for people on all incomes and create balanced and neighbourhoods where people can thrive. In particular, the council will:

- Aim to re-provide the number of habitable rooms in council homes lost through demolition, with an emphasis on providing family accommodation, recognising that this will sometimes mean a reduction in the overall number of social rented homes on some estates.
- Provide new affordable home ownership properties as well as market housing, both for sale and rent.

Haringey's policy - on replacement of existing council housing on regeneration estates being on a habitable rooms rather than lost units basis - is to enable the borough to maximise opportunities to meet evidenced affordable housing need. Affordable housing need in the borough is for fewer smaller homes and more, larger homes than is currently provided within the current council housing stock. The number of current habitable rooms will be the minimum replaced and the council will always try to increase the number built subject to viability.

We know that making plans for estate renewal, and then doing the work itself, will have a major impact on the people currently living in those estates. We will:

- Always work with residents to find an appropriate solution for their particular needs and the needs of the neighbourhood.
- Produce – and stick to – fair and transparent guidelines which set out residents' rights when a renewal project gets underway.

An estate-by-estate approach

Haringey estates are not all the same. The approach to estate renewal, and the sequence in which estates are prioritised, will depend a great deal on the individual characteristics of each estate:

- The High Road West (Love Lane) and Northumberland Park estates in North Tottenham have high proportions of one- and two-bedroom homes, which have led to a disproportionate number of single vulnerable residents and serious over-crowding. Residents of these estates have also typically experienced low levels of employment, educational attainment, household income and life expectancy, and high levels of crime and benefit dependency. Renewal of these estates is

a central part of the council's wider approach to both people and place, and the balancing of housing markets, in the overall Tottenham regeneration programme.

- The Broadwater Farm estate faces a number of issues such as the mix and condition of homes, and social and economic challenges, which we are keen to address in the best interests of residents. The estate, and the wider area in which it sits, are identified in the emerging planning policy as a longer-term priority for renewal, partly because of significant challenges in the economics of redevelopment, with change likely to begin after 2020.
- On the Noel Park estate, many of the houses fail basic decency and health and safety requirements as they do not have adequate space or appropriate layouts in kitchens and bathrooms. Considerable work is also required across the estate to protect the conservation standards and correct breaches of planning rules. There is also overcrowding and high levels of unemployment, while high crime rates along neighbouring Wood Green High Road also have a negative impact. The council plans to consider its options for Noel Park later during 2015.
- Alongside these big estates, the council is working on renewal plans for ten medium-sized estates. The challenges on these estates include old-fashioned and poor quality buildings and a lack of internal or external space; in each case, the council needs to intervene to improve the living conditions and life chances of residents. The council will start by engaging local residents, and appointing independent advisors for them, to help us explore investment opportunities and look at the potential for additional homes on each estate to make best use of the land. This will include improving the mix on each estate by introducing a wider range of different tenures. We will also identify how the cost of redeveloping each estate could be met.

Appendix A – Affordable and Intermediate Housing Mix (2015/16)

Mix for Affordable Housing

15% one bedroom units
43% two bedroom units
32% three bedroom units
10% four (or more) bedroom units

Mix for Intermediate Housing (for private rented and low cost home ownership homes)

20% one bedroom units
50% two bedroom units
25% three bedroom units
5% four (or more) bedroom units

Appendix B – Sources of information used

The following is a list of sources of information used to inform the content of the Housing Strategy and its associated Equalities Impact Assessment.

- Haringey Council Corporate Plan 2015– 2018
- Haringey Council Strategic Housing Market Assessment 2014
- Haringey Council Local Plan 2013
- Haringey Council Tottenham Strategic Regeneration Framework
- Haringey Council Wood Green Investment Framework
- Haringey Council Tenancy Strategy 2014
- Haringey Council Allocation Scheme 2014
- Haringey Council Housing Investment and Estate Renewal Strategy 2013
- Haringey Council Local Plan Making - Review of Haringey's Local Plan: Strategic Policies, "Preferred Options" for Tottenham Area Action Plan, "Preferred Options" for Site Allocations Development Plan Document, and "Preferred Options" for Development Management Development Plan Document, and the Local Development Scheme
- Mayor of London, London Plan 2011
- GLA Further Alterations to the London Plan 2014
- Mayor of London, London Housing Strategy, 2014
- National Planning Policy Framework
- Census 2001 and 2011 Data
- Joint Strategic Needs Assessment
- Land Registry Data
- CLG Local Authority Housing Statistics
- CLG Statistical Data Returns (registered providers)
- Haringey Authority Monitoring Reports (formerly Annual Monitoring Reports)
- Haringey Housing Register and Lettings data
- Haringey Right to Buy data
- Haringey Property and Tenancy data
- Haringey data on mandatory and additional licensing (HMOs)
- ONS Population Survey
- GLA Housing Data
- CACI Paycheck data
- DWP data on benefit applications (JSA)
- Haringey Housing Benefit data
- Haringey Affordable Pipeline and Completions Report
- Haringey Local Housing Allowance levels
- First round of consultation on the proposed vision, priorities and objectives that could be included in a new housing strategy for Enfield which took place October-December 2014.

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Cabinet – 17 March 2015 - Consultation on Haringey's draft Housing Strategy 2015-2020

Appendix B - Developing Haringey's Housing Strategy – Report back on the survey response in the first round of consultation

Introduction

This paper provides feedback on **the survey** undertaken as part of the consultation on the proposed Vision, Priorities and Principles that could be included in Haringey's new Housing Strategy.

Engagement took place with a wide range of stakeholders for a 6 week period between 20 October and 12 December 2014. Stakeholders expressed their views through the survey (online and paper versions), by email, by phone and through meetings to talk about the proposals.

Appendix 1 provides a list of all the stakeholders contacted and how we consulted with them.

A further report will outline the outcomes from meetings, emails and phone calls from stakeholders.

Outcomes from the survey

There were 330 responses to our survey which was available in online and in paper format. We received 58 paper surveys. The rest of the responses received were online. The tables below set out the responses to the quantitative questions (closed answer type questions) followed by an analysis of the qualitative responses (where people were asked for their opinions and views).

Views on the proposed Vision

The council proposed this vision: "Housing is about people and communities, not just bricks and mortar. This means mixed and inclusive neighbourhoods where residents can lead happy and fulfilling lives."

Responses to the quantitative question were as follows:

Proposed Vision	
Strongly agree	164
Agree	113
Neither agree or disagree	28
Disagree	11
Strongly disagree	9
Grand Total	**325**

Outcome: There was overwhelming agreement with the proposed vision.

Some 202 comments were received in responses to the follow-up question asking respondents to say why they supported or not the proposed vision. The main issues raised have been summarised as follows:

No. of responses	Proposed Vision – qualitative responses summarised
110	Statements explaining why respondents supported the vision, with many talking about the need for safety, security, diversity and pride in the locality. A statement made that sums up many of the contributions said "You've got to feel happy outside your house as well as in and that only happens when there's a community feel."
27	Statements explaining why respondents did not support the vision. These included concerns about existing communities being broken up because of the council's regeneration plans and that the vision needed to focus very clearly on "bricks and mortar" rather than downplay this as it appears to in the proposed vision. This was especially so in the face of lack of affordable homes, poor quality and management of private rented homes and high house prices in the borough.
23	Felt affordable housing needed to be addressed in the vision
9	Respondents felt the vision should be about building more homes
9	Expressed scepticism about the vision and the council's ability achieve it
5	People emphasised the need for people to have pride in their homes and communities
5	Respondents emphasised that a house is a home

Views on the proposed priorities for Haringey's new Housing Strategy

The council proposed a number of priorities which could be included in its new Housing Strategy and asked respondents to let us know how much they agreed or disagreed with each priority. The priorities proposed were:

- Build strong, inclusive and successful communities
- Build more homes across the borough
- Improve the quality of housing for everyone

On the priority "Build strong, inclusive and successful communities", responses to the quantitative question were as follows:

Build strong, inclusive and successful communities	
Strongly agree	159
Agree	117
Neither agree nor disagree	24
Disagree	9
Strongly disagree	11
Grand Total	**320**

Outcome: There was strong agreement for this priority
The council invited respondents to make any other comments about this priority, including whether anything had been missed out. One hundred and twenty two (122) comments were received with the main issues raised summarised in the table below:

No. of responses	Building strong, inclusive and successful communities – qualitative responses summarised
40	Issues suggested as missing in this priority, included: Affordability of housing; sustainability, infrastructure which is locally available (transport, health, shops, schools, leisure facilities), well-designed open space, well-designed homes, designs which cater for all age groups and needs including disability; creating employment opportunities, community meeting areas to facilitate community building; tackling littering a dumping; building/fostering understanding between people; access to culture and arts, tackling empty homes and homelessness; tackling ASB to help communities
20	Restating support for the priority
16	Sceptical about the achievability of this priority
6	Making the point that it is the council's role to assist in building communities not lead on this
6	Raised concern that community inclusivity is not that easy to achieve especially where new homes built are more expensive to rent/own
5	Addressing and prioritising the housing needs of disabled people raised

On the proposed priority "Build more homes across the borough", the quantitative responses were as follows:

Build more homes across the borough	
Strongly agree	181
Agree	78
Neither agree nor disagree	33
Disagree	14
Strongly disagree	16
Grand Total	**322**

Outcome: There was strong agreement with this priority.

The council invited respondents to make any other comments about this priority, including whether anything had been missed out. One hundred and fifty three (153) comments were received with the main issues raised summarised in the table below:

No. of responses	Building more homes across the borough – qualitative responses summarised
41	Referred to the need for new homes to be affordable
37	Explained their support for building more homes
16	Expressed concern about loss of green space - particularly existing parks

No. of responses	Building more homes across the borough – qualitative responses summarised
	and open spaces - to build more homes on
12	Empty homes should be dealt with and brought back into use
9	Expressed concern about the impact of poorly designed homes as well as advocating that new homes were an opportunity to employ good design including eco-principles and to build to a high standard
8	Expressed concern for infrastructure to accompany new homes built.
7	Expressed concern about building at high densities
2	Said the council should not sell out to developers

On views on the priority "Improve the quality of housing for everyone", responses to the quantitative question were as follows:

"Improve the quality of housing for everyone"	
Strongly agree	199
Agree	88
Neither agree nor disagree	20
Disagree	10
Strongly disagree	9
Grand Total	**326**

Outcome: again most respondents agreed with the priority with 199 strongly agreeing with it.

The council received 136 comments on this priority the main issues arising from which are summarised below:

No. of responses	Improve the quality of housing for everyone – qualitative responses summarised
25	Support expressed for the priority with some specifically focussing on dealing with quality in the PRS, eg, through redress schemes
21	Had a range of things to say around the issue of quality including that temporary accommodation for homeless households should be included in the types of homes that should be of good quality, raising the impact on health of poor quality homes, minimum standards should be enforced, how ASB impacted on the quality of a home, how quality related to conditions both inside and outside the home. There were concerns expressed about how improving the quality of homes of different tenure could be paid for and by whom and that private sector profits could undermine the goal of good quality homes. In addition, quality should include consideration of energy and water efficiency.
18	Raised the issue of affordability of homes in response to this priority
8	Said security of tenure was as important as the quality of a home, and talked about this in relation to children's needs and bringing up families
6	Sceptical about the council achieving this priority

Rating the importance of the Priorities

Respondents were asked to rate each of the three priorities with 1 indicating that it was the most important to the respondent and 5 indicating that it was the least important. The table below shows the outcome of this exercise. All three priorities received highest scores on rating 1 (the most important for respondents) which confirms the agreement for them expressed in the previous questions.

Rating	"Build strong, inclusive and successful communities"	"Build more homes across the borough"	"Improve the quality of housing for everyone"
1	**100**	**149**	**134**
2	64	26	49
3	64	46	29
4	27	27	30
5	32	43	43
Grand Total	**287**	**291**	**285**
Difference between rating 1 and sum of other ratings for all priorities	**187**	**142**	**151**

The order of importance for respondents for each priority using just the score for rating 1 (most important) is:

Importance of Priority	Priority
First:	**"Build more homes across the borough"**
Second:	**"Improve the quality of housing for everyone"**
Third:	**"Build strong, inclusive and successful communities"**

Ideas for other Priorities

Respondents were asked if there were other priorities that should be included in the new Housing Strategy. We received 159 responses of which the key ones are summarised below:

No. of responses	Suggestions for other priorities for the Housing Strategy
30	Raised concerns about affordable homes, usually meaning homes with council-level rents
14	Regulating the private rented sector and/or building a better relationship with it.
12	Talked about the need for safety, security and stability in relation to homes
11	Housing needs of specific groups, eg, single people, disabled people, those fleeing domestic violence
10	Need for infrastructure for new homes
8	Concern about good design of homes

No. of responses	Suggestions for other priorities for the Housing Strategy
7	Alternative structures to build affordable housing within, eg, co-ops, community land trusts, live/work spaces, etc
7	Raised need to main green open space
5	Energy and water efficiency in new homes

How were the above results on the proposed priorities fed into the draft Housing Strategy?

Following the consultation, the priorities for the Housing Strategy were changed to "objectives", and additional objective included and the wording of the original objectives changed.

The additional objective ("Ensure that housing delivers a clear social dividend") was included to assist in making the council's strategic direction clearer. The wording of the other objectives was changed (a) to align them more closely to the objectives set out in Priority 5 of the council's Corporate Plan 2015-18 and (b) to use more brief and direct language to communicate more obviously what the council wishes to achieve.

Original wording of priorities consulted	New wording for objectives included in draft Housing Strategy	Corporate Plan 2015-18, Priority 5 objectives
Build strong, inclusive and successful communities	To prevent homelessness and support residents to lead fulfilling lives	Work in partnership to prevent homelessness and to promote cost-effective options for those in immediate housing need
Build strong, inclusive and successful communities	Ensure that housing delivers a clear social dividend	
Improve the quality of housing for everyone	To drive up the quality of housing for all residents	Effectively manage existing housing and provide excellent services to residents
Build more homes across the borough	To achieve a step change in the number of new homes being built	Provide access to good quality and affordable housing, increasing the supply of new homes

Views on proposed principles for the new Housing Strategy

Respondents were asked for their views on five principles that could be included in the new Housing Strategy

Proposed Principles	
Strongly agree	171
Agree	105
Neither agree nor disagree	33
Disagree	5
Strongly disagree	5
Grand Total	**319**

Respondents were asked if they had any comments to make about the suggested principles. There were 89 comments received the key issues raised from which are summarised below:

No. of responses	Responses to the suggested principles
14	Expressed support for the principles
11	Expressed scepticism about whether they could be achieved
11	Questioned the principles, particularly how they would be achieved in practice, eg, reduce costs but build more homes?
8	Expressed interest about "making best use of council assets"
4	Did not support the principles

How were the above results on the proposed principles fed into the draft Housing Strategy?

Following consultation the proposed principles it was decided to reword these so that they were rooted more clearly in the proposed vision for the Housing Strategy rather than have them stand alone as separate considerations. The principles are now explained in the following way:

> **Housing is about people and communities.** Homes and housing services are not ends in themselves. They only succeed if they help people to meet their wider needs and aspirations: for economic security, for health and wellbeing, for safety and security, and for links to their family and community. The 'People' element of our Tottenham regeneration programme is already starting to put some of these principles into practice; we want to see the same approach used right across the borough, by the council and our partners.
>
> **We want mixed and inclusive neighbourhoods.** We can only make Haringey a more equal, resilient and stable community if we improve the mix of homes in each of its communities. And we can only change the mix of homes – in terms of type and size of home, tenure and value – by building new homes. This means our aim of building thousands of new homes isn't just a numbers game; we need to build the right homes in the right places too.

We want to work together with residents so they can lead happy and fulfilling lives. There is very little in this strategy that the council can achieve on its own. Residents themselves, in particular, are central to the effort, and must take primary responsibility for the improvements they want to see in their own lives and in their wider communities. This is more true than ever as the council strives to provide excellent services with ever-decreasing resources. But this collaborative approach is not just driven by our need to save money: we also think it's the right thing to do, moving towards a more resilient and independent community which is able to prevent problems wherever possible.

The reason for taking this approach is ensure the principles were rooted in the vision rather than having them as separate considerations and to bring out the importance for the council of achieving mixed and inclusive communities.

What else should Haringey's new Housing Strategy include?

On the question of what else should Haringey's new Housing Strategy include, 108 comments were received, many of which covered the key topics raised under other questions in the survey. One issue that had not been raised before but was under this question were standards of housing formed from industrial / warehouse spaces.

Information about respondents

Respondents were asked to state what **type of stakeholder** they were. Information received is shown in the table below:

Type of Stakeholder: Respondent ...	No. of responses
Lives in Haringey	249
Works in Haringey	63
Lives & works in Haringey	57
Is a Haringey Council councillor	4
Is a local MP	2
Is member of staff of Haringey Council or Homes for Haringey	11
Is a housing association	10
Is a voluntary or community organisation	17
Is a tenant/resident group	38
Is a statutory health org, eg, CCG, hospital	1
Is a private rented landlord	13
Is a private developer	1
Is an education provider	7
Is a business umbrella organisation	1
Is other statutory body, eg, JC+, GLA, DWP	0
Is "Other"	25

If respondents lived in Haringey, we asked them about what sort of **housing situation** (tenure) they lived in:

Housing situation (tenure)	No. of responses
A Haringey Council leaseholder	28
A Haringey Council tenant	52
A housing association tenant	25
A private rented tenant	57
An owner occupier (with or without mortgage)	79
Living in supported housing	4
Living with other relatives	4
Living with your parents	13
Other housing situation	25
Of which - Living in temporary accommodation	*16*
Grand Total	**287**

The **age** of respondents is summarised in the table below:

Age	No. of responses
16-24	5
25-44	154
45-64	101
65+	46
Preferred not to say	10
Grand Total	**316**

The **disability** status of respondents was:

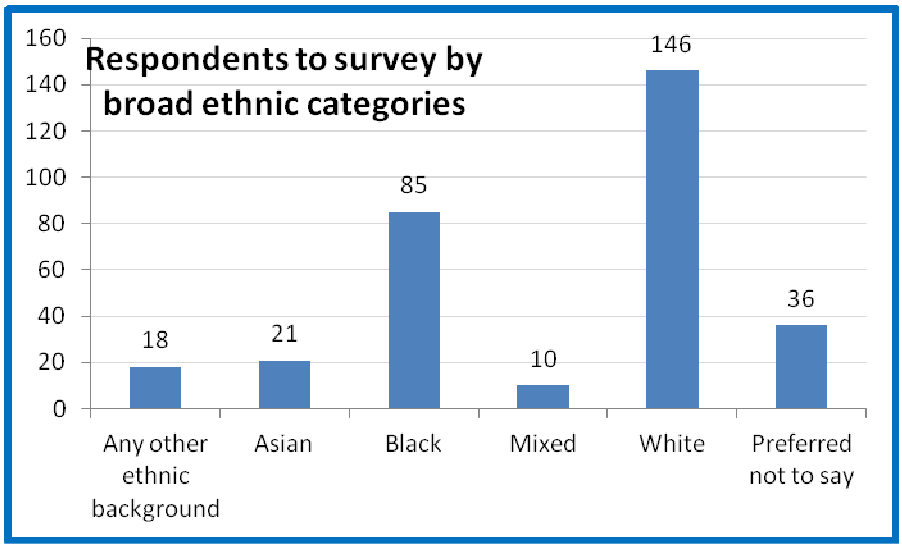
Do you have a physical or mental health condition or illness lasting or expecting to last 12 months	No. of responses
No	236
Yes	48
Preferred not to say	24
Grand Total	**308**

The **ethnicity** of respondents was:

Ethnicity of respondents	No. of responses
Asian or Asian British	5
Asian or Asian British - Indian	7
Asian or Asian British - Mauritian	2
Asian or Asian British - East African Asian	2
Asian or Asian British - Bangladeshi	2

Ethnicity of respondents	No. of responses
Asian or Asian British - Pakistani	1
Asian or Asian British - Other - Hindu Mauritian	2
Black or Black British	27
Black or Black British - African	27
Black or Black British - Caribbean	30
Black or Black British - Iranian	1
Chinese	5
Mixed - White and Asian	1
Mixed - White and Black African	5
Mixed - White and Black Caribbean	2
Mixed - Other	2
White - Irish	3
White British	91
White Other	38
White Other - Hungarian	1
White Other - Italian	1
White Other - Polish	1
White Other - Greek / Cypriot	4
White Other - Turkish	4
White Other - Turkish / Cypriot	1
White Other - Kurdish	2
Any other ethnic background	13
Preferred not to say	36
Grand Total	**316**

Seen in terms of broad ethnic categories, this shows that the most numerous respondents were White (146), and taken together, Black and minority ethnic respondents were almost as numerous (136) showing that the consultation reached and was responded to by a wide variety of respondents.



The **gender** of respondents was:

Gender	No. of responses
Female	192
Male	106
Preferred not to say	16
Grand Total	**314**

Mapping respondents' issues against consultation proposals

We under took an analysis of the comments received from survey respondents to see whether they had been addressed by proposals in the consultation document and if not, indicate what the council should/could do to respond to concerns raised. The following table sets out this analysis:

	Key priorities of stakeholders arising from the consultation feedback	Which questions gave rise to the issues raised	How / are these issues addressed in terms of proposals in the consultation document? Are the issues raised addressed satisfactorily?	What else do we need to do?
1	Homes should be affordable (usually meaning council-level rents)	Vision; Priority 1; Priority 2; Priority 3; Ideas for other priorities	• Under "What's the housing situation in Haringey right now?": The Council should show leadership on the affordability of homes; • Under Priority 2: Support/build more affordable homes in areas of high home ownership and vice versa; • Under "What are we proposing to do in our new strategy that's	• Showing leadership on affordability: ○ Define affordability; eg, the council believes that no household should have to pay more than 40% of its gross income on rent or mortgage payments. ○ Impact of this on production of affordable homes needs to be modelled (viability v affordability)

	Key priorities of stakeholders arising from the consultation feedback	Which questions gave rise to the issues raised	How / are these issues addressed in terms of proposals in the consultation document? Are the issues raised addressed satisfactorily?	What else do we need to do?
			different from our old one?": Help more hard working households get on the housing ladder through supporting affordable home ownership • Under Priority 2: Support the building of more homes for sale (market and affordable) and good quality, purpose build private rented homes in areas of the borough where there is more social housing • Under Priority 2: Get as much affordable housing built as is possible on every single development site in the borough • Priority 2: More genuinely affordable homes of all types should be built for Haringey through doing things like:	○ HCA works on 45% of net income for shared ownership ○ Be robust with developers re surplus/profit margins (see 1.1 below);

	Key priorities of stakeholders arising from the consultation feedback	Which questions gave rise to the issues raised	How / are these issues addressed in terms of proposals in the consultation document? Are the issues raised addressed satisfactorily?	What else do we need to do?
			○ Using the value in council-owned land to help keep rents and sale prices as low as possible for local people ○ Setting up a new register for people interested in living in shared ownership homes or rented homes which charge below market rents in Haringey ○ Giving people who live and/or work in Haringey top priority for new homes	
1.1	Concern about the role of developers and private sector landlords in maximising profits and the council challenging this	Priority 2; Priority 3	Not addressed. Needs to be added under addressing affordability	
1.2	Safety, security of homes	Vision; Ideas for	Not addressed. Allied to affordability	

	Key priorities of stakeholders arising from the consultation feedback	Which questions gave rise to the issues raised	How / are these issues addressed in terms of proposals in the consultation document? Are the issues raised addressed satisfactorily?	What else do we need to do?
		other priorities		
1.3	Security of tenure / stability – impact on children's needs and bringing up families	Priority 3; Ideas for other priorities	Not addressed. Overlaps with 1.2 above	
2	Sustainability and eco-design principles, energy and water conservation and efficiency	Priority 1; Priority 2; Priority 3; Ideas for other priorities	• Under Priority 1: Improving health and wellbeing and tackling fuel poverty by actively promoting energy conservation and efficiency in homes of all types • Under "What's the Housing situation in Haringey right now?" this states "Any new homes built need to match the council's high design and building standards	
3	Scepticism about the council achieving its vision: Although this is not a priority in the usual sense, it is included as an indication of the lack of confidence in the Council's ability to	Vision, Priority 1, Priority 3	Not addressed	Being clear about what we can / can't do and what choices will be made and communicating that. Clear Communications plan for both the launch of the Housing Strategy which sets out the ambitions and how they

	Key priorities of stakeholders arising from the consultation feedback	Which questions gave rise to the issues raised	How / are these issues addressed in terms of proposals in the consultation document? Are the issues raised addressed satisfactorily?	What else do we need to do?
	deliver its housing proposals.			will be achieved and for keeping people informed of how we're doing with implementation
4	Infrastructure to support new homes built	Priority 1; Priority 2; Ideas for other priorities	Under Priority 1: Create new local employment opportunities and infrastructure through building new homes by using planning policy to • Create new jobs and apprenticeships and promote new business opportunities for local people • Make new developments as attractive as possible with open space, community facilities, good transport facilities and better education and health facilities	
5	Retaining open/green space (well designed)	Priority 1; Priority 2; Ideas for other priorities	See above.	
6	Well designed homes (high standards)	Priority 1; Priority 2; Ideas for other	Mentioned as part of the housing situation in Haringey right now:	The council's expectations of high standards of housing design should be

	Key priorities of stakeholders arising from the consultation feedback	Which questions gave rise to the issues raised	How / are these issues addressed in terms of proposals in the consultation document? Are the issues raised addressed satisfactorily?	What else do we need to do?
		priorities	• The quality of homes in the borough, existing and new, needs to be maintained. Any new homes built need to match the council's high design and building standards. There are many more private rented homes than social rented homes in Haringey. As so many people depend on private rented homes, they need to be good quality and well managed.	referred in the Housing Strategy.
7	Tackling empty homes	Priority 1; Priority 2; Priority 3	Under Priority 3: There should be an affordable, good quality and well managed private rented and owned housing sector in Haringey by doing things like ... • Bringing more empty homes back into use through Compulsory Purchase Orders if necessary	

	Key priorities of stakeholders arising from the consultation feedback	Which questions gave rise to the issues raised	How / are these issues addressed in terms of proposals in the consultation document? Are the issues raised addressed satisfactorily?	What else do we need to do?
8	Tackling poor quality and management of private sector homes;	Vision; Priority 3	Under Priority 3: There should be an affordable, good quality and well managed private rented and owned housing sector in Haringey by doing things like: ○ Putting in place a borough-wide "selective licensing scheme" to reduce poor management and conditions in the borough's private rented sector ○ Setting up a private rented lettings agency so that Haringey households and landlords can get a better deal ○ Bringing more empty homes back into use through Compulsory Purchase Orders if necessary	

	Key priorities of stakeholders arising from the consultation feedback	Which questions gave rise to the issues raised	How / are these issues addressed in terms of proposals in the consultation document? Are the issues raised addressed satisfactorily?	What else do we need to do?
9	Build more homes	Vision; Priority 2	Under Priority 2: The right homes need to be provided in the right places through doing things like ○ The council and partner agencies working together to help increase the supply of new homes in Haringey ○ Bringing public and private land together and working creatively with other organisations to build new homes of all types, owned and rented, which will also stimulate further investment ○ Supporting the building of more homes for sale (market and affordable) and good quality,	This overlaps with the affordability issue which is the top most priority for respondents. See comments above for this. Practically we could: • Adopt a borough wide target of delivering at least 50% affordable housing on sites capable of delivering 10 units or more split 60% affordable rent and 40% intermediate. As a borough wide target, it is expected that some sites will yield more affordable housing and that the split between affordable rent and intermediate may vary according to local circumstances. • Sites located in the centre and west of Haringey will have an affordable tenure split 70% affordable rent and 30% intermediate. • Sites in the east of the borough will

	Key priorities of stakeholders arising from the consultation feedback	Which questions gave rise to the issues raised	How / are these issues addressed in terms of proposals in the consultation document? Are the issues raised addressed satisfactorily?	What else do we need to do?
			purpose built private rented homes in areas of the borough where there is more social housing ○ Supporting the building of more affordable homes in areas of the borough where there is more home ownership ○ Getting as much affordable housing built as is possible on every single development site in the borough • Public-owned land (including council-owned) and resources should be used to provide new homes including social rented homes	have an affordable tenure split 40% affordable rent and 60% intermediate. • All true voids within the council's housing stock will be let at target rent to fund additional investment in the council's housing stock. • In recognition of the costs associated with building new homes and the high levels of energy efficiency they achieve, rents for council new build housing will be higher than existing council housing but will not exceed 40% of benefit cap levels. • The council will use its retained right to buy receipts to fund the delivery of new homes, including through the provision of social housing grant to registered providers. Where the council provides grant funding to registered

	Key priorities of stakeholders arising from the consultation feedback	Which questions gave rise to the issues raised	How / are these issues addressed in terms of proposals in the consultation document? Are the issues raised addressed satisfactorily?	What else do we need to do?
			• More genuinely affordable homes of all types should be built for Haringey people through doing things like ○ Using the value in council-owned land to help keep rents and sale prices as low as possible for local people ○ Setting up a new register for people interested in living in shared ownership homes or rented homes which charge below market rents in Haringey ○ Giving people who live and/or work in Haringey top priority for new homes	providers there is an expectation that rent levels will not exceed 40% of benefit cap levels. • When disposing of its land and assets for housing purposes, the council will ensure that any new development comprises at least 50% affordable housing (split appropriately between rent and intermediate depending on location – see above).
10	Meeting housing	Priority 1;	Under Priority 1:	Housing Strategy needs

	Key priorities of stakeholders arising from the consultation feedback	Which questions gave rise to the issues raised	How / are these issues addressed in terms of proposals in the consultation document? Are the issues raised addressed satisfactorily?	What else do we need to do?
	needs of disabled people	Ideas for other priorities	Strong communities are needed in which all residents feel they belong and can thrive. This can be done through things like ... • Addressing the needs of a growing older population by making sure all new homes meet Lifetime Homes standards and 10% meet wheelchair housing standards Under Priority 1: Residents should have access to better support with their housing problems by • Introducing new support pathways which lead to independence for people who are vulnerable and have complex housing needs including putting in place housing-related support services	to cast more widely and consider the needs of people with physical disabilities, some of whom may need wheelchair-adapted accommodation, and also those with learning disabilities, people with some mobility issues and mental health issues. It also needs to look at the needs of families with one or more disabled children as well as disabled people who can or want to live independently.
11	Regulating the private rented sector and/or building a better relationship	Ideas for other priorities	See 8 above	

	Key priorities of stakeholders arising from the consultation feedback	Which questions gave rise to the issues raised	How / are these issues addressed in terms of proposals in the consultation document? Are the issues raised addressed satisfactorily?	What else do we need to do?
	with it			
12	Quality in temporary accommodation	Priority 3	Not addressed	This will be addressed through a refresh of Haringey's Homelessness Strategy, part of the a delivery suite for the Housing Strategy
13	Quality of housing formed from industrial/warehouse spaces	What else should the strategy include?	Not addressed	
14	Impact on health of poor quality homes	Priority 3	Not addressed	
15	Creating employment opportunities	Priority 1	See 4 above and Under Priority 1: Strong communities are needed in which all residents feel they belong and can thrive. This can be done through things like ... • Helping residents of all ages access employment opportunities as well as banking and other financial services (financial inclusion)	
16	Creating community meeting areas to facilitate building communities	Priority 1	Under Priority 1: Strong communities are needed in which all residents feel they belong and can thrive. This can be done through things	Haringey Council wishes to develop the idea of creating a stake for local people in the growth and regeneration planned for the borough.

	Key priorities of stakeholders arising from the consultation feedback	Which questions gave rise to the issues raised	How / are these issues addressed in terms of proposals in the consultation document? Are the issues raised addressed satisfactorily?	What else do we need to do?
			like ○ Supporting local people to strengthen existing communities and build new ones	
17	Littering and dumping - tackling	Priority 1	Not addressed	
18	Building/fostering understanding between people	Priority 1	See 18 above	
19	Access to art and culture	Priority 1	Not addressed	
20	Tackling ASB	Priority 1	Not addressed	
21	Concern re building at high densities	Priority 2	Not addressed	
22	Maintaining or upgrading the quality of existing homes: how this will be paid for;	Priority 3	Not addressed	The Council's Decent Homes Programme will ensure that 74% of council-owned homes are brought up to standard. In the private rented sector, the selective licensing scheme will assist with increasing the quality of these homes. The situation of home-owners who are asset rich but cash poor needs to be addressed.
23	Housing needs of specific groups, eg, single people, those fleeing domestic	Ideas for other priorities	Under Priority 1: Introducing new support pathways approach	Overlaps with affordability issues. A Pathways approach

	Key priorities of stakeholders arising from the consultation feedback	Which questions gave rise to the issues raised	How / are these issues addressed in terms of proposals in the consultation document? Are the issues raised addressed satisfactorily?	What else do we need to do?
	violence			should be adopted for all categories of housing need that the Council deal with. The Pathways approach should incorporate helping people help themselves. If the Council is clear what the pathway for each type of housing need is, this makes clear to people what the council can or cannot do and not raise unrealistic expectations
24	Alternative structures to build affordable housing within, eg, co-ops, community land trusts, live/work spaces	Ideas for other priorities	Not addressed	Research is needed on the potential for building affordable homes within different structures

Appendix 1 – List of stakeholders and how we consulted with them

Which Stakeholders consulted?	How we consulted with them	Notes
Haringey residents	Web page with o Online survey o Web link to Consultation Document explaining the proposed vision, aim, priorities and principles	• Web page launched 23/10/14: www.haringey.gov.uk/housing strategypriorities • 2275 hits on website as at 14/11/14 • Web page has link to consultation document and online survey and SHMA • 233 respondents to online survey as at 4/12/14 • 18/11/14: Meeting with St Ignatius Housing Association Service Users – mostly single homeless people living in temporary accommodation on St Ignatius HA licences. Need for stable, affordable accommodation for single people with complex needs clearly articulated.
	Hard copy surveys and promotion at local community events	
	Posters and leaflets distributed through Haringey libraries, council buildings, Homes for Haringey building, GP surgeries and other health buildings, recreation centres	• Consultation materials distributed from 18/11/14
	Facebook Page entry	• Done
	• Twitter	• Haringey Council tweets: 3/11/14; 6/11/14; 10/11/14 HfH tweet: 4/11/14
Registered providers	• RP forum event	• Held on 17/11/14. Well attended with 39 attendees in total of which 30 were from 17 housing associations (RPs). Nine were officers from Homes for Haringey and Haringey Council. • One hour workshop with HfH

Which Stakeholders consulted?	How we consulted with them	Notes
		Board held on 9/12/14
	Letters / emails with copies of the Consultation Document and survey explaining the proposed vision, aim, priorities and principles	• 15Oct14: Email sent to RPs working in Haringey notifying them of impending consultation - sent to HM & Lettings staff • 10/11/14: Follow-up email sent to RPs - again sent to housing management & lettings staff
	Request they put link to consultation on their home web pages	• Included in above emails
	Posters and leaflets for their tenants and leaseholders	• Sent 19/11/14
Private Rented Sector Landlords	Letters / emails with information on access to: o Online survey o Web link to Consultation Document explaining the proposed vision, aim, priorities and principles further set out in Appendix 2	5/11/14: Email sent to 380 accredited private landlords with link to consultation web page and survey
Members	Letters / emails with information on access to: o Online survey o Web link to Consultation Document explaining the proposed vision, aim, priorities and principles	• Lead Member for Housing & Regeneration emailed all Members after October Cabinet meeting • Hard copies of consultation materials sent to all Members from 19/11/14 • One Member requested 50 surveys and returned over 30 completed

Which Stakeholders consulted?	How we consulted with them	Notes
MPs	Letters / emails with information on access to: o Online survey o Web link to Consultation Document explaining the proposed vision, aim, priorities and principles	• David Lammy and Lynn Featherstone emailed by Cabinet Support Office • Response received from Labour candidate for Hornsey and Wood Green, Catherine West
Statutory and other public bodies, eg, the Greater London Authority, Planning, Department of Work and Pensions, and others	Letters / emails with copies of the Survey and Consultation Document explaining the proposed vision, aim, priorities and principles	24/11/14: Email sent to GLA asking for the response to the consultation (Neil Hook and Fiona Duncan). 24/11/14: North London Sub Region partners emailed for their response
Council staff	Web page with o Online survey o Web link to Consultation Document explaining the proposed vision, aim, priorities and principles	Meetings held with: • ALMO Client Manager (13/11/14) • Offender Management Team (18/11/14) • HfH Executive Leadership team meeting (25/11/14) • Rest of Housing Commissioning Team (27/11/14) • Consultation meetings with Housing staff held on for 28/11/14 (Apex House – 5 staff came)) and 8/12/14 (Alex House – 8 staff came) • Chief Executive raised the Housing Strategy consultation at Corporate Management Group meeting on 4/11/14

Which Stakeholders consulted?	How we consulted with them	Notes
Third sector organisations, including those representing BME communities, disabled residents, womens' groups, LGBT groups, travellers and gypsy groups, welfare groups (eg, CAB), groups representing older people, youth groups	Letters / emails with information on access to: o Online survey o Web link to Consultation Document explaining the proposed vision, aim, priorities and principles	• 22Oct14: "Heads up" email sent to HAVCO emailing list by HAVCO on our behalf saying consultation was starting and to look out for consultation materials • 18/11/14: Mailed umbrella organisations including: Age UK Haringey, Caris Haringey, Haringey Forum for Older People, Haringey Women's Forum, Mind in Haringey, Polish & Eastern European Christian Family Centre, Haringey Irish Centre, Somali Bravenese Association in London, Haringey Race and Equality Council, Haringey Disability First Consortium. • 28/11/14: HAVCO mailed consultation materials to 250 organisations on Council's behalf. HAVCO have provided list of organisations they have sent consultation materials to.
Tenants and residents associations in Haringey (Council tenants)	Web page with o Online survey o Web link to Consultation Document explaining the proposed vision, aim, priorities and principles Information on HfH website leading to consultation	• 17/10/14: Spoke to Joe Boake, Senior Resident Engagement Officer, HfH. He to raise the consultation at their Tenants Participation Panel on Monday 20/10/14 and to email all the associations the info when available. • 19/11/14: HfH put link to consultation web page from their home page.

Which Stakeholders consulted?	How we consulted with them	Notes
Developers with whom Haringey already works or may in the future.	Letters / emails with information on access to: o Online survey o Web link to Consultation Document explaining the proposed vision, aim, priorities and principles	10/11/14: Letters sent to Grainger and Bellway. Email sent to Berkeley.
Health organisations including the local Clinical Commissioning Group, GP surgeries, Whittington Hospital?	Letters / emails with information on access to: o Online survey o Web link to Consultation Document explaining the proposed vision, aim, priorities and principles	16/10/14: CCG included "heads up" info in GP e-bulletin, notifying them of the consultation and that consultation materials would be sent to them 19/11/14: Consultation materials sent to GP surgeries
Education organisations including CHENEL	Letters / emails with information on access to: o Online survey o Web link to Consultation Document explaining the proposed vision, aim, priorities and principles	• 17Oct14 - Email sent to CHENEL - marketing@conel.ac.uk raising forthcoming housing strategy consultation • 5/11/14: Email to Anthony Robinson and Sadiya Adam-Saib at CHENEL to take up their offer of a focus group with CHENEL students and staff. • 19/11/14: Email reminder sent to Anthony and Sadiya as nothing heard back so far.
Business organisations, eg, North London Chamber of Commerce	Letters / emails with information on access to: o Online survey o Web link to Consultation Document explaining the proposed vision, aim, priorities and principles	• 5/11/14: Email sent to North London Chamber of Commerce

Which Stakeholders consulted?	How we consulted with them	Notes
Housing Register applicants	• Pop up message or Message of the Day facility to be set up letting bidders know about the consultation • Email all Housing Register applicants as per Housing Scrutiny suggestion	• 5/11/14: 7491 applicants emailed re Housing Strategy consultation of which 76 addresses failed. Total on Housing register is 9647 as at 3Nov14 so 77% of applicants covered. • 6/11/14: Message of the Day set up on Home Connections website accessed by all Housing Register applicants able to bid
Unison		• 5/11/14: Phone call made and email sent to Unison offering a meeting • 19/11/14: reminder sent
Defend Council Housing		Agreed Lead Member for Housing & Regeneration to contact
Highgate Neighbourhood Forum		• 10/11/14: Messages sent via their web page contact message facility.
Members of public		• Two requests from members of the public for consultation document and survey – copies sent to them in post
Providers of housing-related support		• Email sent to 50 organisations dealing with 64 housing-related support projects

Haringey Council

Cabinet – 17 March 2015 – Consultation on Haringey's draft Housing Strategy 2015-2020

Appendix C – Equality Impact Assessment (EqIA)

Name of Project	Haringey's draft Housing Strategy 2015-2020	**Cabinet meeting date** ***If applicable***	17 March 2015
Service area responsible	Housing Investment & Sites Team		
Name of completing officer	Liz Smale	**Date EqIA created**	14 January 2015
Approved by Director / Assistant Director	Dan Hawthorn	**Date of approval**	23 February 2015

The Equality Act 2010 places a '**General Duty'** on all public bodies to have '**due regard'** to:

- **Eliminating discrimination, harassment and victimisation**
- **Advancing equality of opportunity**
- **Fostering good relations**

In addition the Council complies with the Marriage (same sex couples) Act 2013.

Haringey Council also has a '**Specific Duty'** to publish information about people affected by our policies and practices.

All assessments must be published on the Haringey equalities web pages. All Cabinet papers MUST include a link to the web page where this assessment will be published.

This Equality Impact Assessment provides evidence for meeting the Council's commitment to equality and the responsibilities outlined above, for more information about the Councils commitment to equality; please visit the Council's website.

Stage 1 – Names of those involved in preparing the EqIA	
1. Project Lead – Liz Smale	5.
2. Equalities / HR – Zakir Chaudhry	6.
3. Legal Advisor (where necessary) – Alison Vydulinski	7.
4. Trade union – N/A	8.

Stage 2 - Description of proposal including the relevance of the proposal to the general equality duties and protected groups

Every council needs a Housing Strategy because access to a good quality, affordable home is important to everyone living in the borough, whatever their background, and underpins health, educational attainment, safe and attractive neighbourhoods and vibrant communities.

A Housing Strategy:

- Is a summary document that brings together all the issues about housing in a council area both in the private housing sector (such as private rented and owner occupied homes) and the public sector (such as council- and housing association-owned homes).
- Sets out:
    - The council's vision and priorities/aims for housing of all types in the borough
    - A description of the local housing market and information about residents living in the borough and their housing needs now and and in the future
    - How the council needs to take account of housing priorities set by national government and, in Haringey's case, the Mayor of London
    - How the council will use its own resources and work in partnership with others to achieve its housing vision and priorities/aims

Haringey currently has a Housing Strategy (2009-2019) which was written 5 years ago but is now out of date. A great deal has changed since it was written in 2008/09, particularly national policies on housing and welfare. Haringey's local housing market and housing needs have also changed and the council has less resources to help solve the borough's housing problems.

Haringey's draft Housing Strategy 2015-2020 explains the council's updated approach to housing in all tenures and in all areas of the borough. The Housing Strategy will be delivered through a wide range of housing-related and other council strategies and policies which are already in

place or will be in the next few months. These are set out in the accompanying delivery plan. The outcomes envisaged by the Housing Strategy will be monitored and reviewed annually to ensure they continue to be responsive to changes in the local, regional and national landscape.

There are a wide range of specific approaches to achieving the Housing Strategy's vision, grouped under its objectives which are to:

- **Improve help for those in housing crisis** (part of priority consulted on in first round of consultation entitled "Build strong, inclusive and successful communities")
- **Ensure that housing delivers a clear social dividend** (part of priority consulted in first round of consultation entitled "Build strong, inclusive and successful communities")
- **Drive up the quality of housing for all residents** (priority consulted on in first round of consultation was entitled "Improve the quality of housing for everyone)"
- **Achieve a step change in the number of new homes being built** (priority consulted on in first round of consultation entitled "Build more homes across the borough")

An additional objective ("Ensure that housing delivery a clear social dividend") has been included to assist in making the council's strategic direction clearer. The wording of the other objectives was also changed to (a) align them closer to the objectives set out in Priority 5 of the council's Corporate Plan 2015-18 and (b) to use more brief and direct language to communicate more obviously what the council wishes to achieve.

The vision for the Housing Strategy is:

> "Housing is about people and communities, not just bricks and mortar. This means mixed and inclusive neighbourhood where residents can lead happy and fulfilling lives."

In its first round of consultation, the council consulted on the following principles which might govern how it carries out it's housing activities:

- Help people help themselves by working supportively with them on their need for a home
- Build homes that people want, need and can afford
- Deliver excellent housing services whilst managing our budgets well and reducing costs
- Make best use of council-owned homes and assets
- Work in partnership with residents and stakeholders to deliver the council's housing vision

In the draft Housing Strategy, the principles are now explained through a breakdown of the component parts of the vision, namely:

- Housing is about people and communities.
- We want mixed and inclusive neighbourhoods
- We want to work together with residents so they can lead happy and fulfilling lives

The reason for taking this approach is ensure the principles were rooted in the vision rather than having them as separate considerations and to bring out the importance for the council of achieving mixed and inclusive communities.

The outcome from the first round of consultation was overwhelming support for the vision, priorities and principles set out in the consultation document. In addition, analysis of comments from 330 respondents revealed the following concerns:

- Affordability of housing in the borough
- Scepticism that the council will achieve its vision and priorities/aims
- Build more homes
- The management and quality of the private rented homes in the borough
- That homes should be set in a good quality environment (internally and externally)

It should be noted that delivery of the Housing Strategy will take place through a wide range of other council policies and strategies.

This equalities impact assessment:

- **Examines the four objectives of the draft Housing Strategy from an equalities perspective**
- **Examines the outcomes of the consultation on the proposed vision, priorities (objectives) and principles of the draft Housing Strategy to identify any equalities impacts**

Examining the equalities impact of the 4 proposed objectives of the draft Housing Strategy

This EqIA has involved examining and interpreting a great deal of data. In order to help readers through the material more quickly, a summary

appears in this section with the full information and supporting data in Appendix 1 at the end of this document.

Proposed Objective: Improve help for those in housing crisis

The draft Housing Strategy 2015-2020 sets out a number of headline proposals under this objective which include:

- Prevent people becoming homeless, preventing people spending a long time on the council's Housing Register, or in temporary accommodation provided because they are homeless
- Continue to allocate social housing in the borough to those in greatest housing need

An examination of available protected characteristic data took place on:

- who approaches and is accepted as homeless,
- who is in temporary accommodation (TA) and for how long
- Who is on Haringey's Housing Register
- Who is being allocated social rented homes.

Conclusion on the objective "Improve help for those in housing crisis"

The key issues highlighted by the data on **homelessness** and **TA** show that:

- Female lone parents have the highest level of homelessness acceptances in Haringey and this level is increasing year on year.
- Black households approach as homeless at a level which is more than twice their representation in Haringey's population compared with White households who present in numbers which are around two thirds of their representation in Haringey's general population. This indicates that Black households are particularly affected by homelessness in the borough.
- Two groups of households are disproportionately represented as homeless in Haringey: those aged between 16 and 24 and between 25 and 44.
- Homeless acceptance due to mental or physical disability is higher than the Census 2011 data shown indicating that disability may be a factor in causing homelessness for these groups of households.
- For households placed in temporary accommodation (TA) because they are homeless, Black households are the biggest group waiting in TA between 0 and 4 years whilst White households are the biggest group waiting in TA for 5-9 years

- Drilling down further, households headed by Black females account for 36% of all households in TA and households headed by White females account for a further 24% of all households in TA.
- The largest age group in TA 25-44 year olds
- Female households in TA outnumber male households by 3 : 1 which is higher than the ratio of households by sex in the Housing Register (1.8 : 1)(see further below)

Key issues arising from the data on the **Housing Register** are:

- the proportion of Black housing applicants on the Housing Register far outweighs their presence in the general Haringey population and particularly so in terms of housing need as represented by Bands A-C, the higher levels of housing need. This appears to indicate a particularly high level of housing stress for Black households in Haringey. As there is a high level of homelessness acceptances in Black groups, this is also reflected in the Housing Register.
- Female applicants outnumber male applicants 3:1 but in Band B females outnumber males by 4:1. Band B is where most homelessness applicants are placed.
- The vast majority of applicants on Haringey's Housing Register by number are in the age group 25-44 and this is the largest group in every band except Band A. By proportion this age group is the largest in Band B which is where most homeless households are placed.
- The level of disability of applicants in Band A appears to be lower than the likely equivalent in the 2011 Census.
- Black female applicants are the biggest group in Band B where most homeless households are placed. White female applicants are the next biggest group. Together they make up nearly 18% of the Housing Register.

On **social housing allocations**, the key issues highlighted by the data are:

- Housing applicants in Black and White groups receive the bulk of available social housing lettings
- Lettings to female housing applicants far outweigh the number made to male housing applicants but by a slightly lower ratio than their presence on the Housing Register (1.8 :1 (HR) to 1.7 : 1 (Lettings).
- Proportionately, lettings to housing applicants with a disability recognised by Haringey's Allocations Scheme are lower than similar levels of disability shown in the Census.

How will Haringey's new Housing Strategy respond to the issues outlined above?

Loss of a private rented home or lack of access to stable, good quality and affordable homes are the main reason households look to the council for housing assistance. The Housing Strategy sets out the council's plans to build new affordable homes although the number achieved will never be enough to meet the needs of everyone who needs them. Indeed the number of affordable low rent homes planned by the council itself (250) will meet the needs of around 5% of the current applicants on the Housing Register who are in Bands A-C (4587). The Housing Strategy also sets out the council's intention to support households to prevent their homelessness and reduce the need for temporary accommodation by commissioning early intervention and support services that sustain independence and provide alternative accommodation pathways.

Several strategies and policies will underpin and deliver Haringey's new Housing Strategy. These are:

- Haringey's Homelessness Strategy, which will be refreshed during 2015/16 starting with a homelessness review, will examine further the issues highlighted by the above brief examination of the data on the differential impacts of homelessness and recommendations for responding to these needs will be set out in the revised Homelessness Strategy.
- Haringey's Housing Allocations Scheme which governs the allocation of council and housing association lettings in the borough and who is able to join the Housing Register.
- The council also intends to develop a private sector housing strategy during 2016/17 which will set out Haringey's direction on improving quality and management in the private housing sector including bringing empty homes back into use.

Recommendations for Objective 1

- Currently no regular monitoring takes place on lettings of social rented homes in terms of protected characteristics. Monitoring should take place at least annually to identify and put in place mitigating actions to remedy any discrimination taking place due to the rules set out in the Housing Allocations Scheme.

- The housing circumstances and needs of households aged 18-24 and 25-44 which are the biggest age groups accepted as homeless, in TA and on the Housing Register need to be understood and an appropriate response put in place.

- The housing circumstances of female Black Households and female White households on the Housing Register and in TA, need to be examined further to understand their particular housing needs. The Housing Strategy needs to reflect what can be done for this group of residents (around 1800 people plus associated family) for whom an appropriate housing response is needed.

Proposed Objective: Ensure that housing delivers a clear social dividend

Uner this objective, the headline proposals are set out followed by relevant protected characteristic or other information available on each. The

amount of protected characteristics data available under this objective is not as comprehensive as for the first objective.

The headline proposals under this objective include**:**

- *Provide lifetime tenancies for council tenants and encourage other social housing providers to do the same*

In terms of lifetime tenancies, data on existing council tenants was explored. There is no similar data for housing association tenancies in the borough.

The following was found about Haringey tenants who currently enjoy lifetime tenancies:

- Asian, White and Mixed households are under-represented in Council tenancies compared with their representation in Haringey's population.
- Black and Other households are over-represented in Council tenancies compared with their representation in Haringey's population
- Whereas the representation of males and females in Haringey's population is more or less the same, female tenants outnumber male tenants by a ratio of 1.6 : 1.
- Council tenants in the age ranges 16-24 and 24-44 are both under-represented compared with the general population whilst council tenants in ages range 45 and upwards are all over represented compared with the general population of similar age
- For the majority of tenants, there is no information recorded about disability needs. Information is recorded for just under 20% of tenants.

- *Ensuring the council's housing services are of a measurably high standard and subject to continuous improvement and that residents are engaged in shaping them*

From September 2014 Homes for Haringey became responsible for delivering community housing services as well delivering the council's landlord function. The Executive Leadership Team monitors standards and equality and diversity impacts of its business activities on a quarterly basis. This approach should enable continuous improvement to be monitored and any differential impact for service users related to protected characteristics identified and mitigated at an early stage.

- *The council and other social landlords working together with tenants to help them improve their health, education, skills and employment prospects in return for which residents are expected to take responsibility for their housing and their wider lives.*

The council's business growth activities supported by its Economic Development Strategy will enable this aspect of the Housing Strategy. For example, over 20,000 new jobs will be facilitated over the period from now until 2036 (from 73,000 (2011 baseline) to 95,000 by 2036

(+29.5%)).

The EqIA for the Economic Development Strategy expected that the impact of outcomes from it will be in proportion to the representation of protected characteristics in Haringey's population.

- *Place a high priority on affordable home ownership, giving as many families as possible a realistic chance of getting onto the housing ladder*

An analysis of protected characteristics and affordability of homes is set out in the section below examining the objective "Achieving a step change in the number of homes built".

- *Look for pioneering ways that residents can have a direct stake in Haringey's growth and regeneration, particularly in Tottenham and Wood Green where change is greatest*

There is no data available on this. The council should build in equalities monitoring of Haringey residents who engage with activities coming out of this proposal to ensure proportionate outcomes and benefits.

Recommendations for Objective 2

- Equalities monitoring should take place for all projects and activities which deliver new homes and jobs to ensure that all Haringey residents benefit proportionately.
- Where monitoring shows that residents with particular protected characteristics are not benefiting, an examination of why this is happening should take place and mitigating action taken.

Proposed Objective: To drive up the quality of housing for all residents

The draft Housing Strategy 2015-2020 sets out a number of headline proposals under this objective which include:

- Tackling poor quality in the private rented sector by
  - Setting up a lettings and management agency

- Licensing all private rented landlords in the borough

- Complete the decent homes programme for council-owned homes
- Set new standards for homes built and managed by housing associations, especially estates with more than one housing association landlord
- Drive up standards in the design of new homes

- Tackling poor quality in the private rented housing sector:

Haringey has already taken action to improve conditions in the private rented sector by putting in place additional licensing schemes for private sector homes in multiple occupation. The council does not currently monitor landlords it works with or the occupants of homes in multiple occupation (HMOs) it licenses.

In advocating additional licensing of HMOs in Harringay ward and in Tottenham wards, the council undertook an equalities impact assessment (EqIA) in 2012 of all areas affected. Using census data, the EqIA identified that:

- In terms of age, young people might be disproportionately impacted if the number of HMOs reduced in number as a result of additional licensing as they relied on HMOs as their main housing option, but then improvements in conditions of HMOs as a result of licensing would mean they benefited disproportionately.
- In terms of race, Black and minority ethnic households which predominate in the wards affected by additional licensing would also benefit disproportionately from improved HMO conditions as a result of licensing
- No data was available for sex, sexual orientation and religion/belief
- There was no likely impact for disabled people who would likely be prioritised for social housing.

In relation to the council's new proposals for the private rented sector, equalities impact assessments will be undertaken when developing the proposals for a lettings and managing agency and for a selective licensing scheme covering all private landlords in Haringey.

- *Complete the Decent Homes programme for council-owned homes*

Homes for Haringey's Asset Management Strategy, 2010/2017, covers all investment in the Councils housing stock, including decent homes.

In compliance with the Council's public sector equality duty, an Equality Impact Assessment was undertaken as part of drawing up the Strategy. The findings were incorporated into Homes for Haringey's planning processes for delivering decent homes. This included ensuring that all residents receive the standard of work that is consistent with the Decent Homes policy, and that consideration of specific language and other

needs were identified and addressed when drawing up programmes of work.

The tender process used to award the contract was in line with the council's procurement policy and guidelines, had equalities considerations at all the key stages.

- *Set new standards for homes built and managed by housing associations, especially estates with more than one housing association landlord*

Equalities monitoring of estates owned and managed by more than one housing association landlord should be put in place to ensure improvements impact proportionately on tenants affected.

- *Drive up standards in the design of new homes*

Achievement of this activity will benefit all residents who access new homes with higher design standards. It is routes to accessing these new homes which may not have proportionate outcomes for residents with protected characteristics.

Proposed Objective: Achieve a step change in the number of new homes being built

The draft Housing Strategy 2015-2020 sets out a number of headline proposals under this objective which include:

- Maximising the number of new homes being built through close working with partner housing associations
- Offering a range of different types and sizes of homes of different prices and tenures in each neighbourhood which will enable households to move up the housing ladder but stay within their communities
- Defining "affordable housing", both rented or part-owned, as spending up to 35% of earned income on housing costs
- Placing a high priority on building homes which are affordable to buy on lower incomes
- Pushing ahead with estate renewal to include new homes with different tenures, prioritise the building of larger social homes
- Building new social homes in parts of the borough where it is scarce, whilst prioritising more private rented homes and homes for sale in areas which are now predominantly social housing.
- Experimenting with new types of homes such as subsidy-free affordable housing, new approaches to shared ownership and purpose-built

private rented homes

The analysis undertaken examines the impact on residents in Haringey with protected characteristics of the high priority to build homes which are affordable to buy on lower incomes.

Conclusion on affordability

In the context of focusing on developing more affordable home ownership options in the central and eastern parts of Haringey, the data indicates that:

- According to two thresholds of housing affordability (35% and 45% of net median income spent on housing costs), council and housing association homes in Haringey are very affordable by households on the median income for the borough. Homes charging Affordable Rents with rents up to 65% of market rents are marginally affordable at 35% of net income and affordable at 45% of net income spent on housing costs. Shared ownership homes are marginally affordable at 35% of net income and are affordable at 45% of net income spent on housing costs. The latter (45%) is the government threshold for affordability of shared ownership. Homes with Affordable Rents (80% of market rent) are not affordable at 35% of net income spent on housing costs and only marginally affordable at 45% of net income. Private rented homes and outright sale homes are not affordable by households on Haringey's median income.
- Home ownership is high in the west of Haringey where as in some areas of east Haringey, social rented housing is the dominant tenure.
- Occupations with lower pay are more represented in the east of Haringey whereas occupations with higher pay are represented more in west Haringey. Incomes data show that only wards in west Haringey have incomes above the Haringey median income of £33,140.
- Incomes in east and central Haringey have reduced between 2010 and 2012/13 whereas they have risen in west Haringey over the same period
- Black households are represented more in the east of Haringey than they are in the west of the borough and conversely White households are represented more in the west of the borough, than in the east.
- Initial data on buyers of shared ownership homes show that Black and ethnic minority buyers are under-represented in new schemes whilst White buyers are over-represented in comparison with their representation in the general population of Haringey.
- Initial data on buyers of shared ownership homes show that the previous tenure of most buyers was the private rented sector.
- Initial data on buyers of shared ownership homes indicates around 50% of households lived in Haringey. Of this a smaller proportion already lived in east Haringey.

What does this tell us about the affordability of housing for residents with protected characteristics?

The above evidence indicates there is a possibility that over time Black residents in Haringey may not benefit from the plans to build more homes in the borough through promoting affordable home ownership in east Haringey. White households may benefit more easily. To help support existing communities whilst also increasing a greater mix of tenure, ways of ensuring Black households have access to and benefit from low cost home ownership products need to be explored.

How can the potential effects be mitigated?

The ability of local people to afford the new homes being built, especially in the east of the borough, is dependent on them accessing jobs and also increasing their incomes to a sufficient level to afford the new homes on offer as a result. Haringey's Business Growth plans include increasing the number of jobs in Haringey from 73,000 (2011 baseline) to 95,000 by 2036 (an increase of 29.5%). It is planned to change the profile of Haringey-based jobs so that retail and public sector employment are less dominant, and there is a better range of jobs, including a greater proportion of jobs in more highly-skilled sectors, such as sustainable technology, digital design and skilled/ craft manufacturing. The opportunities being created over the next 10 years should be open to all Haringey residents with monitoring undertaken to ensure the outcomes are delivered proportionately.

Examining the outcomes of the first round of consultation on the proposed vision, priorities (objectives) and principles of the draft Housing Strategy to identify any equalities impacts

Eight respondents explained the importance of taking into account the needs of households which include members of all ages with disabilities: disabilities needs should be considered in terms of availability and design of homes and in terms of staff training to understand the needs of households with disabilities.

Stage 3 – Scoping Exercise - Employee data used in this Equality Impact Assessment

Identify the main sources of the evidence, both quantitative and qualitative, that supports your analysis. This could include for example, data on the Council's workforce, equalities profile of service users, recent surveys, research, results of recent relevant consultations, Haringey Borough Profile, Haringey Joint Strategic Needs Assessment and any other sources of relevant information, local, regional or national.	
Data Source (include link where published)	**What does this data include?**
N/A – the proposed Housing Strategy does not impact on Haringey Council employees	

Stage 4 – Scoping Exercise - Service data used in this Equality Impact Assessment This section to be completed where there is a change to the service provided	
Data Source (include link where published)	**What does this data include?**
2011 Census data http://www.haringey.gov.uk/sites/haringeygovuk/files/130327_key_statistics_analysis_and_fact_sheets.xls	Tenure, ethnicity, sex, disability, age,
GVA (2014) Haringey Strategic Housing Market Assessment based on a Housing Needs Survey of 1,004 Haringey residents with a minimum of 10% of respondents (100 people) from each of the Local Housing Market Areas identified within the borough	Population, household spaces, dwelling stock, occupancy, age, ethnicity, household composition, occupational levels, tenure, house price and rents, household incomes
Joint Strategic Needs Assessment - Housing http://www.haringey.gov.uk/social-care-and-health/health/joint-strategic-needs-assessment/other-factors-affecting-health/jsna-housing	Population, tenure, house prices and affordability, homelessness, ethnicity of homeless households
Trust for London/New Policy Institute, London's Poverty Profile 2013 http://www.londonspovertyprofile.org.uk/	Population, ethnicity, income and wealth inequality, tenure

Stage 5a – Considering the above information, what impact will this proposal have on the following groups in terms of impact on residents and service delivery: Positive and negative impacts identified will need to form part of your action plan.				
	Positive	**Negative**	**Details**	**None – why?**
Sex	✓	✓	Under Objective 1, "Improve help for those in housing crisis" of the draft Housing Strategy: The housing circumstances of female Black Households and female White households on the Housing Register and in TA, need to be examined further to understand their particular housing needs. The Housing Strategy needs to reflect what can be done for this group of residents (around 1800 people plus associated family) for whom an appropriate housing response is needed. Addressing these needs Under Objectives 1, 3 and 4, "Improving help for those in housing crisis", "Drive up the quality of housing for all residents" and "Achieve a step change in the number of new	

			homes being built" should lead to a positive outcome for this group, On the latter, it should be noted that the 250 new council-owned homes (low rent) planned will meet only 5% of the current needs on Haringey's Housing Register.	
Gender Reassignment				Data is insufficient to comment. The case for collecting this information in this context should be explored.
Age	✓	✓	Households aged 16-24 and 25-44 are over-represented in homelessness acceptances, in temporary accommodation and on the Housing Register. Why this is so needs to be understood. The Housing Strategy Objective 4 of "Achieve a step change in the number of new homes being built" which includes plans to assist more people to access	

			home ownership is likely to benefit first time buyers who tend to be in younger age groups. However, age groups of all ages who have insufficient income will not benefit. The design of new homes will include lifetime homes and sustainable design standards will benefit all age groups. Objective 1 "Improve help for those in housing crisis" includes plans to enable vulnerable households with assessed housing needs of all ages to benefit from initiatives which enable independent living. Objective 3 "Drive up the quality of housing for all residents" should also assist all age groups.	
Disability	✓		The Housing Strategy Objectives 4 and 1 "Achieve a step change in the number of new homes being built" and "Improve help for those in housing crisis" both address the needs of	

			disabled people in terms of the design of new homes to be built (lifetime homes and sustainability of homes), and enabling independent living (through Disabled Facilities Grants, etc)	
Race & Ethnicity	✓	✓	Under Objective 1 "Improve help for those in housing crisis", there are similar issues as raised in the sections on Sex and Age. A better understanding of housing circumstances of Black groups over-represented in homelessness and in TA is required and an appropriate response developed. Under Objective 4, "Achieve a step change in the number of new homes being built". All groups may not benefit. For example, evidence in this analysis shows that Black residents in Haringey may not benefit from the plans to promote affordable home ownership in east Haringey. White	

			households may benefit more easily. Under Objective 3 “Drive up the quality of housing for all residents” all ethnic groups should benefit from activities under this objective with the outcome that there is a reduction in the level of assistance being required from the council under Objective 1 “Improve help for those in housing crisis”.	
Sexual Orientation				Data is insufficient to comment. The case for collecting this information in this context should be explored
Religion or Belief (or No Belief)				Data is insufficient to comment. The case for collecting this information in this context should be explored.
Pregnancy & Maternity				Data is insufficient to comment. The case for collecting this information in this context should be explored.
Marriage and Civil Partnership				Data is insufficient to comment. The case for collecting this information in this context should be

				explored.

Stage 5b – For your employees and considering the above information, what impact will this proposal have on the following groups: Positive and negative impacts identified will need to form part of your action plan.				
	Positive	**Negative**	**Details**	**None – why?**
Sex				The Housing Strategy has no impact on staffing structures
Gender Reassignment				As above
Age				As above
Disability				As above
Race & Ethnicity				As above
Sexual Orientation				As above
Religion or Belief (or No Belief)				As above
Pregnancy & Maternity				As above
Marriage and Civil Partnership				As above

Stage 6 - Initial Impact analysis	Actions to mitigate, advance equality or fill gaps in information
The Housing Strategy will contribute to the equalities agenda by building more homes in the borough, improving support for those facing housing crisis, improve the quality of existing housing in the borough and ensure housing delivers a clear social dividend.	The council will continue to monitor the equalities profile of lettings of new affordable homes built in the borough which are funded by Haringey or other public sources to ensure they are used to meet housing need recognised in Haringey's Allocations Policy. The council will also collect equalities information on shared ownership buyers to ascertain their profile in relation to Haringey's current population. The Housing Strategy will be delivered by a wide range of council policies and strategies each of which will be subject to equalities impact assessments and equalities monitoring.

Stage 7 - Consultation and follow up data from actions set above

Data Source (include link where published)	What does this data include?

Stage 8 - Final impact analysis

Stage 9 - Equality Impact Assessment Review Log

Review approved by Director / Assistant Director	Dan Hawthorn	Date of review	23/2/2015
Review approved by Director / Assistant Director		Date of review	

Stage 10 – Publication

Ensure the completed EqIA is published in accordance with the Council's policy.

Appendix 1 – Housing Strategy EqIA - Stage 2 - Data

Note on broad categorisations of data:

In this EqIA, **broad ethnic categories** (Asian, Black, Mixed, White, Other) include a range of ethnicities. The following table shows the make up of each broad ethnic category:

Broad ethnic category	Ethnicity data collected
Asian	Asian or Asian British Asian or Asian British - Bangladeshi Asian or Asian British - East African Asian or Asian British - Indian Asian or Asian British - Pakistani Other Asian
Black	Black or Black British Black or Black British - African Black or Black British - Caribbean Other Black
Mixed	Asian and White Black Caribbean and White Black African and White Mixed Black Mixed Asian Other Mixed

Broad ethnic category	Ethnicity data collected
White	White or White British White or White British - Irish White or White British - Greek Cypriot White or White British - Kurdish White or White British - Turkish White or White British - Turkish Cypriot White or White British - Gypsy White or White British - Traveller White or White British - Irish Traveller Other White European Other White
Any other ethnic group	Chinese Any other ethnic group

For some analysis, Haringey is split into **three broad areas: west, central and east**. The wards included in each broad area are:

	Wards
West Haringey	Alexandra Crouch End Fortis Green Highgate Hornsey

	Wards
	Muswell Hill Stroud Green
Central Haringey	Bounds Green Harringay Noel Park St Ann's West Green Woodside
East Haringey	Bruce Grove Northumberland Park Seven Sisters Tottenham Green Tottenham Hale White Hart Lane

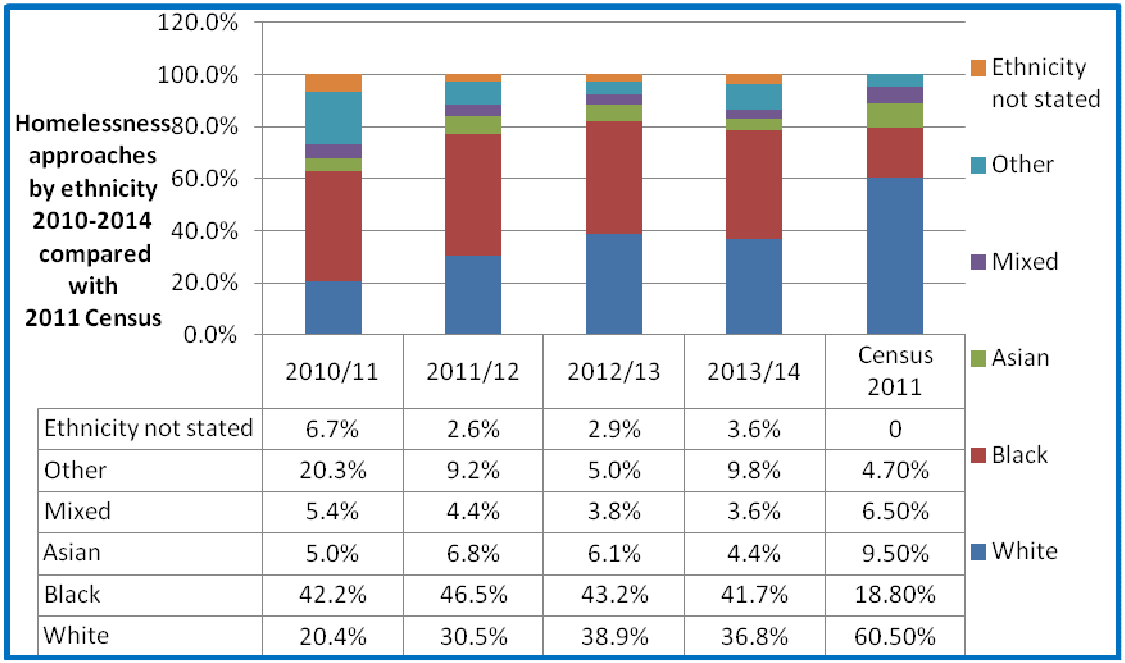
Proposed Objective: Improve help for those in housing crisis

The draft Housing Strategy 2015-2020 sets out a number of headline proposals under this objective which include:

- Prevent people becoming homeless, preventing people spending a long time on the council's Housing Register, or in temporary accommodation provided because they are homeless
- Continue to allocate social housing in the borough to those in greatest housing need

Data on homelessness in Haringey

Ethnicity of households approaching Haringey Council as homeless

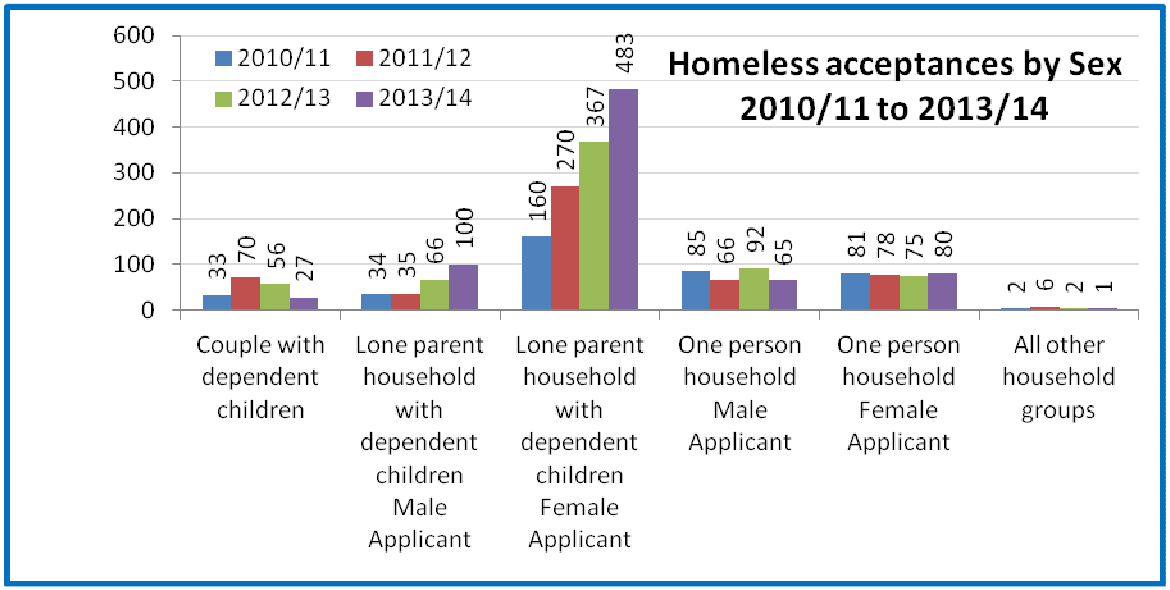


	2010/11	2011/12	2012/13	2013/14	Census 2011
Ethnicity not stated	6.7%	2.6%	2.9%	3.6%	0
Other	20.3%	9.2%	5.0%	9.8%	4.70%
Mixed	5.4%	4.4%	3.8%	3.6%	6.50%
Asian	5.0%	6.8%	6.1%	4.4%	9.50%
Black	42.2%	46.5%	43.2%	41.7%	18.80%
White	20.4%	30.5%	38.9%	36.8%	60.50%

The graph to the left details approaches of homelessness households to Haringey Council by ethnicity and compares this to the representation of each ethnicity in the 2011 Census for Haringey's population.

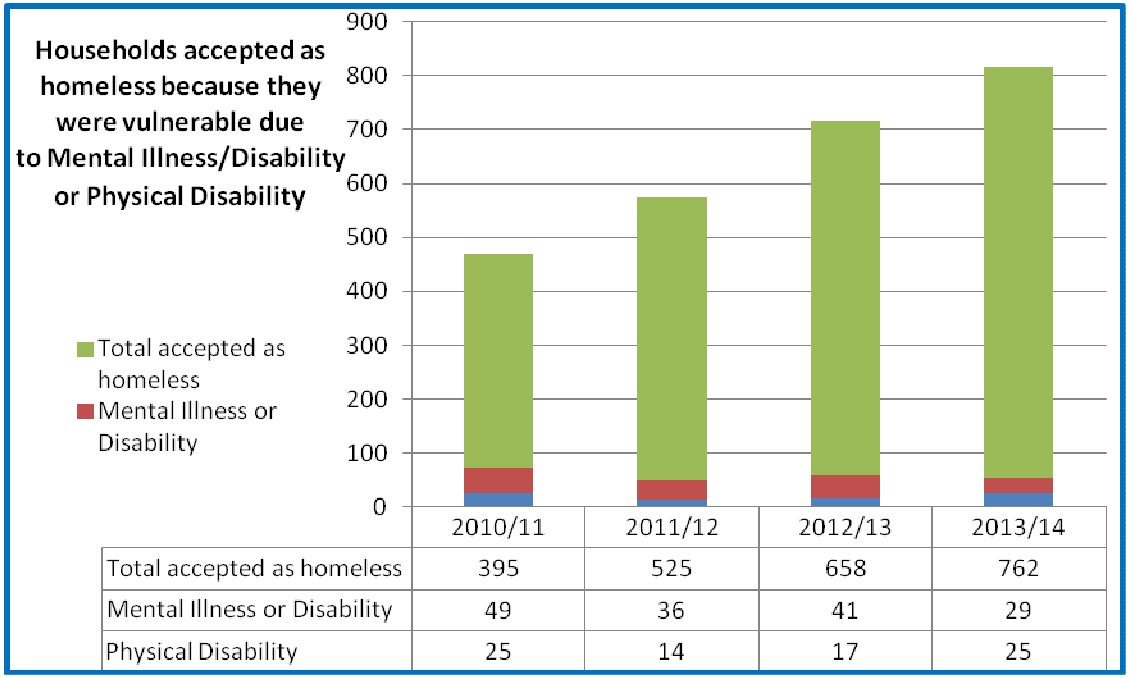
The data shows that Black households are the biggest group to approach as homeless over the four year period, shown at over 40% of all applicants and this level of approach remains consistent. This is more than twice the level of their presence in the population indicated by 2011 Census data (18.8%). White households are the second largest group approaching as homeless. The level of their approaches (at less than 40%) is also much less than their presence in the population indicated in the 2011 Census (60.5%). Their level of approach as homeless is showing an upward trend.

For Mixed, Asian and Other households, homelessness approaches are lower than their presence in the population indicated by the 2011 Census.



The chart left shows data on the number of households accepted as homeless under the homelessness legislation by sex. Female lone parents are the biggest group in this category and their number has increased annually. 2011 Census data shows there is a relatively equal gender split in Haringey with just over half the population being female (50.5%). Haringey's forthcoming refreshed Homelessness Strategy will set out the council's response on assisting female lone parents which are particularly affected by homelessness.

Homelessness by Disability

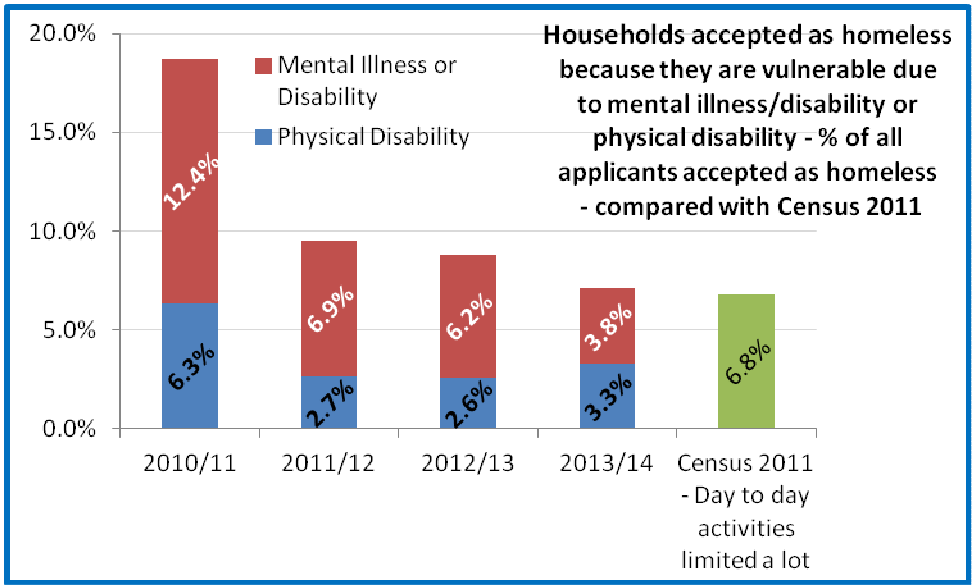


	2010/11	2011/12	2012/13	2013/14
Total accepted as homeless	395	525	658	762
Mental Illness or Disability	49	36	41	29
Physical Disability	25	14	17	25

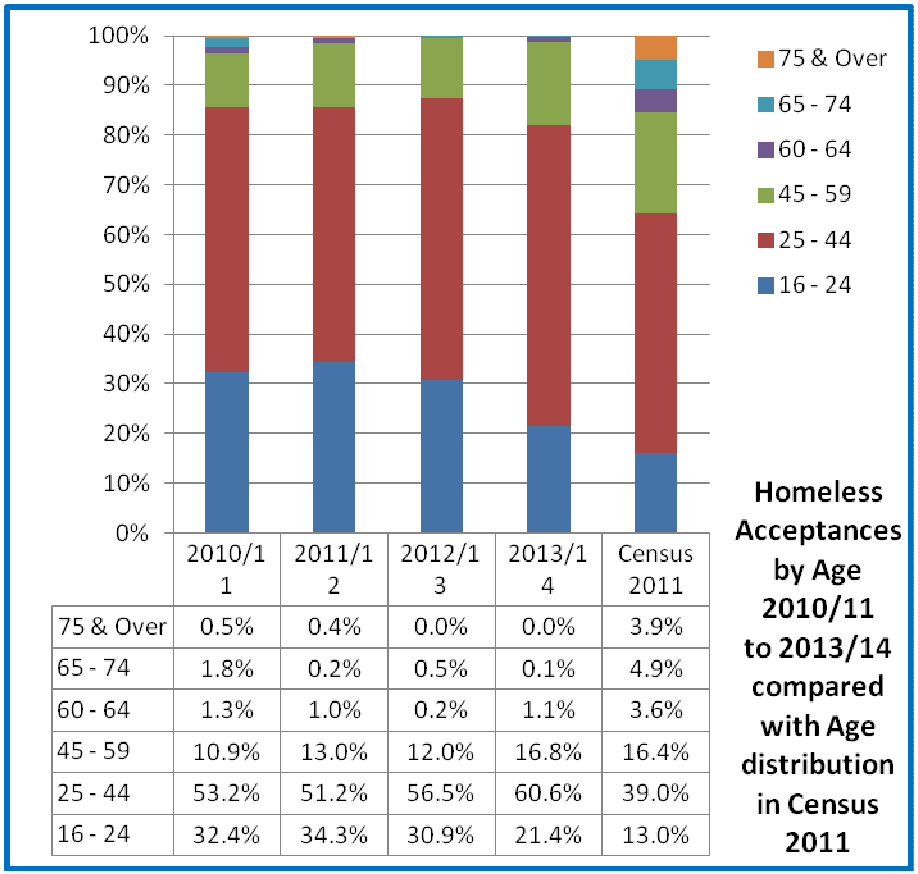
The chart (left) on disability and homelessness acceptances shows low numbers of households who are vulnerable due to mental ill health or disability or physical disability.

The chart below shows homelessness acceptances due to mental or physical disability in percentage terms compared to Census 2011 data on households in Haringey whose day-to-day activities are limited a lot by a long-term health problem or disability.

The percentages of homeless acceptance due to mental or physical disability is higher than the Census 2011 data shown indicating that disability may be a factor in causing homelessness for these groups of households.



Homelessness by Age



	2010/11	2011/12	2012/13	2013/14	Census 2011
75 & Over	0.5%	0.4%	0.0%	0.0%	3.9%
65 - 74	1.8%	0.2%	0.5%	0.1%	4.9%
60 - 64	1.3%	1.0%	0.2%	1.1%	3.6%
45 - 59	10.9%	13.0%	12.0%	16.8%	16.4%
25 - 44	53.2%	51.2%	56.5%	60.6%	39.0%
16 - 24	32.4%	34.3%	30.9%	21.4%	13.0%

Homeless Acceptances by Age 2010/11 to 2013/14 compared with Age distribution in Census 2011

The age of households accepted as homeless compared with the Census 2011 age distribution shows two groups of households are disproportionately represented as homeless in Haringey:

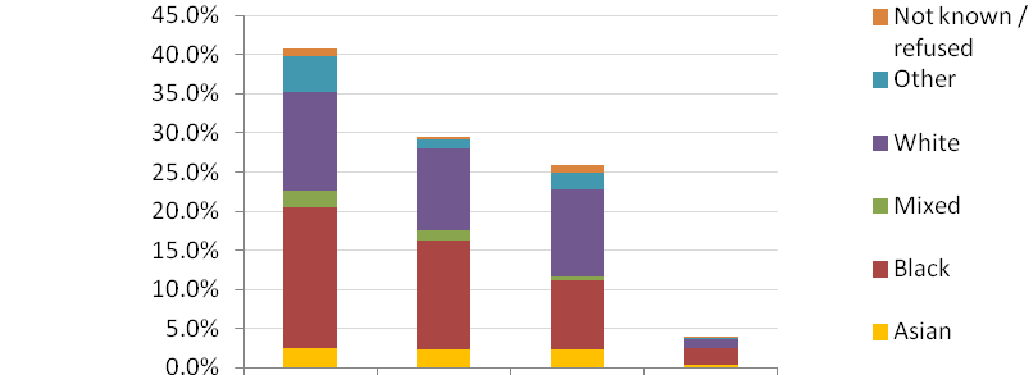
- Age group 16-24
- Age group 25-44

Until 2013/14, households in the 45-59 age group had been under-represented in homelessness acceptances.

Haringey's refreshed Homelessness Strategy will address the needs of these age groups.

Households placed by Haringey Council in Temporary Accommodation because they are homeless

Temporary accommodation (TA) is provided to households for whom there is no suitable alternative at the time they present to and/or are accepted as homeless by the council. Most temporary accommodation is good quality, self contained and in the private rented sector. There were 3,005 households in TA at the end of December 2014. In November 2012 homeless law changed so that councils can discharge their homelessness duty to the private housing sector and homeless households have no right to a social rented home as previously. In practice discharging households to the private rented sector has become increasingly difficult because of the lack of affordable good quality private rented homes available. As a result, the number of households in TA is increasing over time with applicants relying on a diminishing supply of social rented homes.



	0-24 months	2-4 years	5-9 years	10-15 years
Not known / refused	0.9%	0.3%	0.9%	0.0%
Other	4.7%	1.1%	2.1%	0.2%
White	12.5%	10.5%	11.2%	1.1%
Mixed	2.2%	1.3%	0.4%	0.0%
Black	18.1%	13.9%	9.0%	2.2%
Asian	2.4%	2.3%	2.3%	0.3%

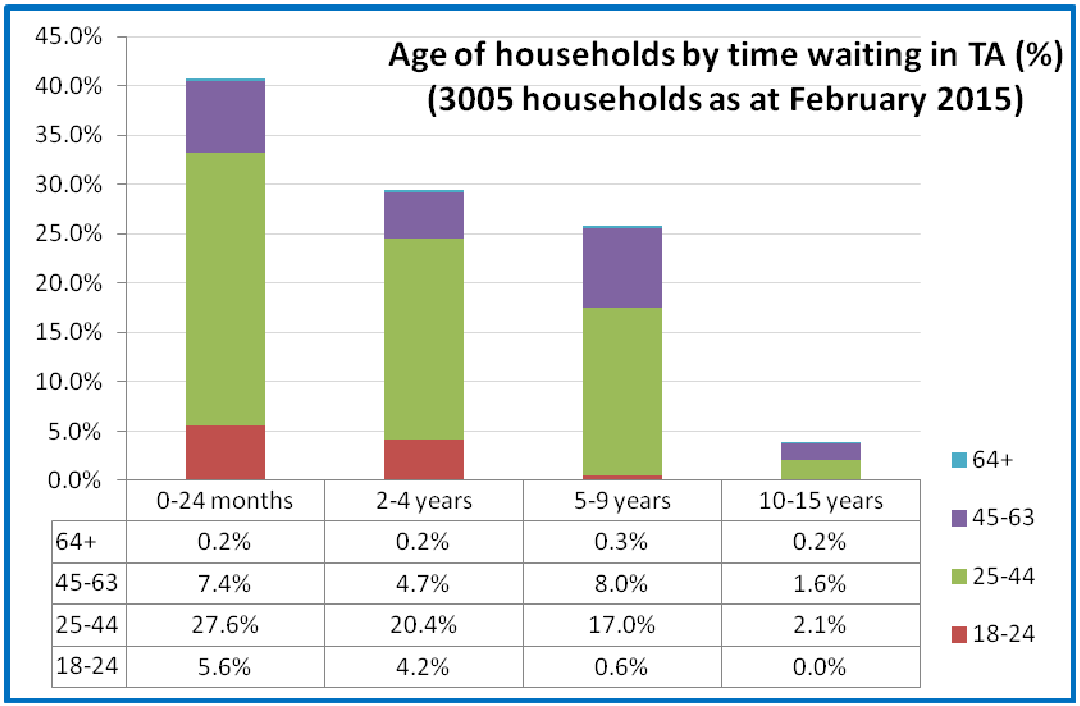
Time in Temporary Accommodation by Ethnicity (3005 households as at 17/2/15)

The chart to the left sets out the percentage of households placed by the council in temporary accommodation (TA) because they are homeless by time waited in this accommodation and broad ethnic categories as at the end of December 2014.

Around 40% of households in TA have been waiting up to 24 months, some 30% have been waiting between 2 and 4 years, around 25% have been waiting 5-9 years in TA and just under 5% have been waiting between 10-15 years. Not shown are a handful of households who have been waiting longer than this: 3 households have been waiting in TA for 15-20 years and one household for 23 years.

In terms of ethnicity, Black households in TA are the largest group waiting 0-24 months and 2-4 years. This accords with the level of approach and acceptance as homeless outlined above. White households are the largest group waiting in TA for 5-9 years. Asian households maintain the same level of representation between 0 and 9 years of waiting in TA.

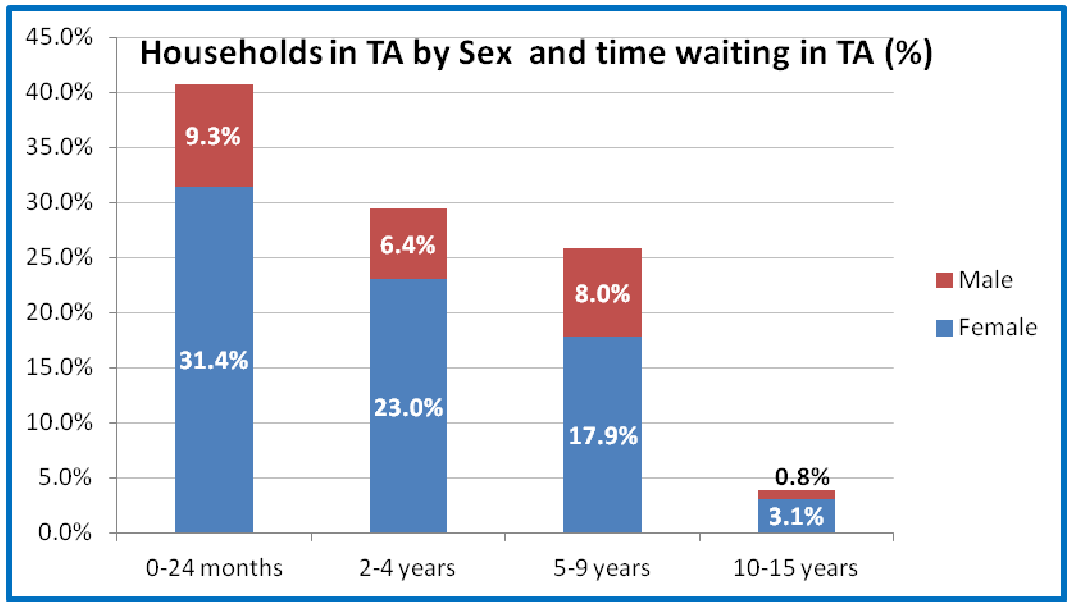
The longer waits in TA usually indicate households needing larger-sized social rented homes which are less frequently available than social rented homes with one or two bedrooms.

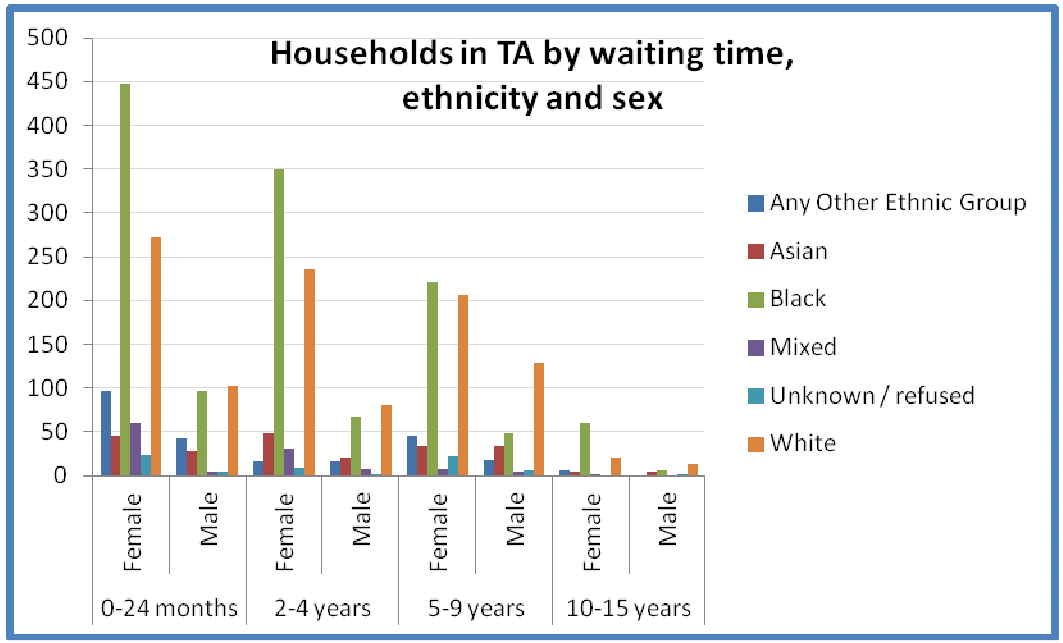


	0-24 months	2-4 years	5-9 years	10-15 years
64+	0.2%	0.2%	0.3%	0.2%
45-63	7.4%	4.7%	8.0%	1.6%
25-44	27.6%	20.4%	17.0%	2.1%
18-24	5.6%	4.2%	0.6%	0.0%

This chart sets out the percentage of households in temporary accommodation by age group and the time they have so far waited there.

The age group 25-44 is the largest group in all years with the next largest age group being 45-63 years. People aged 18-24 do not stay as long in TA as older groups. This is most likely due to the fact they need smaller-sized social rented homes which are more plentiful in supply.

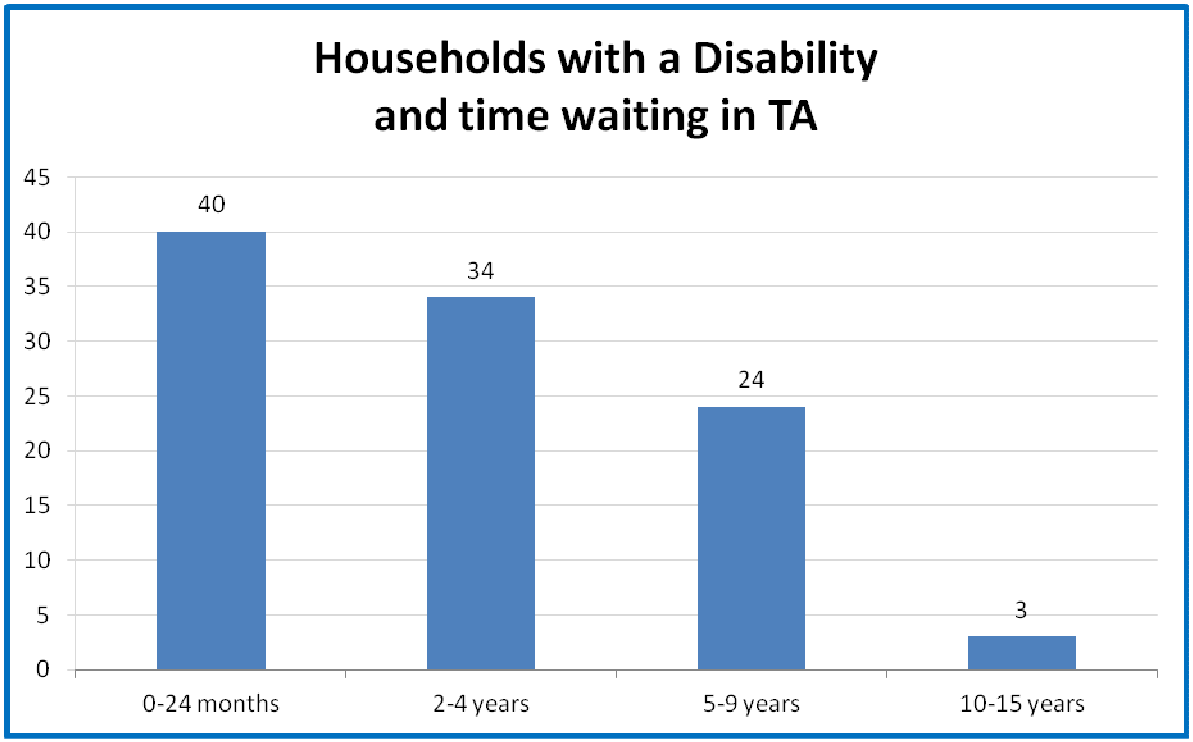




The percentage of households in TA by sex is set out in the chart to the left.

Female households in TA outnumber male households by over 3:1 in all waiting time categories, except 5-9 years where females outnumber males by 2:1 . This level of representation is in keeping with the level of homelessness approaches and acceptances outlined above.

In the chart below left, households in TA by waiting time, ethnicity and sex is analysed. It can be seen that households headed by Black females are the biggest group in all waiting time categories. In fact they account for 36% of all households in TA as at the end of December 2014. The next biggest group waiting up to 9 years in TA are households headed by White females and they account for 24% of all households in TA.



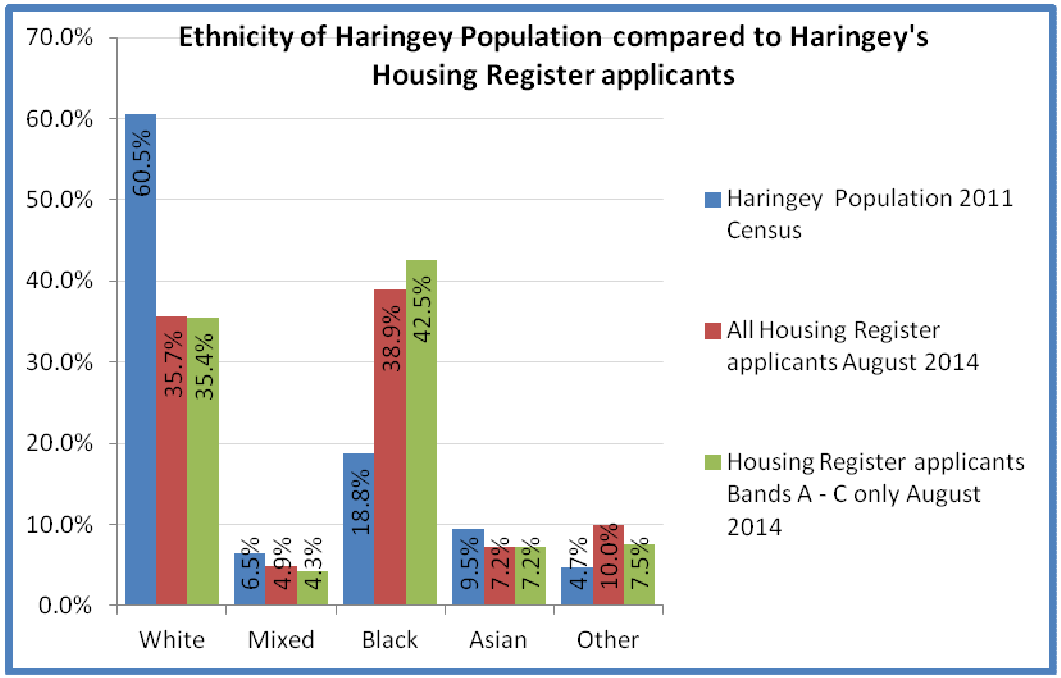
The chart to the left sets out the number of households in TA which includes a member with a disability. There are 101 households with a disability as at the end of December 2014 out of 3005 households in TA.

Social rented homes which meet the needs of households with a disability are few and far between in availability.

Haringey's Housing Register

Ethnicity of Housing Register Applicants

Haringey's Housing Register currently comprises 5 bands of housing need, A to E; Band A contains applicants with the highest need including those with disabilities (mostly physical); Band E the lowest. Band B contains applicants who have been accepted by Haringey Council as homeless under the homelessness legislation. In October 2014 Cabinet agreed to remove Bands D and E as these categories of applicant had not received offers of social rented homes for over 3 years. Applicants in these groups will be removed from the Housing Register during 2015. Available social rented homes are allocated to applicants on the Housing Register according to the rules sets out in Haringey's Housing Allocations Scheme.

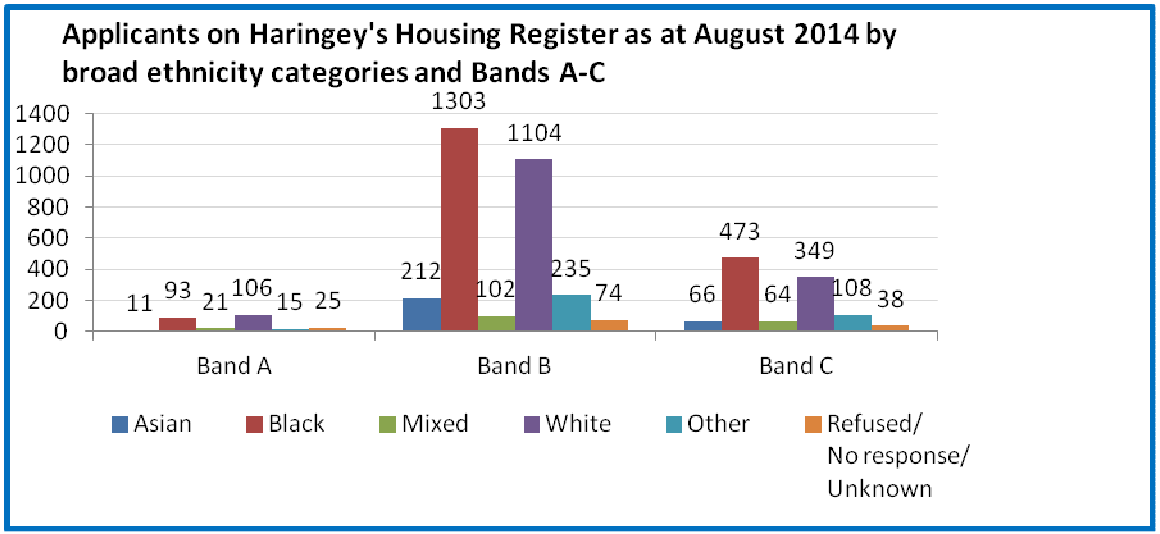


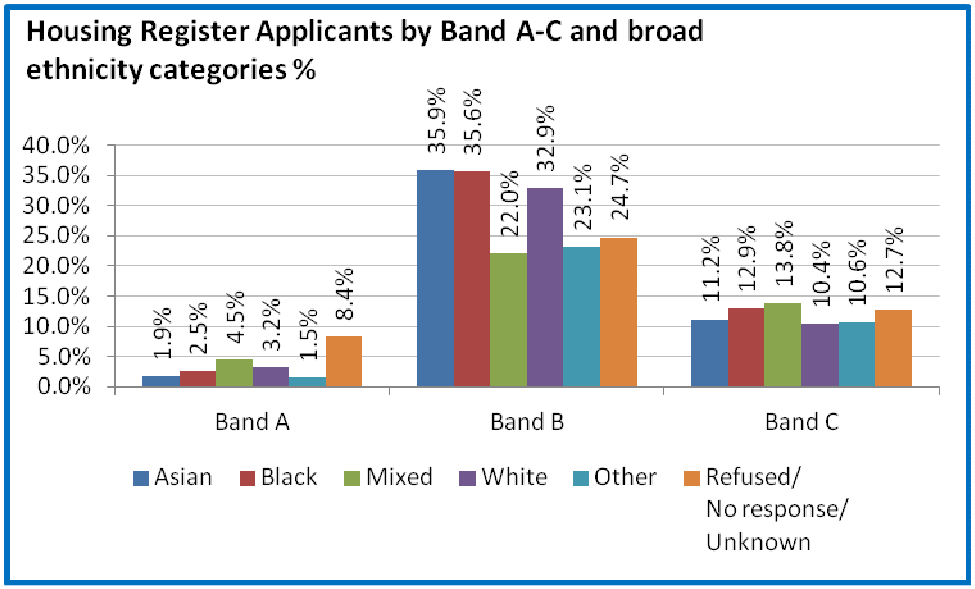
The chart to the left compares the representation of different ethnic groups in Haringey with their representation on Haringey's Housing Register and, within the Housing Register, their representation in Bands A-C. The chart shows that the proportion of Black housing applicants far outweigh their presence in the general Haringey population and particularly so in terms of housing need as represented by Bands A-C.

This appears to indicate a particularly high level of housing stress for Black households in Haringey that needs to be addressed – see also the data on homelessness above, where Black households are the biggest group approaching as homeless.

Waiting times on Haringey's Housing Register for applicants who are in the highest Bands A and B as at August 2014:

	No. of years waiting
Band A	
Wait for a 3 bedroom home	5.5 years
Wait for a 2 bedroom home	3.2 years
Band B	
Wait for a 3 bedroom home	7.2 years
Wait for a 2 bedroom home	10.5 years





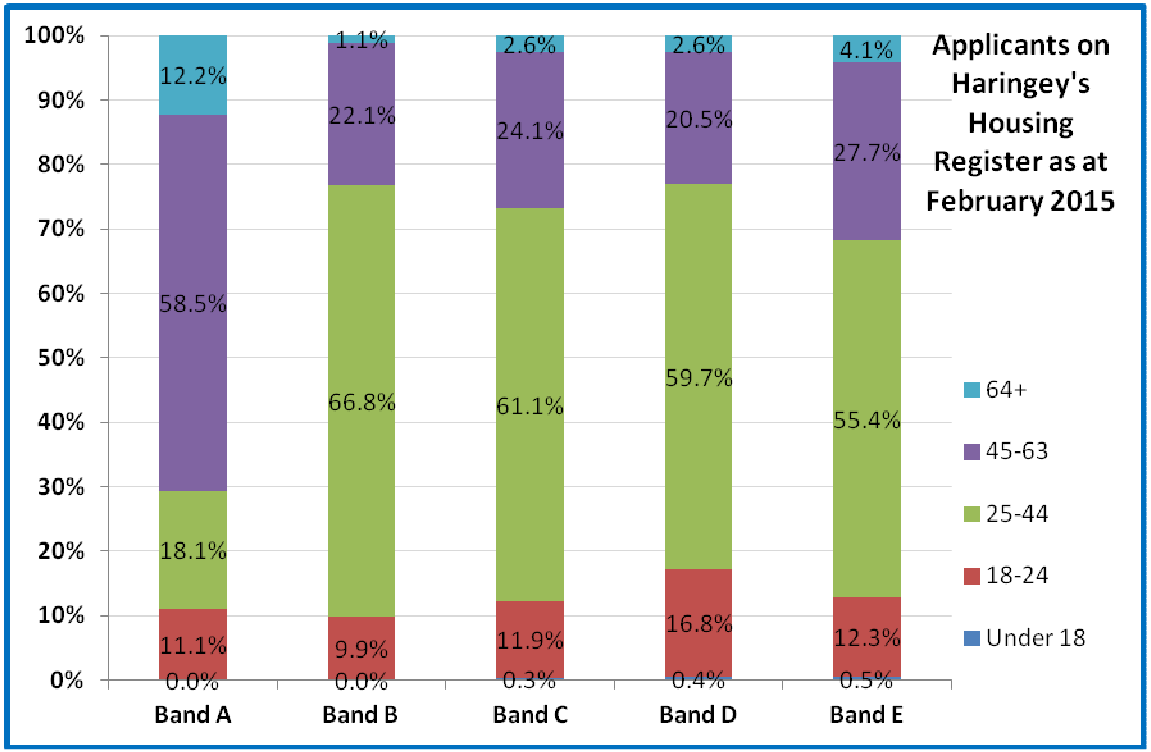
The charts to the left analyse the Housing Register by bands A-C (the bands with most housing need) and by broad ethnicity categories in terms of numbers and proportions (%)

In terms of numbers, Black applicants are the biggest group in Bands B and C and White groups are the second biggest group in each of these bands.

Band B is where most applicants to whom the council has accepted a duty to house under the homelessness legislation are placed.

In terms of their proportionate presence on the Housing Register, Asian applicants are highly represented in Band B as are Black applicants, with White applicants the third largest group represented in Band B.

Age of Housing Register applicants



The chart to the left examines the age structure of applicants on Haringey's Housing Register.

The vast majority of applicants on Haringey's Housing Register **by number** are in the age group 25-44 and this is the largest group in every band except Band A. By **proportion** this age group is the largest in Band B

In Band A, the applicants with the highest priority by proportion are in the 64+ age group whilst in numbers, the largest group of applicants is in the age group 45-63.

Applicants who are under 18 account for 31 applicants on the Housing Register and they are to be found in Bands C to E.

It should be noted that Cabinet agreed in October 2014 to remove Bands D and E from the Allocations Scheme as no applicant within them had received an offer over the previous 3 years. To keep applicants in Bands D and E on the Housing Register was felt to give false hope as they were highly unlikely to ever receive an offer of a social rented home. The majority of applicants in Bands D and E are in the 25-44 age group with the next highest group in the 45-63 age group and then the 18-24 age group

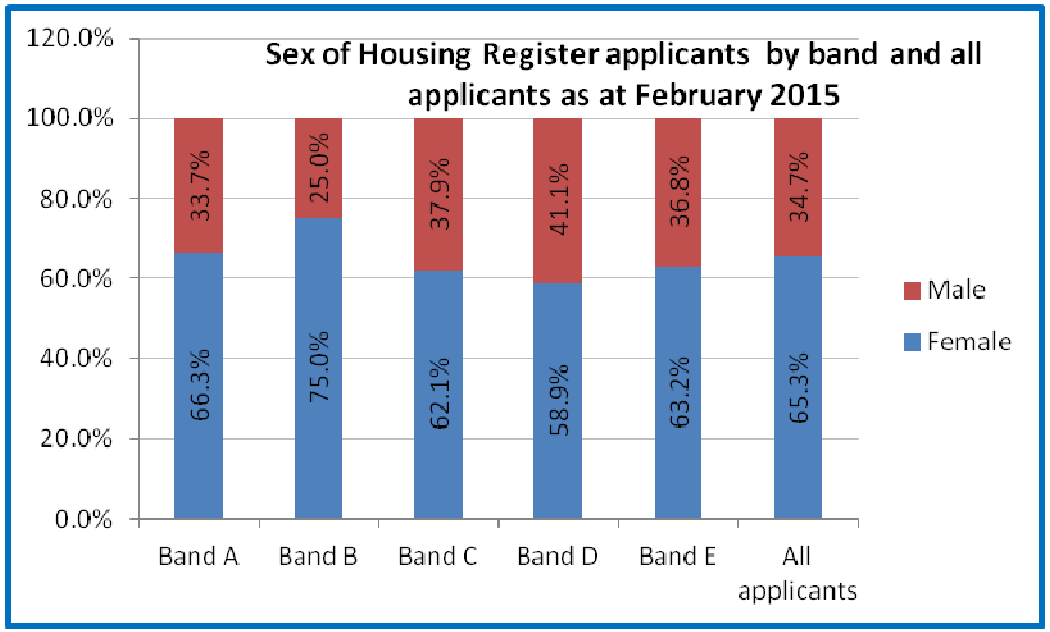
As at October 2014, no applicants in Band C had received offers of social rented homes for the previous 12 months.

In terms of numbers, though Band A has only 270 people in it. Numbers in the other Bands are:

Band B	3071
Band C	1246
Band D	3342
Band E	2330

There were 10,259 applicants on the Housing Register as at February 2015.

Sex of Applicants on Haringey's Housing Register

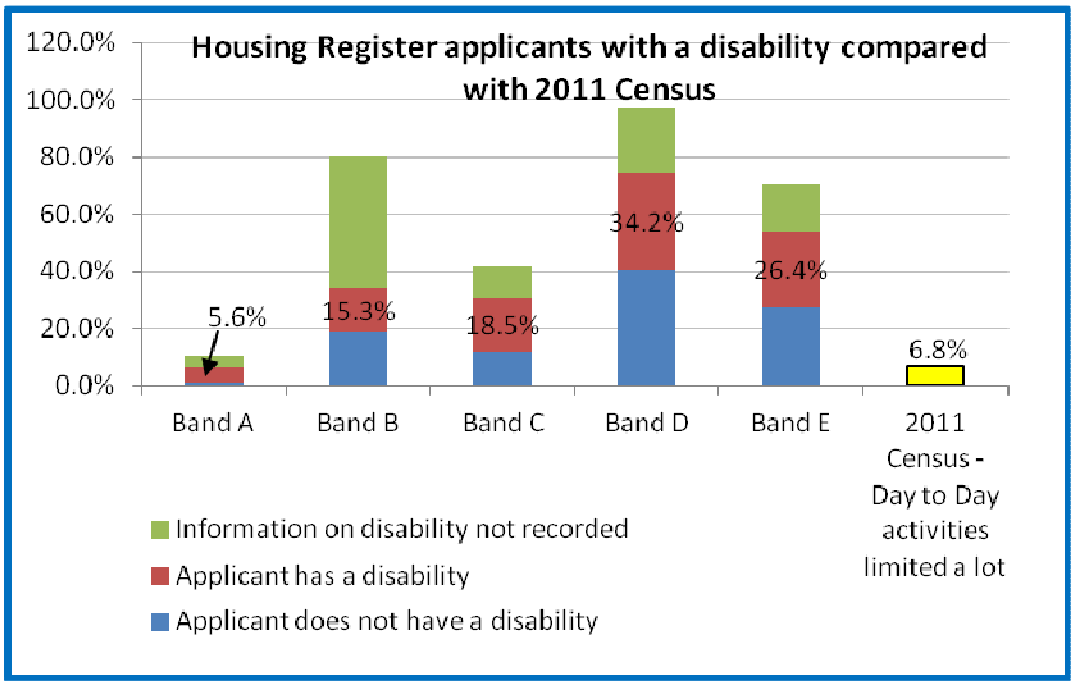


The chart to the left shows the sex of housing applicants by bands A-E and compared against all applicants on the Housing Register regardless of banding.

The data shows that for all bands except Band B, the proportions of male female applicants are roughly the same with female applicants outnumbering male applicants almost 3 to 1.

In Band B female applicants outnumber male applicants 4 to 1. The explanation for this is that most applicants in temporary accommodation because they are homeless are placed in Band B and female lone parents are by far the biggest group accepted as homeless.

Disability of Housing Register Applicants



There are 859 Housing Register applicants who have some level of disability recorded. These applicants are found in all Bands. They comprise 8.4% of the Housing Register as at February 2015.

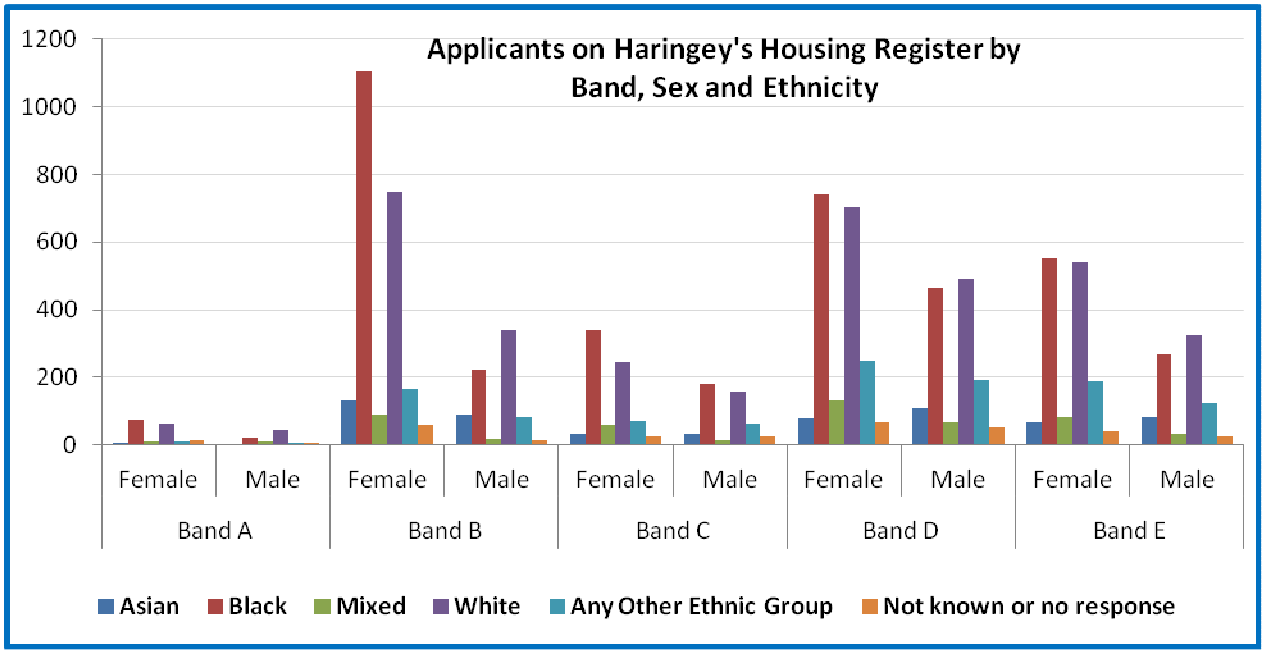
The chart on the left shows data on disability of Housing Register applicants by Band and compares this with the level of disability in the 2011 Census (day to day activities limited a lot).

This comparison should be viewed with great caution. Only applicants in Band A, which are applicants with the highest level of housing need, may have assessed disability (including medical) needs akin to the Census category used. Applicants in Band B may also have assessed disability needs similar to that in the Census category used.

Applicants in Bands C, D and E are all in bands of lower housing need where levels of disability are also lower and not enough to enable applicants to be placed in Bands A or B.

Applicants in Band A have slightly lower levels of disability than that in the 2011 Census. If the definition of disability in Band B and the Census are similar, disability is at a much higher rate (more than double the Census figure) in Band B.

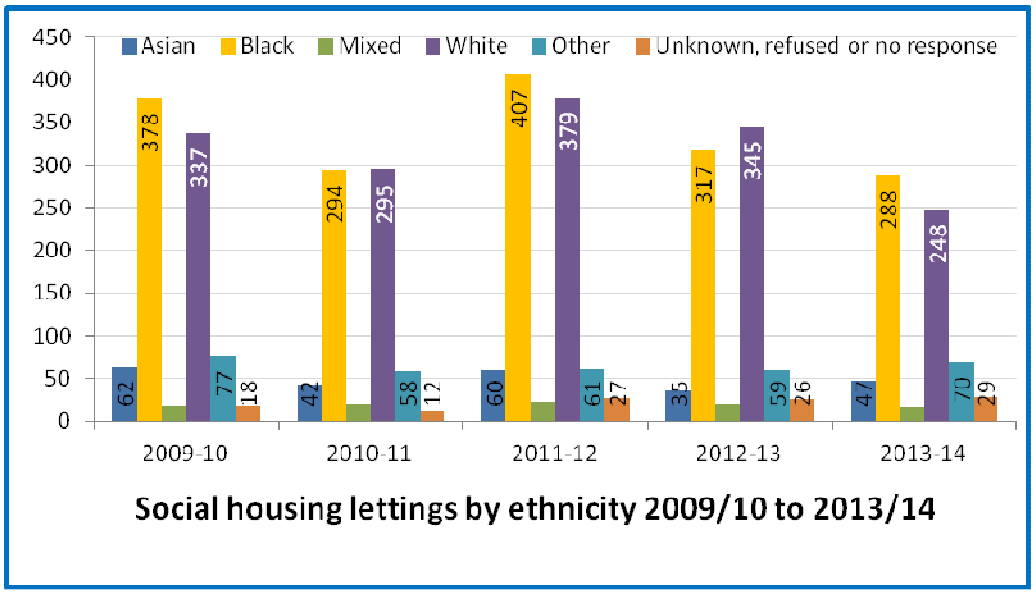
Housing Register: Band, Sex and Ethnicity



This chart analyses the Housing Register by band, sex and broad ethnic categories.

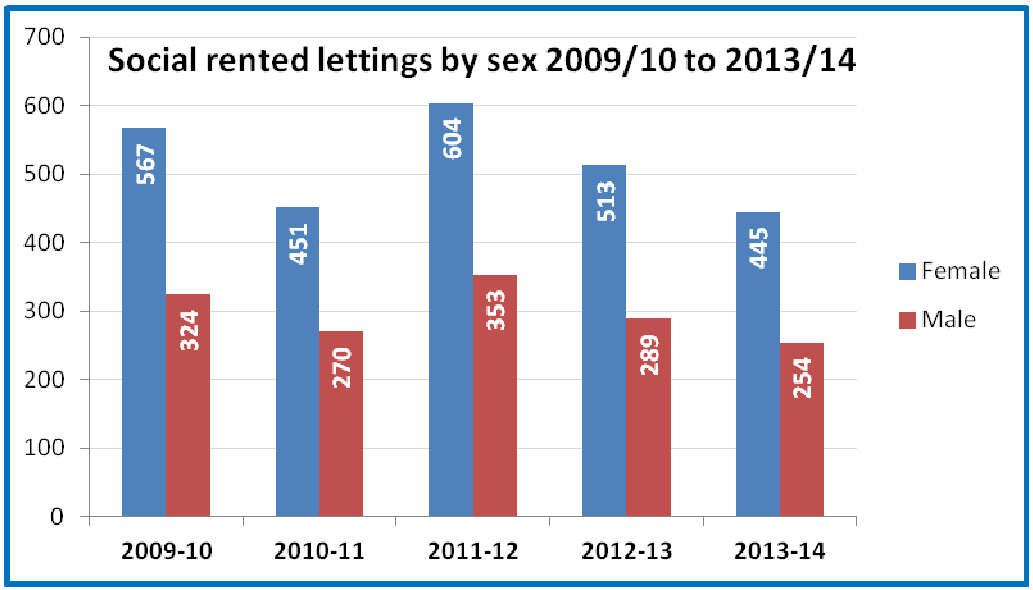
The chart shows that in Band B, Black female applicants are the biggest group (1105 applicants or 11% of the Housing Register) with White female applicants being the next biggest group (749 applicants or 7% of the Housing Register). Band B is where most Housing Register applicants who are homeless are placed.

Data on allocation of social housing in Haringey



The chart to the left sets out social housing lettings (council- and housing association-owned homes) over the period 2009/10 to 2013/14. The chart indicates that housing applicants in Black and White groups receive the bulk of available social housing lettings. In 3 out of the 5 years shown, more social rented homes were let to Black applicants than other groups.

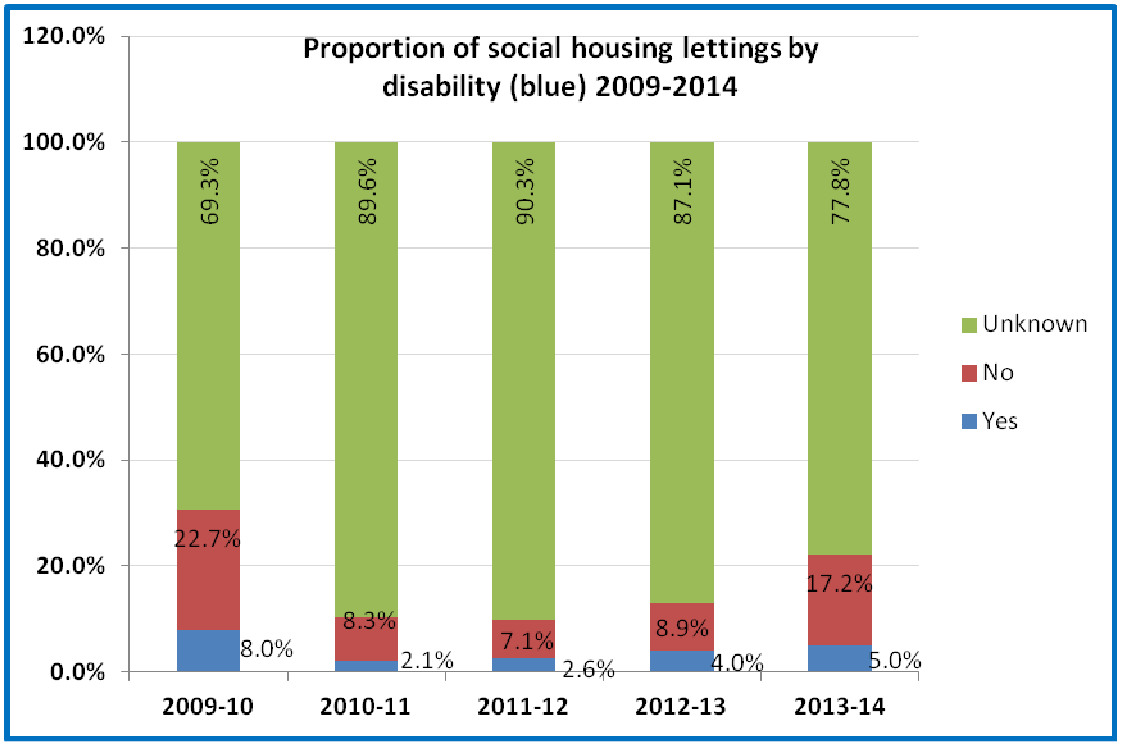
Work is needed on comparing representation of ethnic groups in the Housing Register and their outcomes in terms of social rented lettings is required



The chart to the left sets out social rented lettings (council- and housing association homes) by sex over the period 2009/10 to 2013/14. The number of lettings to female housing applicants outweighs the number to housing applicants headed by males. Over the period 2009-2014 the average ratio is 1.7 : 1 female to male lettings

The gender mix on the Housing Register as at February 2015 also shows female applicants outnumbering male applicants by 1.8 : 1 (65%:35%).

The ratios indicate that female housing applicants are receiving slightly less lettings than male applicants compared to their presence on the Housing Register.

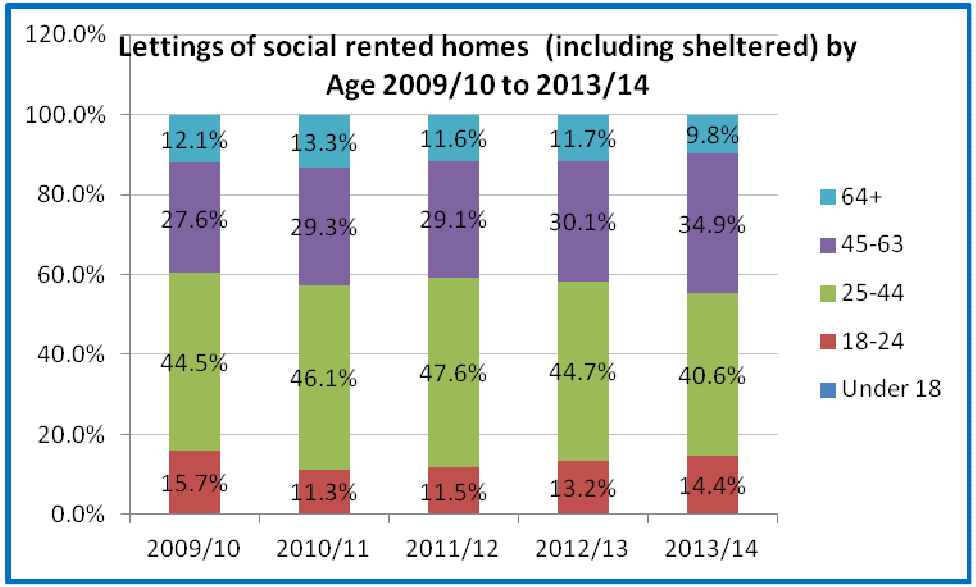


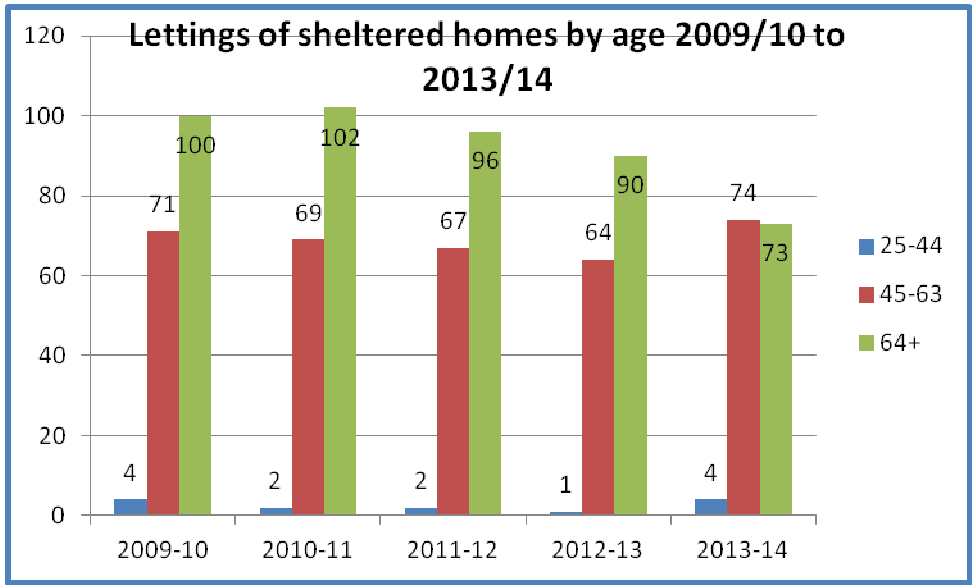
The chart (left) sets out the proportion of council and housing association homes which were let to households where a disability was known about (see blue areas).

The 2011 Census indicated that 6.8% of households had a long-term health problem or disability which limited day-to-day activities a lot. It appears that the number of households being let a social rented home where a disability is known is lower than the Census data.

Reasons for this could include:

- Haringey's Housing Allocations Scheme takes into account only quite severe levels of disability when assessing and deciding applicants' priority for housing
- There is little social housing available that meets the needs of households with disabilities





The charts to the left sets out lettings of social rented homes, including sheltered homes, to applicants on Haringey's Housing Register by Age groups over the period 2009/10 to 2013/14.

The Housing Register group receiving the largest proportion of social rented homes in all years shown is the 25-44 year old group with between 40.6% and 47.6% of lettings. The group with the next highest proportion in all years shown is applicants aged between 45-63 years with between 27.6% and 34.9% of all lettings. Applicants aged between 18 and 24 receive between 11.3% and 15.7% of social rented homes and those over 64 receiving between 9.8% and 13.3%. In the period 2009/10 to 2013/14, 112 applicants aged over 64 accepted a general needs social rented homes.

Lettings to Under 18s do not show up in the chart as they are rare with only 10 occurring in the last 5 years.

Sheltered homes go to a variety of age groups. In all years until 2013-14, the age group with the most lettings of this type of accommodation were 64+. The next age group with most sheltered lettings are aged 45-63 and less than a handful in each year shown of applicants aged between 25-44.

Conclusion on the objective "Improve help for those in housing crisis"

The key issues highlighted by the data on **homelessness** show that:

- Female lone parents have the highest level of homelessness acceptances in Haringey and this level is increasing year on year.
- Black households approach as homeless at a level which is more than twice their representation in Haringey's population compared with White households who present in numbers which are around two thirds of their representation in Haringey's general population. This indicates that Black households are particularly affected by homelessness in the borough.
- Two groups of households are disproportionately represented as homeless in Haringey: those aged between 16 and 24 and between 25 and 44.
- Homeless acceptance due to mental or physical disability is higher than the Census 2011 data shown indicating that disability may be a factor in causing homelessness for these groups of households.
- For households placed in temporary accommodation (TA) because they are homeless, Black households are the biggest group waiting in TA between 0 and 4 years whilst White households are the biggest group waiting in TA for 5-9 years
- Drilling down further, households headed by Black females account for 36% of all households in TA and households headed by White females account for a further 24% of all households in TA.
- The largest age group in TA 25-44 year olds
- Female households in TA outnumber male households by 3 : 1 which is higher than the ratio of households by sex in the Housing Register (1.8 : 1)(see further below)

Key issues arising from the data on the **Housing Register** are:

- the proportion of Black housing applicants on the Housing Register far outweighs their presence in the general Haringey population and particularly so in terms of housing need as represented by Bands A-C, the higher levels of housing need. This appears to indicate a particularly high level of housing stress for Black households in Haringey. As there are is high level of homelessness acceptances in Black groups, this is also reflected in the Housing Register.
- Female applicants outnumber male applicants 3:1 but in Band B females outnumber males by 4:1. Band B is where most homelessness applicants are placed.
- The vast majority of applicants on Haringey's Housing Register by number are in the age group 25-44 and this is the largest group in every band except Band A. By proportion this age group is the largest in Band B which is where most homeless households are placed.
- The level of disability of applicants in Band A appears to be lower than the likely equivalent in the 2011 Census.

- Black female applicants are the biggest group in Band B where most homeless households are placed. White female applicants are the next biggest group. Together they make up nearly 18% of the Housing Register.

On **social housing allocations**, the key issues highlighted by the data are:

- Housing applicants in Black and White groups receive the bulk of available social housing lettings
- Lettings to female housing applicants far outweigh the number made to male housing applicants but by a slightly lower ratio than their presence on the Housing Register (1.8 :1 (HR) to 1.7 : 1 (Lettings).
- Proportionately, lettings to housing applicants with a disability recognised by Haringey's Allocations Scheme are lower than similar levels of disability shown in the Census.

How will Haringey's new Housing Strategy respond?

Loss of a private rented home or lack of access to stable, good quality and affordable homes are the main reason households look to the council for housing assistance. The Housing Strategy sets out the council's plans to build new affordable homes although the number achieved will never be enough to meet the needs of everyone who needs them. Indeed the number of affordable low rent homes planned by the council itself (250) will meet the needs of around 5% of the current applicants on the Housing Register who are in Bands A-C (4587). The Housing Strategy also sets out the council's intention to support households to prevent their homelessness and reduce the need for temporary accommodation by commissioning early intervention and support services that sustain independence and provide alternative accommodation pathways.

Several strategies and policies will underpin and deliver Haringey's new Housing Strategy. These are:

- Haringey's Homelessness Strategy, which will be refreshed during 2015/16 starting with a homelessness review, will examine further the issues highlighted by the above brief examination of the data on the differential impacts of homelessness and recommendations for responding to these needs will be set out in the revised Homelessness Strategy.
- Haringey's Housing Allocations Scheme which governs the allocation of council and housing association lettings in the borough and who is able to join the Housing Register.
- The council also intends to develop a private sector housing strategy during 2016/17 which will set out Haringey's direction on improving quality and management in the private housing sector including bringing empty homes back into use.

Recommendations for Objective 1

- Currently no regular monitoring takes place on lettings of social rented homes in terms of protected characteristics. Monitoring should take place at least annually to identify and put in place mitigating actions to remedy any discrimination taking place due to the rules set out in the Housing Allocations Scheme.

- The housing circumstances of female Black Households and female White households on the Housing Register and in TA, need to be examined further to understand their particular housing circumstances. The Housing Strategy needs to reflect what can be done for this group of residents (around 1800 people plus associated family) for whom an appropriate housing response is needed.

Proposed Objective: Ensure that housing delivers a clear social dividend

Under this objective the headline proposals are set out followed by relevant protected characteristic or other information available on each. The amount of protected characteristic data available under this objective is not as comprehensive as for the first objective.

The headline proposals under this objective include**:**

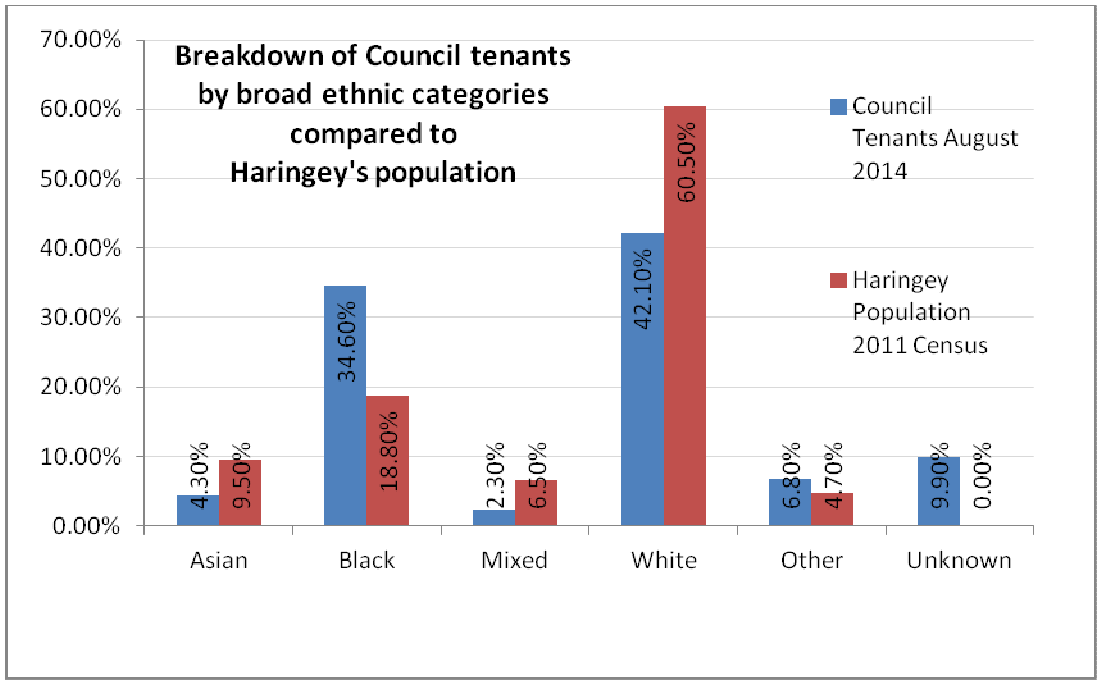
- Provide lifetime tenancies for council tenants and encourage other social housing providers to do the same
- Ensuring the council's housing services are of a measurably high standard and subject to continuous improvement and that residents are engaged in shaping them
- The council and other social landlords working together with tenants to help them improve their health, education, skills and employment prospects in return for which residents are expected to take responsibility for their housing and their wider lives.
- Place a high priority on affordable home ownership, giving as many families as possible a realistic chance of getting onto the housing ladder
- Look for pioneering ways that residents can have a direct stake in Haringey's growth and regeneration, particularly in Tottenham and Wood Green where change is greatest

Data on lifetime tenancies for council tenants and tenants of other social housing providers

Data is not collected by the council on the protected characteristics of households living in homes owned by housing associations in Haringey. An idea of the make-up of housing association tenants could be gleaned from CoRe data on social lettings but this would be based on annual figures and would not take into account the entire housing association tenant population.

Haringey Council does collect some protected characteristic data on its tenants, namely, ethnicity, sex, age and disability which is set out in the pages below.

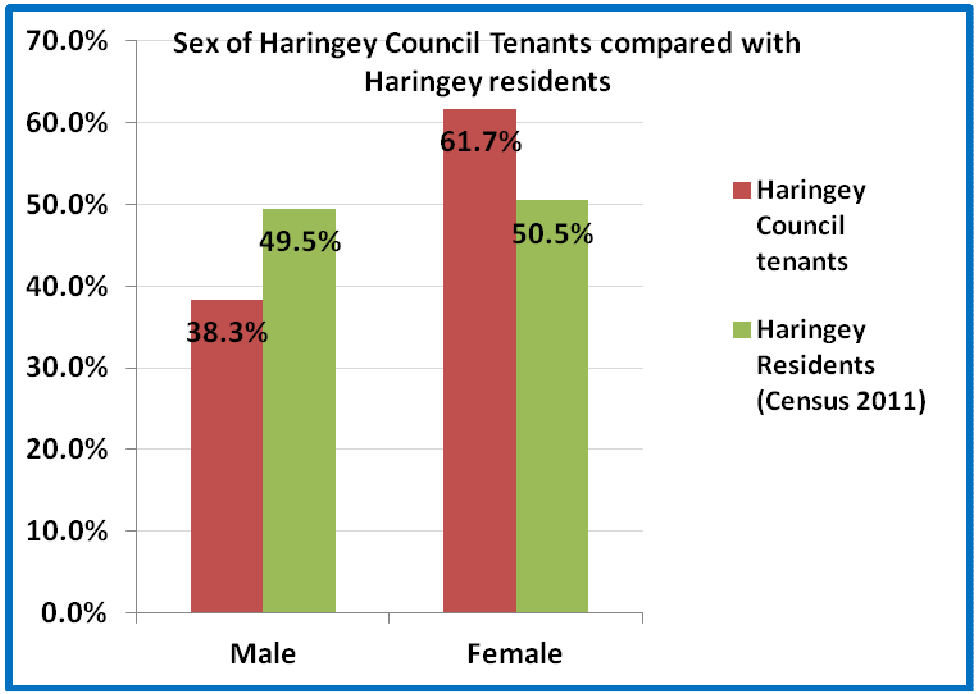
Ethnicity of Haringey Council tenants



Representation in broad ethnic categories of Haringey council tenants is shown in the chart to the left compares the tenant population with Haringey's population in the 2011 Census.

- Asian, White and Mixed households are under-represented in Council tenancies compared with their representation in Haringey's population.
- Black and Other households are over-represented in Council tenancies compared with their representation in Haringey's population

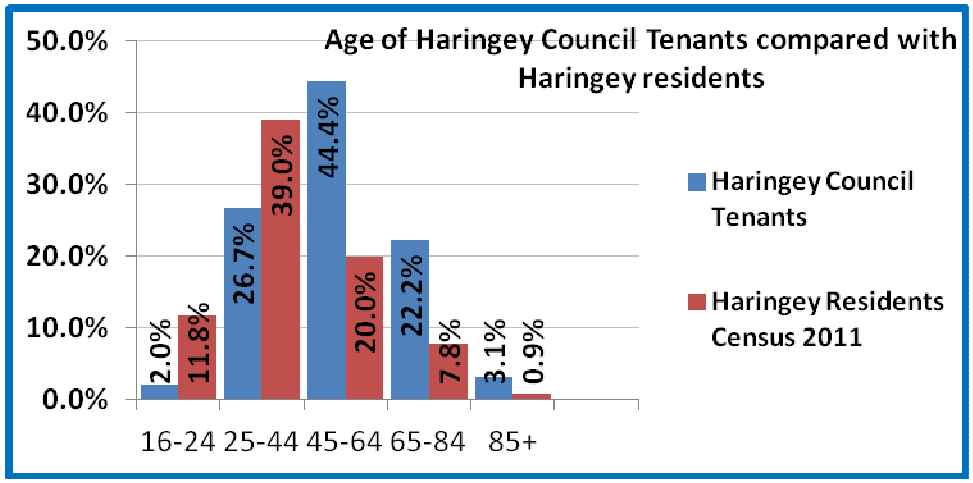
Sex of households in Haringey-owned homes



This chart compares the sex of Haringey Council tenants with Haringey residents as per the data from the 2011 Census.

Whereas the representation of males and females in Haringey's population is more or less the same, female tenants outnumber male tenants by a ratio of 1.6 : 1.

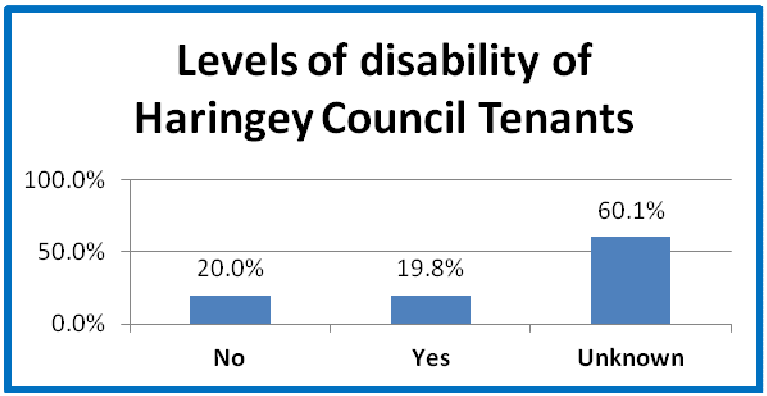
Age of households in Haringey-owned homes



This chart compares age ranges of Haringey Council tenants with the same age ranges in the general population of Haringey based on 2011 Census figures. Residents under 16 (20.4% of general population) and tenants whose age is not known (1.6%) have not been included.

Council tenants in the age ranges 16-24 and 24-44 are both under-represented compared with the general population whilst council tenants in ages range 45 and upwards are all over represented compared with the general population of similar age.

Disability in households in Haringey-owned homes



The chart to the left shows data on known data about disability in Haringey Council Tenants. For the majority of tenants, there is no information recorded about disability needs. Information is recorded for just under 20% of tenants.

- Ensuring the council's housing services are of a measurably high standard and subject to continuous improvement and that residents are engaged in shaping them

From September 2014 Homes for Haringey became responsible for delivering community housing services as well delivering the council's landlord function. The Executive Leadership Team monitors standards and equality and diversity of its business activities on a quarterly basis. This approach should enable continuous improvement to be monitored and any differential impact for service users related to protected characteristics detected and mitigated at an early stage.

- The council and other social landlords working together with tenants to help them improve their health, education, skills and employment prospects in return for which residents are expected to take responsibility for their housing and their wider lives.

The activities planned arising out of the council's Economic Development Strategy will work in tandem with this aspect of the Housing Strategy.

The EqIA for the Economic Development Strategy expected that the impact of outcomes from it will be in proportion to the representation of protected characteristics in Haringey's population.

- Place a high priority on affordable home ownership, giving as many families as possible a realistic chance of getting onto the housing ladder

An analysis of protected characteristics and affordability of homes is set out in the section below in the objective "Achieving a step change in the number of homes built".

- Look for pioneering ways that residents can have a direct stake in Haringey's growth and regeneration, particularly in Tottenham and Wood Green where change is greatest

The council should build in equalities monitoring of Haringey residents who engage with this idea to ensure proportionate outcomes and benefits.

Proposed Objective: To drive up the quality of housing for all residents

The draft Housing Strategy 2015-2020 sets out a number of headline proposals under this objective which include:

- Tackling poor quality in the private rented sector by
  - Setting up a lettings and management agency
  - Licensing all private rented landlords in the borough
- Complete the decent homes programme for council-owned homes
- Set new standards for homes built and managed by housing associations, especially estates with more than one housing association landlord
- Drive up standards in the design of new homes

<u>Tackling poor quality in the private rented housing sector</u>:

Haringey has already taken action to improve conditions in the private rented sector by putting in place additional licensing schemes for private sector homes in multiple occupation. The council does not currently monitor landlords it works with or the occupants of homes in multiple occupation (HMOs) it licenses.

In advocating additional licensing of HMOs in Harringay ward and in Tottenham wards, the council undertook an equalities impact assessment (EqIA) in 2012 of all areas affected. Using census data, the EqIA identified that:

- In terms of age, young people might be disproportionately impacted if the number of HMOs reduced in number as a result of additional licensing as they relied on HMOs as their main housing option, but then improvements in conditions of HMOs as a result of licensing would mean they benefited disproportionately.
- In terms of race, Black and minority ethnic households which predominate in the wards affected by additional licensing would also benefit disproportionately from improved HMO conditions as a result of licensing
- No data was available for sex, sexual orientation and religion/belief
- There was no likely impact for disabled people who would likely be prioritised for social housing.

In relation to the council's new proposals for the private rented sector, equalities impact assessments will be undertaken when developing the proposals to for a lettings and managing agency and for a selective licensing scheme covering all private landlords in Haringey.

Complete the Decent Homes programme for council-owned homes

Homes for Haringey's Asset Management Strategy, 2010/2017, covers all investment in the Councils housing stock, including decent homes.

In compliance with the Council's public sector equality duty, an Equality Impact Assessment was undertaken as part of drawing up the Strategy. The findings were incorporated into Homes for Haringey's planning processes for delivering decent homes. This included ensuring that all residents receive the standard of work that is consistent with the Decent Homes policy, and that consideration of specific language and other needs were identified and addressed when drawing up programmes of work.

The tender process used to award the contract was in line with the council's procurement policy and guidelines, had equalities considerations at all the key stages.

Set new standards for homes built and managed by housing associations, especially estates with more than one housing association landlord

Equalities monitoring of estates owned and managed by more than one housing association landlord should be put in place to ensure improvements impact proportionately on tenants affected.

Drive up standards in the design of new homes

Achievement of this activity will benefit all residents who access new homes with higher design standards. It is routes to accessing these new homes which may not have proportionate outcomes for residents with protected characteristics.

Proposed Objective: Achieve a step change in the number of new homes being built

The draft Housing Strategy 2015-2020 sets out a number of headline proposals under this objective which include:

- Maximising the number of new homes being built through close working with partner housing associations
- Offering a range of different types and sizes of homes of different prices and tenures in each neighbourhood which will enable households to move up the housing ladder but stay within their communities
- Defining "affordable housing", both rented or part-owned, as spending up to 35% of earned income on housing costs
- Placing a high priority on building homes which are affordable to buy on lower incomes
- Pushing ahead with estate renewal to include new homes with different tenures, prioritise the building of larger social homes
- Building new social homes in parts of the borough where it is scarce, whilst prioritising more private rented homes and homes for sale in areas which are now predominantly social housing.
- Experimenting with new types of homes such as subsidy-free affordable housing, new approaches to shared ownership and purpose-built private rented homes

The analysis below examines the impact on residents in Haringey with protected characteristics of the high priority to build homes which are affordable to buy on lower incomes.

What is affordable housing?

Haringey Council has been set tough targets by the Mayor of London to build 1,502 new homes in the borough between 2015/16 and 2025/26 as the borough's contribution to housing supply in London. The first round of consultation Haringey Council carried out on its draft Housing Strategy was on finding out stakeholders' views on the proposed vision, priorities and principles for it. Affordability of housing was an overwhelming concern for respondents. In addition in earlier consultation about the future of Tottenham, respondents said their priority was to "Address overcrowding and provide for a mix of decent, secure social housing and well designed homes that are affordable to rent and own". In its draft Housing Strategy, Haringey is proposing that affordable housing should mean that housing costs should equate to no more than 35% of a person's net income depending on their individual circumstances. It is acknowledged that for some households this definition will mean that some homes will continue to be unaffordable to them.

To determine which groups with protected characteristics will benefit or not from the proposed affordable housing definition and the proposal to increase low cost home ownership, examination of housing costs and incomes across the borough is needed.

Housing Costs

The table below sets out the (average or median[1]) monthly costs of different types of homes in Haringey. These different costs are then compared in terms of whether they are affordable within a Haringey median net income. The affordability is assessed in terms of two thresholds: whether the housing costs for different types of homes take up (a) 35% and (b) 45% of the net median income. The gross median income for Haringey used is £33,140[2] and the net income used was £2,079.97[3]. NB: the following table spreads over two pages.

Haringey Council Rents (Social Housing Rent) Average 2013/14	Haringey Housing Association (Target) Rents (Social Housing Rent) Average 2013	Private Sector Rents in Haringey **Median**, Q1, 2014	80% Private Sector Rents (Affordable Rent[4] homes can have rents up to this level)	65% Private sector rents (Blended average level of rents for Affordable rent homes in Haringey and London)	**Median** House Price, (repayment mortgage on 75% of £345,000 median house price, Q4, 2013/14 at 6% over 25 yrs)	Shared ownership homes (£185,500[5] average 2013 in Tottenham, 10% deposit, average 33% equity share)
£**225.33** pm (based on 98.28 pw)	£**472.94** pm (based on £109.14 pw)	£**1,250** pm	£**1,000** pm	£**812.50** pm	£**1,674** pm	£**793** pm
Affordable: At **10.8%** of the	**Affordable**: At **22.7%** of the	**Not affordable**: At **60.1%** of the	**Not affordable** at 35%; **Marginally affordable** at 45%:	**Marginally / Affordable**:	**Not affordable**: At **80.5%** of the	**Affordable**: At **38.1%** of the

[1] It has not been possible to obtain median rents for Council and housing association homes. Usually caution is needed where averages are used because these may be skewed by outlying data (eg, instances of very low or very high rents). In this case, using average rents for council and housing associations homes is reasonable as there will not be wide variations in rent levels. The median figure for private rents is used precisely because of the wide variation of rents present in that sector.

[2] GLA modelled income estimate 2012/13

[3] Net income taking into account 2% pension contributions being paid and no student loan being repaid

[4] Affordable Rents are a type of affordable home introduced by the Government in 2010. So far, most have been built by housing associations using small government financial contributions. Their key feature is that the rents charged for these homes can be up to 80% of the equivalent market rents in the private sector. Housing associations are also allowed to convert some of their existing low rent homes when they become vacant to these higher affordable rents. In Haringey, the rents on this type of affordable home have come out at an average of 65% of equivalent market rents in the private sector.

[5] Note that new shared ownership homes in Tottenham being released in March 2015 require a minimum income of £34,709 which is above the median income estimate of £33,140 meaning households on median incomes will not be able to afford these new homes.

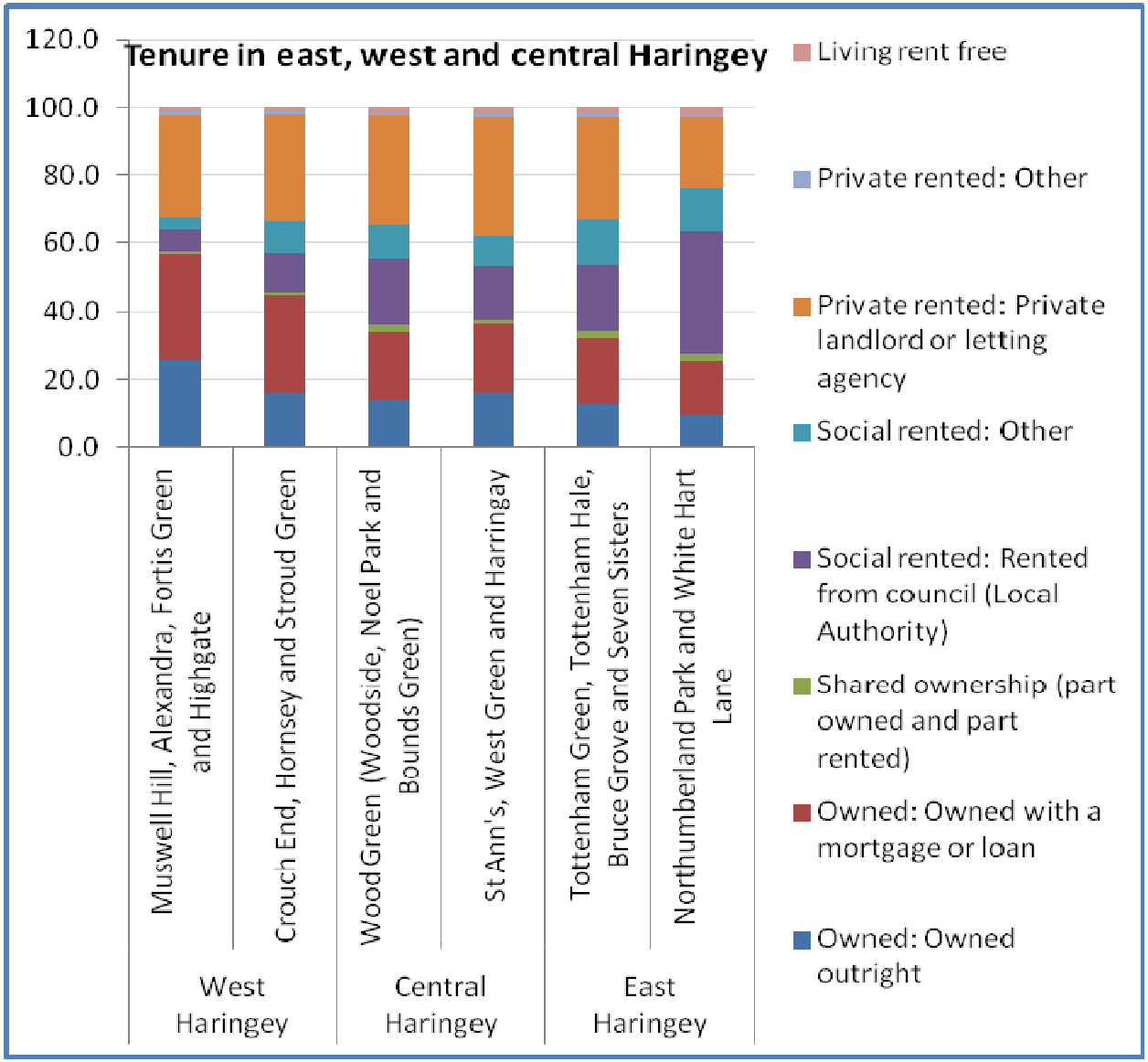
Haringey Council Rents (Social Housing Rent) Average 2013/14	Haringey Housing Association (Target) Rents (Social Housing Rent) Average 2013	Private Sector Rents in Haringey **Median**, Q1, 2014	80% Private Sector Rents (Affordable Rent[4] homes can have rents up to this level)	65% Private sector rents (Blended average level of rents for Affordable rent homes in Haringey and London)	**Median** House Price, (repayment mortgage on 75% of £345,000 median house price, Q4, 2013/14 at 6% over 25 yrs)	Shared ownership homes (£185,500[5] average 2013 in Tottenham, 10% deposit, average 33% equity share)
Haringey median net income, the average Haringey Council rent is well below the thresholds of 35% and 45% of income spent on housing costs	Haringey median net income, the average Haringey housing association rent is well below the thresholds of 35% and 45% of income spent on housing costs	Haringey median net income, median private rents is well above the thresholds of 35% and 45% of income spent on housing costs	At **48.1%** of the Haringey median net income, Affordable Rents at 80% of private rents are not affordable within the threshold of 35% of net income spent on housing costs and are slightly above the 45% threshold.	At **39%** of the Haringey median net income, Affordable Rents set at 65% of private rents are slightly above the threshold of 35% so may be marginally affordable. They are affordable if the threshold of 45% is used	Haringey median net income, buying with a mortgage is well above both thresholds of 35% and 45%	Haringey median net income, buying a shared ownership home is above the 35% threshold. It is within the 45% threshold. Indeed 45% of net income is the threshold for affordability set by the government, via the Homes and Communities Agency .

The draft Housing strategy explains that new affordable home ownership and private rented homes will be focused in areas where social housing predominates and new homes, such as Council or housing associated-owned homes let less than market rents, will be built in areas where there are currently high levels of home ownership.

The data below shows the distribution of tenure, occupations, incomes and ethnicities of households across Haringey

Tenure

The chart below shows the current distribution of tenure in Haringey indicated by Census 2011 data:



Owner occupation is the largest tenure in wards in west Haringey whilst social rented homes are the largest tenure in east Haringey wards, particularly in Northumberland Park and White Hart Lane. The private rented sector is fairly evenly represented across the borough although is particularly high in some of the central Haringey wards

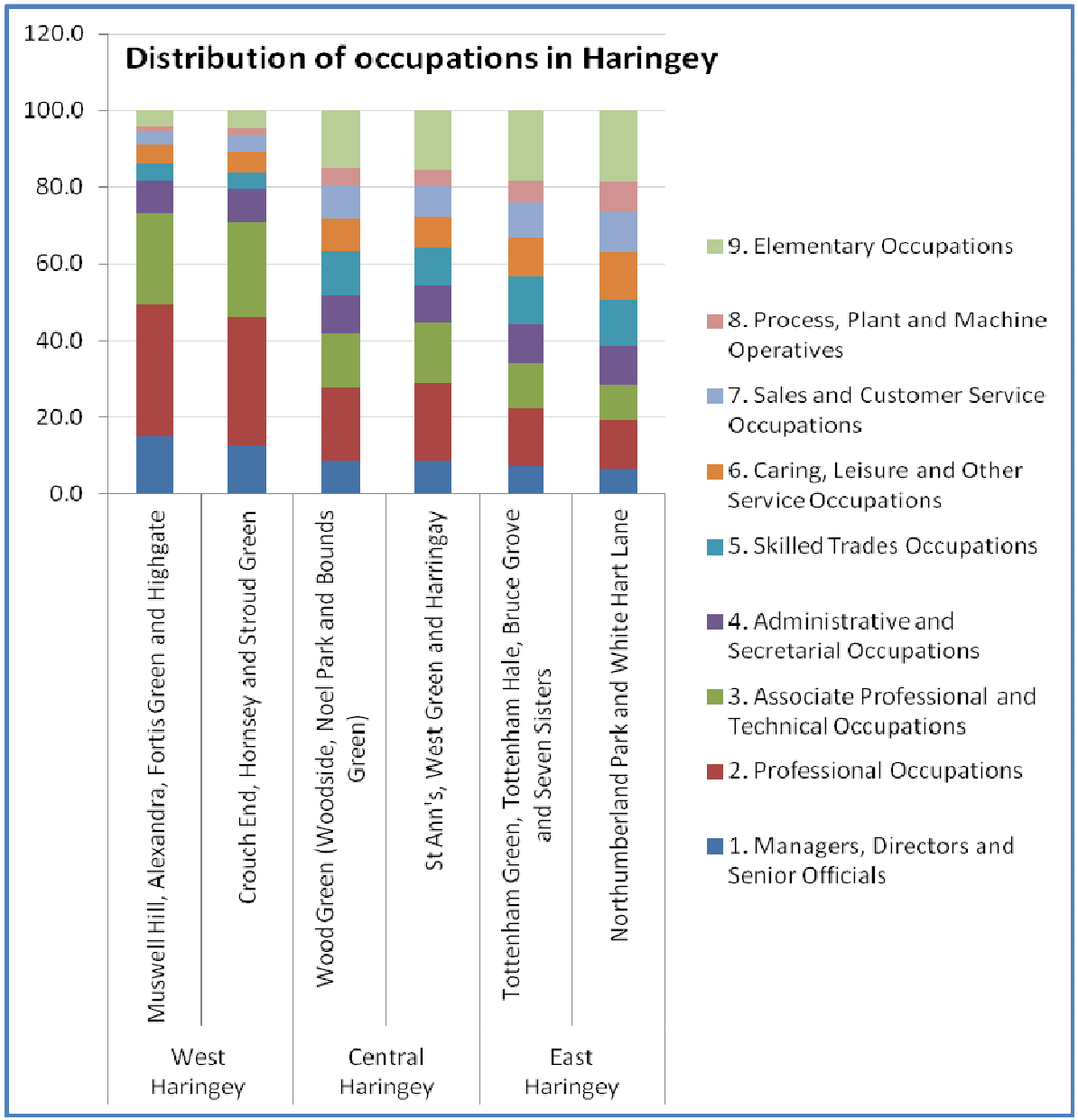
It should be noted that:

- Haringey's estate regeneration plans aim to replace all habitable rooms which will mean building more larger social rented homes than smaller ones
- Some 75% of social rented tenants claim full or partial housing benefit to help pay their rents.
- Representation in broad ethnic categories of Haringey council tenants is as follows:

Asian	4.30%
Black	34.60%
Mixed	2.30%
White	42.10%
Other	6.80%
Unknown	9.90%

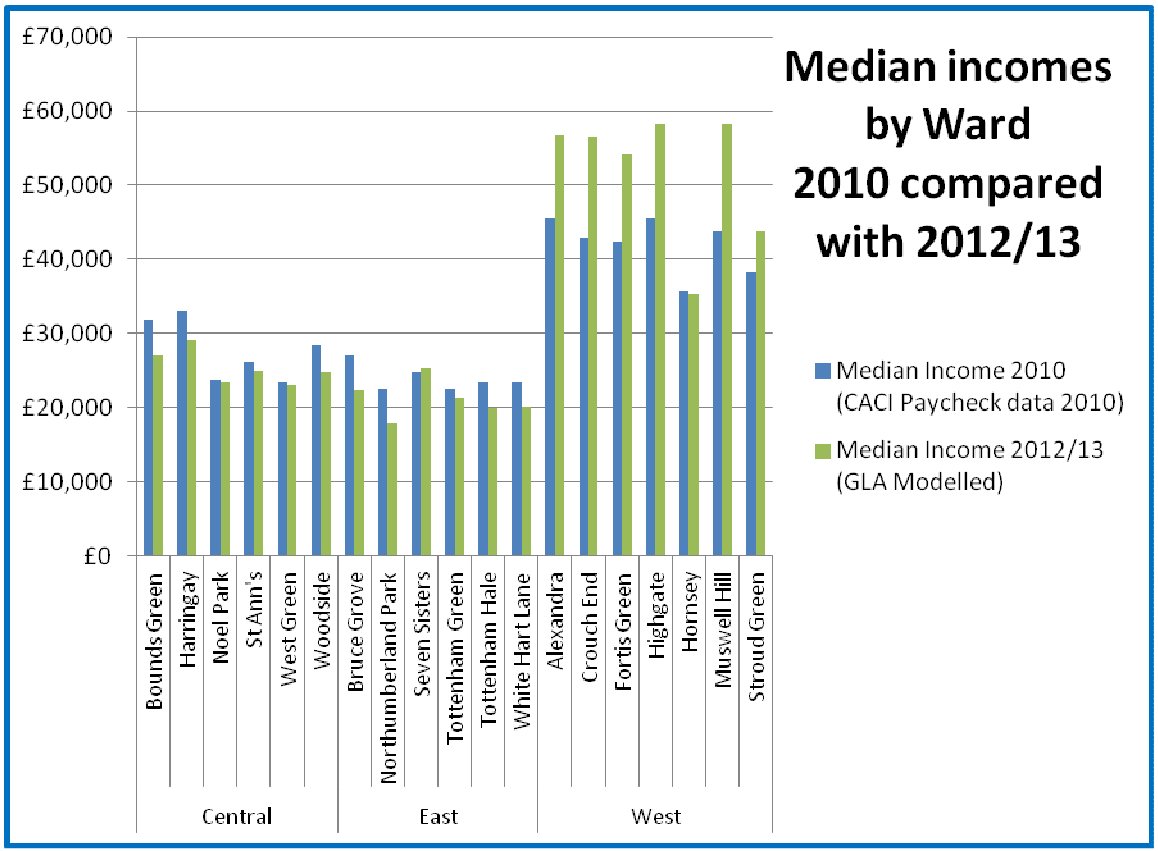
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Occupations



There are a high proportion of Managers, Directors, Senior Officials and Professional Occupations in households in west Haringey compared with central and east Haringey. These types of occupations generally command higher level salaries. By contrast in east Haringey, around half of households are in generally lower paid skilled and unskilled occupations.

Income distribution in Haringey



The chart to the left shows median incomes by ward in 2010 compared with 2012/13.

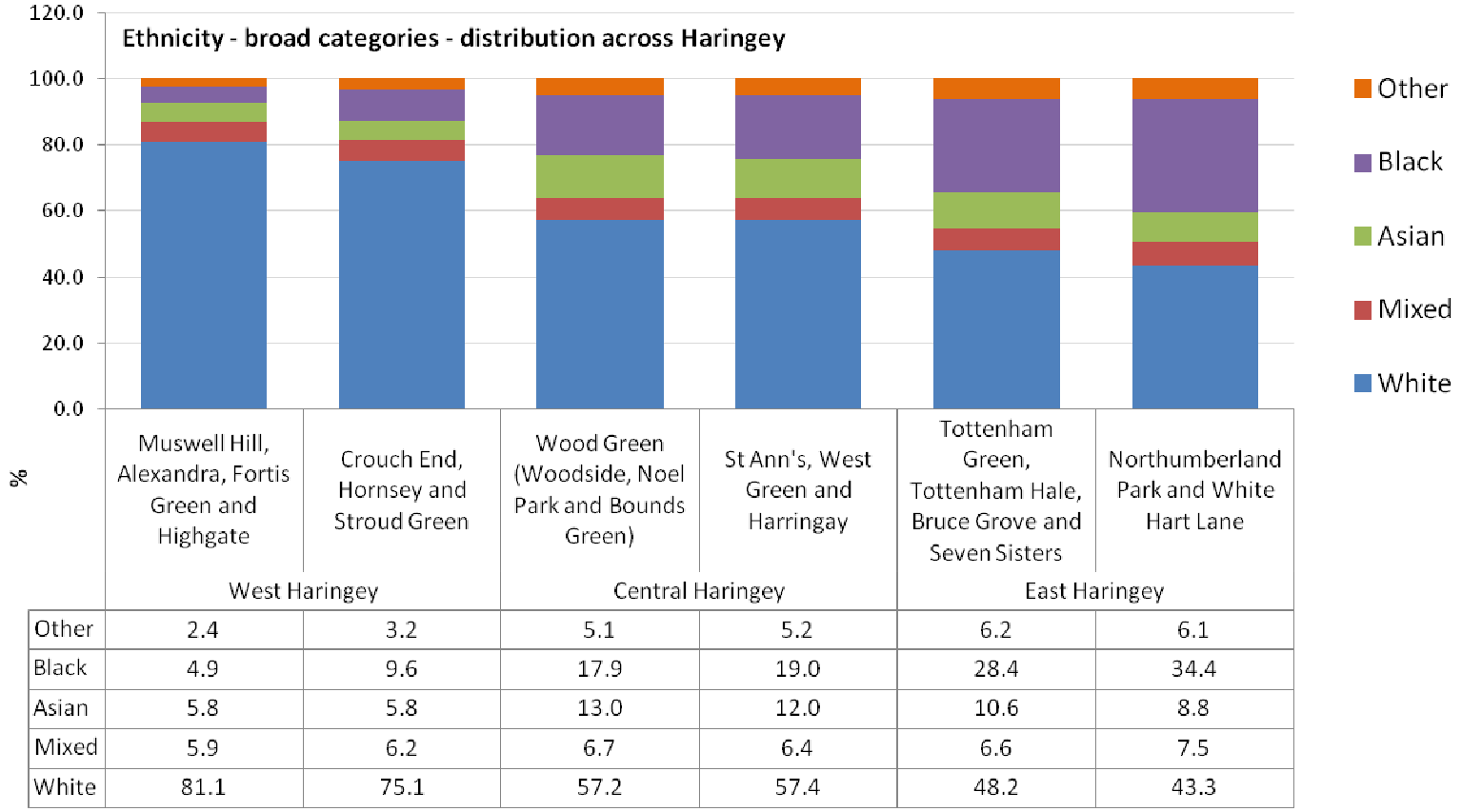
At both points in time, median incomes in wards in west Haringey are higher than both central and east Haringey wards.

By 2012/13, median incomes for wards in west Haringey have increased (except in Hornsey where a small reduction is seen) while in wards in central and east Haringey, median incomes have all fallen except for Seven Sisters where a small increase is noted.

In all wards in central and east Haringey, median incomes are less than the median for Haringey as a whole (£33,140 (GLA 2012/13)) and all below the incomes required to buy into shared ownership schemes that are coming on stream during 2015 (eg, £34,709).

The council's HaringeyStat on Business Growth (published February 2015) also points out that the median income in Tottenham is significantly lower than the average for the borough

Distribution of households in Haringey by ethnicity



	Muswell Hill, Alexandra, Fortis Green and Highgate	Crouch End, Hornsey and Stroud Green	Wood Green (Woodside, Noel Park and Bounds Green)	St Ann's, West Green and Harringay	Tottenham Green, Tottenham Hale, Bruce Grove and Seven Sisters	Northumberland Park and White Hart Lane
	West Haringey		Central Haringey		East Haringey	
Other	2.4	3.2	5.1	5.2	6.2	6.1
Black	4.9	9.6	17.9	19.0	28.4	34.4
Asian	5.8	5.8	13.0	12.0	10.6	8.8
Mixed	5.9	6.2	6.7	6.4	6.6	7.5
White	81.1	75.1	57.2	57.4	48.2	43.3

There are higher proportions of white households located in the west of Haringey (81.1% in Muswell Hill and neighbouring wards) with their presence gradually lessening across central and east areas of the borough (43.3% in Northumberland Park and White Hart Lane). Higher proportions of Black households live in the east of Haringey (34.4% in Northumberland Park and White Hart Lane) and central areas of Haringey and their presence in wards in west Haringey is small (2.4% in Muswell Hill and neighbouring wards). Asian, Mixed and Other ethnicity households are distributed fairly evenly across the borough.

Available demographic data on buyers of shared ownership products in Haringey

Scheme Name	N15 scheme	N17 scheme	Central and east Haringey
Year scheme handed over	2013/14	2011/12	
No. of homes	43	68	
Gender (Female/Male) of buyers	75%/25%	47/53%	50.5/49.5*
Ethnicity of buyers			
White	67%	75%	51.5%
Black and ethnic minority	33%	25%	48.5%
Previous Tenure			
Living with Friends & Family	16%	31%	
Private renting	79%	60%	
HA Tenant	2%	9%	
Other	2%	n/a	
Lived in Haringey before	58%	46%	
of which lived in one of the Tottenham wards	n/k	22%	
Salary Ranges (Single & Joint)	£19,000-£79,500	£18,000-£50,000	Median income: £23,196 (£33,140 Haringey as a whole)
Deposit ranges	£7,500-£175,000	£3,400-£95,625	

The table to the left sets out headline demographic data about buyers of two shared ownership homes, one in central Haringey (N15) and one in east Haringey (N17) and compares this with census data about central and east Haringey and the whole of Haringey.

In terms of ethnicity, white shared ownership buyers are over-represented (67% and 75%) compared with their presence in the local population (51.5%) and black and minority ethnic shared ownership buyers are under-represented (33% and 25%) compared with their presence in the local population (48.5%).

In terms of gender, a more mixed picture is presented with one scheme overwhelmingly female buyers (N15, 75%) and the other with more male buyers (N17, 53%).

In terms of income, some of the households clearly had less than the local or borough median incomes but the data on which this table is based indicates they were not the majority of households.

Haringey Council will be working with developers of shared ownership homes to provide demographic data on buyers so that such monitoring can ascertain which households are benefiting from this tenure.

*Refers to gender representation in the Haringey as a whole rather than just central and east Haringey

Conclusion on affordability

In the context of focusing on developing more affordable home ownership options in the central and eastern parts of Haringey, the data covered in the charts and tables above indicates that:

- According to two thresholds of housing affordability (35% and 45% of net median income spent on housing costs), council and housing association homes in Haringey are very affordable by households on the median income for the borough. Homes charging Affordable Rents with rents up to 65% of market rents are marginally affordable at 35% of net income and affordable at 45% of net income spent on housing costs. Shared ownership homes are marginally affordable at 35% of net income and are affordable at 45% of net income spent on housing costs. The latter (45%) is the government threshold for affordability of shared ownership. Homes with Affordable Rents (80% of market rent) are not affordable at 35% of net income spent on housing costs and only marginally affordable at 45% of net income. Private rented homes and outright sale homes are not affordable by households on Haringey's median income.
- Home ownership is high in the west of Haringey where as in some areas of east Haringey, social rented housing is the dominant tenure.
- Occupations with lower pay are more represented in the east of Haringey whereas occupations with higher pay are represented more in west Haringey. Incomes data show that only wards in west Haringey have incomes above the Haringey median income of £33,140.
- Incomes in east and central Haringey have reduced between 2010 and 2012/13 whereas they have risen in west Haringey over the same period
- Black households are represented more in the east of Haringey than they are in the west of the borough and conversely White households are represented more in the west of the borough, than in the east.
- Initial data on buyers of shared ownership homes show that Black and ethnic minority buyers are under-represented in new schemes whilst White buyers are over-represented are over-represented in comparison with their representation in the generation population of Haringey.
- Initial data on buyers of shared ownership homes show that the previous tenure of most buyers was the private rented sector.
- Initial data on buyers of shared ownership homes indicates around 50% of households lived in Haringey. Of this a smaller proportion already lived in east Haringey.

What does this tell us about the affordability of housing for residents with protected characteristics?

The above evidence indicates there is a possibility that over time Black residents in Haringey may not benefit from the plans to build more homes in the borough through promoting affordable home ownership in east Haringey. White households may benefit more easily. To help support existing communities whilst also increasing a greater mix of tenure, ways of ensuring Black households have access to and benefit from low cost home ownership products need to be explored.

How can the potential effects be mitigated?

The ability of local people to afford the new homes being built, especially in the east of the borough, is dependent on them accessing jobs and also increasing their incomes to a sufficient level to afford the new homes on offer as a result. Haringey's Business Growth plans include increasing the number of jobs in Haringey from 73,000 (2011 baseline) to 95,000 by 2036 (an increase of 29.5%). It is planned to change the profile of Haringey-based jobs so that retail and public sector employment are less dominant, and there is a better range of jobs, including a greater proportion of jobs in more highly-skilled sectors, such as sustainable technology, digital design and skilled/ craft manufacturing. The opportunities being created over the next 10 years should be open to all Haringey residents with monitoring undertaken to ensure the outcomes are delivered proportionately.

Report for:	**Cabinet 17th March 2015**	**Item Number:**	

Title:	**Relocation of Ashley Road Depot to Marsh Lane and Disposal of Land at Ashley Road Depot**

Report Authorised by:	**Lyn Garner, Director of Regeneration, Planning & Development**

Lead Officer:	**Jon McGrath, Assistant Director Property & Capital Projects**

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

1. Describe the issue under consideration

1.1 The Tottenham Strategic Regeneration Framework (SRF) sets out an exciting vision for the future of Tottenham. It is envisaged that Tottenham Hale will become a high quality district centre that will bring substantial benefits to existing and future residents, offering a thriving place, with a new neighbourhood and a housing market that provides a greater range of quality housing options.

1.2 The Ashley Road depot provides the current waste management service on a Victorian site which comprises a variety of buildings which are not fit for purpose some of which are in poor condition. It is located in a growth area set out in the Local Plan and identified in the Area Action Plan as a site presenting an opportunity to provide a range of high density uses, including family residential. Sale of part of the depot site (already agreed by Cabinet) and the rationalisation of the remainder of the land offers an opportunity to relocate the depot to a more appropriate location.

1.3 This report sets out the results of the feasibility study to understand the plans, costs and proposals for the relocation of the waste management operation from Ashley Road Depot to land at Marsh Lane owned by the Council and to test whether the value from the depot land sale would fully cross subsidise the relocation costs.

1.4 A table in Appendix A sets out the scope of services to be relocated to Marsh Lane as part of the project. The table also list those services currently located at Ashley Road Depot

which are not included as part of the relocation to Marsh Lane and will be relocated elsewhere in the Council's property estate.

2. Cabinet Member introduction

2.1 Moving the Ashley Road Depot to Marsh Lane will create an opportunity to provide a new state of the art facility for the Council's waste management service.

2.2 The remaining Ashley Road Depot site will then be available for a new Housing development as part of the proposed regeneration of Tottenham Hale providing a mix of private and affordable Housing.

2.3 The relocation of the depot will also support the sale of part of the depot land to the Harris Federation in order that a new sports hall and other sports facilities will be constructed. This will serve the new through school proposed at Technopark and will also be available for use by the community.

3. Recommendations

3.1 Members are asked:

a) To note the outline plans, costs, and programme for relocating the Ashley Road Depot to Marsh Lane at a total overall budget cost of £16.3m and to grant approval to proceed with the project along with plans to relocate other Council services set out in Appendix A and currently located on the depot site in order to achieve vacant possession.

b) To note the valuation figures for the full vacant possession of the land at Ashley Road Depot and the sale price of the land being sold to the Harris Federation and the contribution towards relocation costs from the Harris Federation set out in Part B of the report as representing a total estimated gross income of the site.

c) To note the gross cost of the proposed relocation project is £16.3m and agree that this budget is added to the approved capital programme for the proposals set out in Appendix B and C.

d) To note that the current estimated total disposal value of the whole site (including the land currently occupied by the Reuse and Recycling centre) could fully support the relocation costs and overall project budget, provided a lower level of affordable housing provision is acceptable on the remainder of the Ashley Road Depot site (see Part B of the report)

e) To declare the remainder of the Ashley Road depot site (being the land shown edged red on the plan in Appendix D) surplus to requirements. This is on the basis that the waste management operation and other services are relocated to Marsh Lane and other Council sites and the future of the reuse and recycling centre is agreed (through a separate report to Cabinet) to be provided on another site or closed.

f) To authorise the disposal of the Ashley Road Depot site (being the land shown edged red on the plan in Appendix D) and to delegate the authority to agree the

final terms of the sale to the Director of Regeneration, Planning and Development after consultation with the Cabinet Member for Housing and Regeneration and the Cabinet Member for Finance and Culture

g) To authorise that the delivery approach for the relocation of the waste management services and other services to the Marsh Lane site is delegated to the Director of Regeneration, Planning & Development after consultation with the lead member for Housing and Regeneration.

h) To note that the revenue savings of £230,000 are included in the Medium Term Financial Plan (MTFP) from the assumed closure of the reuse and recycling centre. The future plan for the reuse and recycling centre will be determined by March 2017 (through a separate report to Cabinet) when the savings plan is set to conclude.

4. Alternative options considered

4.1 Cabinet on 16th September 2014 made a decision to dispose of part of the depot site to the Harris Federation. The decision to locate a school on Technopark and the status of Tottenham Hale as a regeneration growth area therefore promoted a feasibility study to test whether it was appropriate and cost effective to relocate the entire depot to another site.

Option A - Consolidate the Depot on Ashley Road Depot

4.2 This scenario involves relocating and consolidating the existing services on the remaining depot land once the disposal to the Harris Federation takes effect. A feasibility study has been undertaken to establish whether there is enough space on the remainder of the site for this to be possible.

4.3 The study identified that there would not be enough room for all services to be accommodated on the reduced Ashley Rd footprint and that some services would need to be relocated to the Marsh Lane site in any case. The total estimated costs for this option are prohibitive at circa £6.3m and would deliver a suboptimal solution. This would not offer the opportunity for redevelopment of the depot site in line with regeneration plans for Tottenham Hale.

4.4 The result of operating from two sites would also potentially incur an increase in operational and revenue costs for waste management operations. The current contract operator, Veolia, also raised concerns over the safety of operating Heavy Goods Vehicles on such a compact site.

Option B - Relocate the depot to another site

4.5 In the event of relocating to another site other than Marsh Lane it would require an alternative site to be identified in the current portfolio which is unlikely to be found. Another site would therefore need to be purchased which could prove to be **very difficult and costly to acquire** in the Borough.

4.6 This option with land acquisition costs is therefore expected to cost more than the Marsh Lane proposals.

4.7 A separate feasibility study and options appraisal will be undertaken to determine the future of the reuse and recycling centre.

5. Background information

Strategic Context

5.1 The Tottenham Strategic Regeneration Framework (SRF) sets out an exciting vision for the future of Tottenham. It is envisaged that Tottenham Hale will become a high quality district centre that will bring substantial benefits to existing and future residents, offering a thriving place, with a new neighbourhood and a housing market that provides a greater range of quality housing options.

5.2 The Ashley Road depot site has operated since Victorian times and currently houses the waste transfer operation. The current use is at odds with the regeneration proposals for Tottenham Hale and it is located in a growth area set out in the Local Plan and identified in the Area Action Plan as a site presenting an opportunity to provide a range of high density uses, including family residential. The proposed disposal of part of the depot site to the Harris Federation and the rationalisation of the remainder of the site offers an opportunity to relocate the depot to a more appropriate location for the provision of a modern waste management operation.

5.3 Ashley Road depot site and the Technopark site are in the heart of the Tottenham Hale Regeneration area, and are part of the Tottenham Housing Zone. The proposed all through school at Technopark adjacent to the site will be a major employer in the area and will provide school places in an area of demand, offering more choice for parents.

5.4 Cabinet on 16th January 2014 agreed to sell Technopark to the Harris Federation for an all through school. The Council has surrendered the head lease and is in the process of vacating the building of tenants. Reception classes are already operating in the building and Harris Federation is intending to increase admissions in September this year to include secondary pupils. The element of depot land already agreed to be sold to Harris for the sports hall and MUGA's will be required in September 2016.

Current site

5.5 The following should be noted in understanding the current situation of the Ashley Road depot site:

a) Ashley Road depot is currently used in its entirety as an operational asset by the Council as a depot for street cleansing, waste/recycling collection and winter maintenance services. It is adjacent to the Lea Valley Technopark site and within the Tottenham Housing Zone.

b) The site has operated since Victorian times and a number of buildings on the site are in poor condition and are not ideal in providing a modern waste management operation.

c) The Council owns the freehold of the Ashley Road depot site subject to a 14 year lease of parts of the site to Veolia commencing on 17 April 2011. The lease was granted pursuant to the Waste Management Contract between the Council and Veolia and contains a **Landlord's break clause** allowing the Council to give a minimum of 3 months notice to Veolia, relocate them and pay for any disturbance costs. The rest of the site is occupied by the Council and the reuse and recycling centre operated by North London Waste Authority

d) The current operations on the site as well as waste services include CCTV, emergency planning, electoral services, school catering, parks, seized goods, pest control and dog compound. A summary of the proposals for these services is included in Appendix A.

e) The depot site is located in a regeneration growth area and Tottenham Hale Housing Zone with plans to deliver a new district centre in Tottenham Hale with 5000 new residential units and 4000 new jobs as well as improved public realm. In this context, the depot use at Ashley Road is not appropriate for the future of the area and the site identified at Marsh Lane was originally acquired by the Council for the purpose and is more suitable for a new state of the art depot site.

f) The depot site currently appears in the Council's Development Sites consultation documents. The Site Allocation highlights the depot as a key development area having residential, education and mixed use potential.

g) Sale of part of the depot to the Harris Federation therefore presents a new opportunity to relocate the waste management operation and redevelop the site in line with the vision for Tottenham Hale which would be constrained should the depot and reuse and recycling centre remain in its current location. The area to be sold to Harris Federation has been slightly reduced allowing a larger area to be made available for future development.

h) The proposals provide for the reuse and recycling centre to remain on site until early 2017 when the depot will be vacated. This could be extended depending on the timescale agreed for the sale of the site to a residential developer. During the intervening period the options for the future of the reuse and recycling centre will be determined and agreed via a separate cabinet report presenting the options for it to move to another site such as Sedge Road (a Council owned asset which has been identified as a potential site) or to close depending on the provision and timing of another facility being proposed by NLWA at Edmonton.

Proposed Marsh Lane site

5.6 The Council site at Marsh Lane has been identified as a suitable site for relocation of some of the affected service accommodation at Ashley Road depot. Marsh Lane was originally acquired by the Council for relocation of the depot in 2008 for £5.3m. The project at this time was for the relocation of the whole of the depot from Ashley Road but did not proceed due to budget constraints. Because of the uncertainty of the project there has been little or no investment at the existing depot site at Ashley Road since this acquisition.

5.7 The Marsh Lane site is 1.85ha and has generally been vacant since it was purchased. Part of the site has recently been leased to Go Ahead to be used for parking buses on a 5 year lease with a break clause with vacant possession possible from March 2016.

5.8 There are very few sites available in London for this type of operation and Marsh Lane is an opportunity to establish a new, modern, state of the art facility, which will be more suitable to support the Council's plans for working with waste management providers in the future. The site is of strategic importance for north London and has the potential to provide for future shared facilities.

5.9 The Marsh Lane site is unlikely to be available for an alternative use and is unsuitable for residential development.

Relocation Feasibility Studies

5.10 The purpose of undertaking feasibility studies for the relocation of the depot has been to test if the value of the remaining depot land, not sold to Harris, is at a level that would **fully cross subsidise the relocation plans** to deliver a new depot at Marsh Lane with modern state of the art facilities and secure vacant possession of the rest of the site for redevelopment. This would enable the opportunity for housing development to be delivered on the depot site in line with the vision for Tottenham Hale and alongside a new all through school at Technopark

5.11 An initial feasibility study was undertaken to see if the services on the section of of the Ashley Road Depot site to be sold to the Harris Federation could be rationalised on the remaining site which indicated a relocation cost of £6.3m. Due to the restriction of space available on the Ashley Road Depot site it was identified that some of the services would need to be located on the Marsh Lane site in any case thus splitting the service and causing potential operational difficulties and increased revenue costs. The site operator (Veolia) also raised H&S concerns of operating Heavy Goods Vehicles on such a constrained site. The table in Appendix B shows a summary of costs associated with the initial feasibility study for rationalising services to the rest of the Ashley Road site. It does not include the relocation of the recycling centre which is currently in the Council's budget saving proposals.

5.12 The table in Appendix B provides a figure of £15.33m which represents the total budget including fees and disbursements for moving the entire depot to the Marsh Lane site. In addition, relocation costs for the other Council services on the depot site set out in Appendix C are estimated to cost £932k. A total budget cost of £16.3m is therefore required to achieve vacant possession of the depot site.

5.13 It is intended that the cost of relocation be met by the receipt from the sale of the remainder of the Ashley Road Depot site, the sale of land at Ashley Road Depot to the Harris Federation and contribution from Harris Federation towards the relocation costs.

5.14 The land at Ashley Road Depot, not being sold to Harris Federation, has been subject to valuations undertaken by Deloitte. These are based on the regeneration proposals for residential development on the site including the reuse and recycling centre (181 units)

which will form part of the Council's Area Action Plan. The values are reflected in the table set out in Part B of the report.

5.15 The table in Part B indicates that taking current values into account it is envisaged that the disposal of the remainder of the depot site for residential uses would cross subsidise the relocation of the depot provided a lower level of affordable housing was deemed suitable on the site and the reuse and recycling centre is relocated at minimal cost or closed.

5.16 The residential property market in Tottenham Hale has shown a marked increase in terms of demand and in value in the last year. This trend is likely to continue with the demand for sites in the area remaining strong. On this basis and with the continued demand for housing likely to stay at this level it is expected that 30% affordable housing value will continue to rise and will achieve cross subsidisation for this project.

5.17 The relocation would bring a raft of other benefits including making good use of the Marsh Lane asset, delivering a new modern depot at Marsh Lane, supporting the plans for the all through school at Technopark, and enabling redevelopment of the Ashley Road site in line with regeneration plans and the vision for Tottenham Hale.

5.18 The feasibility allows for an area on the Marsh Lane site for other uses such as providing an opportunity for relocation of other employment uses within the Tottenham Regeneration project and providing shared services.

5.19 In the figures above a grant contribution to affordable housing is estimated and it is suggested that any actual surplus arising from the sale of the site be set aside to increase the amount of affordable housing to a higher level.

5.20 The delivery of the project will be explored through reviewing the market options to ensure that the sale of the site and relocation of the depot services is carried out in the most effective way to succeed in the desired outcomes. Rather than the Council procuring a contractor for the relocation works and managing the project, this could involve earlier sale of the depot site to a developer who would also be required to undertake the relocation and works to create the new depot on Marsh Lane on behalf of the Council and Veolia. The benefit of this approach would be to transfer the risk of delivery to a third party.

Waste management Services Contract

5.21 The current Waste Management contract is being operated by Veolia on behalf of the Council. The contract allows for Veolia to occupy the site under a lease and this can be terminated on the basis that an alternative site is provided. The Council has been in discussion with Veolia about the relocation to Marsh lane and the way the service is provided and including the potential to improve efficiencies of the depot operation on the new site and achieve economies of scale. This also includes the possibility of a shared depot with other London Boroughs and this option is being considered in the design of the new facility.

Timescales

5.22 The project as currently planned is based on the Council preparing a planning application, completing the design and procuring a contractor to undertake the works to relocate the depot by Spring 2017 and moving the services from the land to be sold to Harris Federation by September 2016.

5.23 The table below sets out the key milestones and timescales for the project:

Milestone	Current Forecast Date
Project Brief Sign off	14-Nov-14
Feasibility Gateway Review	19-Dec-14
Cabinet Approval to agree budget and proceed with planning application	17-Mar-15
Planning Decision / Approval	27-Sept-15
Main Construction Contract Award	27-Oct-15
Construction Start on Site Marsh Lane	08-Dec-15
Handover of Section to Harris Federation	01-Sep-16
Construction Practical Completion	17-Mar-17
Full Vacant Possession of ARD Achieved	14-Apr-17

5.24 On the basis of the proposed plan of works for Marsh Lane to house some of the relocated accommodation, works are projected to be completed by March 2017 if the Council initiate design and planning application preparation immediately after Cabinet approval.

5.25 The Marsh Lane works would need to be delivered in phases to enable the council to meet the agreed deadline for handing over the section of Ashley Rd depot to the Harris Federation. Phase 1 of the works is to re-provide accommodation on Marsh Lane for those services affected by the sale of the section of Ashley Rd Depot to the Harris Federation. The aim is to complete this by July 2016 in order that services can be decanted to Marsh Lane and providing vacant possession to enable completion of the Sale to the Harris Federation by September 2016. Practical completion of the remaining works and decant of services from Ashley Road Depot is targeted to be completed by April 2017.

5.26 No specific timescales have been assessed for the relocation of those additional services not included as part of the Marsh Lane relocation. It is assumed at this stage that if the recommendation to proceed with plans to relocate these Council services the work could be carried out in parallel and full vacation of the entire site could be achieved by April 2017.

Risks

5.27 **Future use of the Ashley Road Depot Site:** Should the proposed sale to the Harris Federation of Technopark and part of Ashley Road Depot site fall through then both sites could be brought forward for Housing development with land receipts exceeding the figures set out in this report.

5.28 **Revenue costs:** The revenue costs are reported in Part B.**Reuse and recycling centre –** should the decision on the centre be delayed this will affect the ability to achieve vacant possession of the whole site and would have an impact on the timing and value of any development on the site. The future of the reuse and recycling centre will be subject to a separate report to Cabinet.

6. Comments of the Section 151 Officer and financial implications

6.1 The proposal has capital and revenue implications.

Capital Implications:

6.2 The total cost of the proposed re-location of services and release of the Ashley Road site for disposal is £16.3m over the next 3 years as follows:

	14/15	15/16	16/17	17/18	Total
Re-location of depot to Marsh Lane	348,200	3,125,000	9,996,000	1,857,000	**15,326,200**
Re-location of other services from Ashley Road		432,300	500,000		**932,300**
Total budget approval required	**348,200**	**3,557,300**	**10,496,000**	**1,857,000**	**16,258,500**

6.3 The cost estimates are based on early feasibility work and are therefore subject to some risk until further design development has taken place, and actual tender prices have been received. However, relevant contingency sums have been built in as appropriate.

6.4 It should be noted that consistent with the 15/16 MTFP budget report which proposes savings from the closure of the refuse and recycling centre on Ashley Road, no costs have been assumed for the relocation of this service. Any proposal to re-locate the depot either on a temporary or permanent basis is likely to add to the costs of the overall project, and additional budgetary allowance of 1.5m would be a reasonable estimate of requirements base on the recent Western Road project.

6.5 The table in Part B in the report sets out the proposed financing plan to cover the costs of the project. The major part of this is the expected capital receipt from the sale of the remainder of the Ashley Road depot site for residential development. The level of affordable housing which is achieved on the site will determine the final levels of capital receipt and housing grant achieved, and whether a net capital budget contribution is required from the Council to achieve the outcomes for the project. In addition, it should be noted that these values were based on the assumption that the full site would be available for residential development, including the land currently occupied by the reuse and recycling centre. If the reuse and recycling centre remained at Ashley Road these valuations would be significantly reduced, and a significant additional capital contribution would be required to deliver the project outcomes.

6.6 It should be noted that the level of housing grant potentially available is not yet guaranteed and is subject to future negotiations with the GLA and any prospective developer for the site.

6.7 Overall however there is a good prospect that the total costs of the scheme can be contained within the projected funding available provided that full vacant possession is achieved on the site. Further work on the procurement options as proposed in paragraph 5.19 may also provide options to limit the Council's risk, achieve an earlier receipt and reduce the requirement for temporary borrowing to fund the scheme through to completion.

Revenue Implications

6.8 The current running cost budget for the Ashley Road depot site is £345k per annum, with the costs borne by the respective services occupying the depot. At this stage it is assumed that the future running costs for services re-located will be comparable and the existing budget will be adequate to cover them.

6.9 A recently negotiated contract for a rental stream at Marsh Lane provides revenue income of £133k per annum. This particular contract is unlikely to be able to continue once the re-location project commences and therefore this income may not be achieved once construction is imminent. However, the report indicates that there may be surplus space at Marsh Lane which may give opportunities for revenue generation or shared service operations in the future which still need to be explored.

6.10 There is a risk that additional operational costs may be identified by the existing waste contractor as a result of re-location to the new site. Further work is required in order to mitigate this risk.

6.11 The 15/16 MTFP proposes savings from the closure of the Refuse and Recycling site at Ashley Road in the form of reduced levy from North London Waste. These savings are assumed to be £50k in 2015/16 and a further £180k in 2016/17. The timing for achievement of these savings would have to be adjusted if the closure of the site is delayed to 2017. If the site is re-located to another site, these savings will not be achieved.

7. Comments of the Assistant Director of Corporate Governance and legal implications

7.1 The Ashley Road depot site is currently operational and is subject to a lease granted to Veolia ES (UK) Limited pursuant to a Service Contract between the Council and Veolia. Any part of the land which is subject to the lease will have to be release by Veolia before the Council can dispose of it and the implications on the Service Contract (if any) will also have to be considered. Legal advice should be sought on how best to deal with this issue.

7.2 Any disposal would be subject to the Council giving vacant possession of the whole site. Part of the site is also currently occupied by North London Waste Authority and they are operating the Recycling Centre, any disposal will require them to give vacant possession of that area.

7.3 Members will have to declare the land surplus to requirement and any disposal with have to be for the best consideration that can reasonably be obtained. Legal advice should also be sought on the preferred delivery option.

7.4 Where the Council is seeking to procure works, supplies or services as part of any delivery approach involving the Marsh Lane site, the Council must comply with Contract Standing Orders as set out in the Constitution and with the Public Contracts Regulations 2015. Any contract for the disposal of the Ashley Road depot site which contains any works obligations on Marsh Lane would fall within the provisions of the Public Contracts Regulations 2015 and these provisions must be complied with.

8. Equalities and Community Cohesion Comments

8.1 The Council is subject to the Public Sector Equalities Duty ("PSED") set out in section 149 of the Equalities Act 2010 which obliges the Council in performing its functions "to have due regard to the need to:

a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it"

8.2 The protected characteristics under the legislation are age, sex, ethnic origin, sexual orientation, disability, religion or belief, pregnancy or maternity and gender reassignment, marriage and civil partnership.

8.3 An equalities impact assessment screening tool has been undertaken in relation to the relocation of services to March Lane and the impact that this may have on staff. The impact on staff has been assessed as not being significant in terms of equalities and a full EQIA is not required. Marsh Lane is located 1 mile to the north of Ashley Road Depot close to Northumberland Park station and local bus routes. Car parking will be provided on the new site and the new depot will be built to a much higher standard than the existing facilities in line with current regulations and building design standards.

9. Head of Procurement Comments

9.1 The Head of Procurement notes the current contents and recommendations within this report and although there is no current procurement process included – the relocation of the Ashley Road Depot to Marsh Lane however, will be subject to a separate procurement process.

10. Policy Implication

10.1 The recommendations in this report are related to a number of Council wide corporate policies and priorities and will help deliver the following Council outcomes and priorities as set out in the Corporate Plan 2015-2018: building a stronger Haringey together.

a) Sustainable Housing, Growth and Employment: Moving the depot to Marsh Lane will enable the site to be made available for a new Housing development and will promote Housing and Growth in the Tottenham Hale regeneration area and Housing Zone.

b) Outstanding for all: the new free school and the education offer put forward by the Harris Federation supports the Council priority to 'deliver high quality education for Haringey children and young people'. Their vision and specialism focus on Mathematics and Enterprise and the target for its young people to become highly employable, self-confident citizens will also support delivery of the Council priority to 'enable every child and young person to thrive and achieve'.

c) Opportunities for all: the creation of a school on the Technopark and part of the Ashley Road depot sites will support the Council priority to 'deliver regeneration at priority locations across the Borough'. The Tottenham Hale masterplan refresh and the Site Allocations DPD indicate significant development opportunity in the Tottenham Hale area, including these sites, to support and deliver regeneration in Tottenham.

10.2 The Council also sets out in the Corporate Plan an overarching principle to 'work in partnership – leading local partnerships so that we achieve more, together'. The proposed collaboration and partnership working with the Harris Federation to inspire high achievement and raise aspirations for students is clearly aligned with this principle also.

11. Reasons for Decision

11.1 It is recommended that the relocation of the Ashley Road Depot operations to Marsh Lane and other Council sites is pursued. This would provide the opportunity to deliver housing on the depot site, deliver a new modern depot at Marsh Lane and enables the all through school to build a new sports hall and multi use games areas which will also be available for use by the community.

11.2 The costs of the project currently are weighed up against the potential value in the Ashley Road depot site for residential development which in turn shows a range of income dependent on the affordable housing element.

11.3 The options considered and presented in this report shows the Council could make a surplus on the basis that the housing development is purely private housing and there is no affordable housing element on the Ashley Road depot site. In the scenario where affordable housing is provided via the development at 30% with Housing Grant there is an overall cost position for the council of £899k. However there may be the potential for regeneration grant funding to offset this cost or for valuations to increase to allow the land sale receipt to fully cross subsidise the relocation costs.

12. Use of Appendices

Appendix A – Proposed relocation and consolidation of affected Depot services to Marsh Lane

Appendix B – Costs of relocating Waste Management Services to Marsh Lane

Appendix C – Costs of relocating other Council Services from Ashley Road Depot

Appendix D – Plan showing Ashley Road Depot remaining

13. Local Government (Access to Information) Act 1985

13.1 This report contains exempt and non exempt information. Exempt information is contained within Part B and **is not for publication.** The exempt information is under the following category (identified in amended schedule 12A of the Local Government Act 1972)

13.2 S. (3) Information relating to financial or business affairs of any particular person (including the authority holding that information).

Appendix A - Proposed relocation and consolidation of affected Depot services to Marsh Lane

Departments/Services being relocated to Marsh Lane (currently in scope)	
Department	**Service Description**
Waste Management Contract	Services carried by out under the Veolia operating contract including; refuse collection services, street cleansing, call centre operation, vehicle repair and maintenance workshop, gritting and salt store.
Parks Workshop	Vehicle maintenance workshop
Pest Control	Pest Control office and deployment area
Seized Goods	Secure Storage area for seized goods

Departments/Services that would require re-location (site to be determined, some may come into Marsh Lane scope but require further feasibility)	
Department	**Description**
CCTV	CCTV Control Room
Emergency Planning Offices	Meeting Rooms and Equipment Storage
Emergency Planning Storage	Storage container for emergency planning equipment e.g. flood barriers, sandbags etc
Electoral	Storage the Electoral Booths
Coaches/Mini Buses	An informal agreement is in place for a number of passenger service vehicle to be parked on site as they have suffered damage/theft when parked on sites without security: x15 Minibuses x1 Library Bus
Catering	Storage space for School catering equipment
Dog Compound	Stray Dog compound – being relocated to Waltham Forest
Parks/Waste Mgt/Catering/ Passenger Transport - Files	Storage of council files – to be shredded or put into archiving

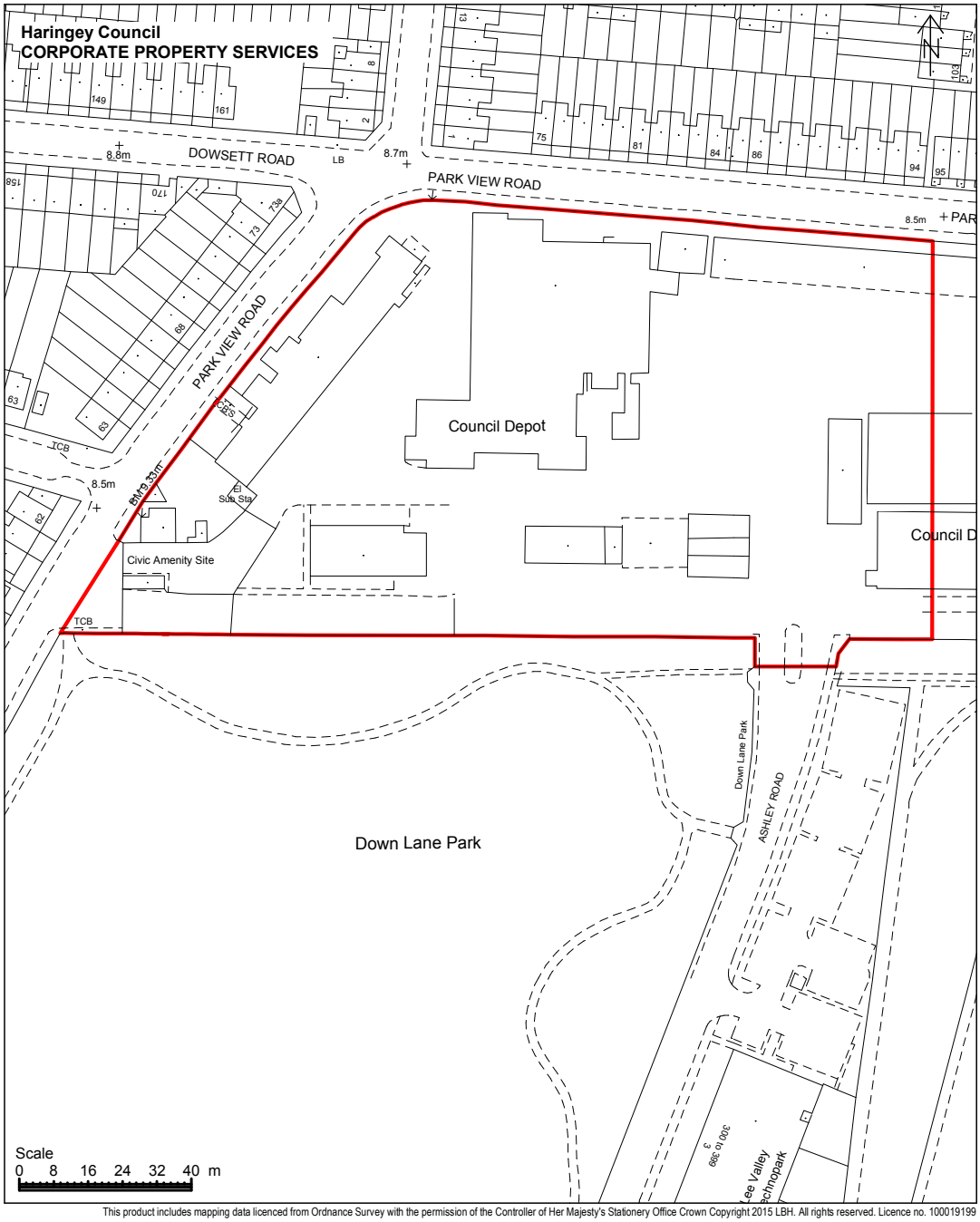
Appendix B - Costs of relocating Waste Management Services to Marsh Lane (Option C)

Ashley Rd Depot Relocation to Marsh Lane	
Construction Costs	£11,799,615
Professional Fees	£1,633,344
Disbursement	£303,570
FF&E	£160,000
Contingency	£1,429,653
Total	**£15,326,182**

Appendix C – Costs of relocating other Council Services from Ashley Road Depot

Service	Relocation Cost Estimate	**Relocation Info**
CCTV	£643,683	Assumes relocating service to the Marsh Lane site
Emergency Planning Offices	£50,000	Assumes relocating to an alternative site identified
Emergency Planning Storage	£3,500	Assumes relocated to storage container on ML site
Electoral Booths	£3,500	Assumes relocated to storage container on ML site
Mini Bus/Library Bus Parking	£0	Not being re-provided as part of the project
Catering	£2,000	Assumes equipment is relocated to a suitable council premises or ML site
Dog Compound	£0	Service is being relocated to Walthamstow
Archiving Materials	£0	Allowance already included with the project budget
Sub Total	£702,683	
Security	£40,000	Provisional sum for providing security between the period when the depot operation has been relocated and the relocation of these remaining services
Professional Fees @ 10%	£74,268.30	
Contingency @ 20%	£155,390.26	
Total	**£932,341.56**	

Appendix D – Plan showing the remaining land at Ashley Road Depot



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Ashley Road Depot site (excl. School land and incl. Recyling Centre)
Ashley Road
Tottenham
LONDON
N17

Deed packet no. : 1Z, 1W
Title no. : Freehold AGL202273, EGL180946
Site area (hectares) : 1.6610 ha
Scale 1:1250
BVES Drawing no. A4 2629s

CPM no. 0217 Commercial file ref
Overlay : Env - Depots
Plan produced by Janice Dabinett on 21/01/2015

Agenda Item 12

Haringey Council

Report for:	Cabinet	Item Number:	

Title:	Appropriation of Housing Land for Planning Purposes

Report Authorised by:	Lyn Garner, Director of Regeneration, Planning and Development

Lead Officer:	Michael Kelleher, Head of Housing Investment and Sites Tel: 020 8489 4754 E-mail: michael.kelleher@haringey.gov.uk

Ward(s) affected: All	Report for: Key Decision

1. Introduction

1.1 In November 2013, Cabinet approved the council's Housing Investment and Estate Renewal Strategy which authorised phase 1 of a council new build programme on parcels of land held in the Housing Revenue Account. Phase 1 is progressing and the council is expected to be in contract for the construction of 31 units on eight of these sites before 31 March 2015.

1.2 This report seeks authority to appropriate these eight sites for planning purposes to enable development. The eight sites are:

- Anderton Court, Alexandra Park Road, N22
- Parking area, Barnes, Clarence Road, N22
- Connaught Lodge garages, Connaught Road, N4
- Ednam House garages, Florence Road, N4
- Parking area, Fenton Road, N17
- Parking area, Whitbread Close, N17
- Land between 10 – 12 Muswell Hill Place, N10
- Land adjacent to 82 Muswell Hill Place, N10

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2. Cabinet Members Introduction (joint introduction by the Cabinet Member for Regeneration & Housing and Cabinet Member for Planning)

2.1 In November 2013, Cabinet approved the council's Housing Investment and Estate Renewal Strategy as a way of improving existing stock and providing much needed new affordable housing through the introduction of a council new build programme. The strategy highlighted a number of sites that are owned by the council and held within the Housing Revenue Account (HRA) which are currently underused in their current form.

2.2 The eight sites highlighted in this report will provide a total of 30 affordable homes as part of phase 1 of the council's new build programme. The homes will include 21 social rented properties which will be allocated to applicants from the housing register and nine low cost home ownership properties for households that want to get onto the housing ladder but cannot afford to buy a property on the open market. All homes will be prioritised for local people.

2.3 The new build programme is an important aspect of the council's wider regeneration aims, seeking not only to provide new homes for local residents but to promote or improve the economic, social and environmental well being of the local area by making best use of our assets.

3. Recommendations

3.1 It is recommended that Cabinet: -

a) Confirms that the pieces of land set out below and shown edged red on the plans at Appendix 1a to 1h are no longer required for the purpose for which it is held (currently held for housing purposes) and approves the appropriation of these pieces of land, for planning purposes under section 122 of the Local Government Act 1972 and subject to the powers provided by section 237 of the Town & Country Planning Act 1990 for the reasons set out in 5.9 of this report .

- Anderton Court, Alexandra Park Road, N22
- Parking area, Barnes, Clarence Road, N22
- Connaught Lodge garages, Connaught Road, N4
- Ednam House garages, Florence Road, N4
- Parking area, Fenton Road, N17
- Parking area, Whitbread Close, N17
- Land between 10 – 12 Muswell Hill Place, N10
- Land adjacent to 82 Muswell Hill Place, N10

4. Alternative options considered

4.1 The council has previously considered the continued use of these sites in their current usage as parking, garages and small areas of open space ancillary to Council

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homes, managed in the Housing Revenue Account. These assessments have concluded that the sites are underused or inappropriate in their current usage and can be better used to provide additional affordable housing, for which there is an acute level of need in the borough.

4.2 The council has obtained planning permission for new homes at these sites and, in preparing the development proposals for which consent has been obtained, the Council has sought to mitigate the impact on the surrounding area.

4.3 The council has considered developing homes on these sites without appropriating the land for planning purposes, however, the need to develop additional affordable homes as soon as possible is acute, both to meet housing need and reduce the use of temporary accommodation for homeless households.

4.4 To not appropriate the land for planning purposes would risk the proposed developments being frustrated by third party rights, which in turn could frustrate and delay the building of the first council homes in Haringey in over 25 years. However, the council recognises the potential rights of third parties and will pay compensation where a legal basis for such payments is established. Local residents have been consulted on the schemes as they proceeded through planning and any comments or objections taken into consideration by Planning Committee in reaching its decision.

5. Background

5.1 At its meeting on 28 November 2013, Cabinet approved the council's Housing Investment and Estate Renewal Strategy setting out the council's approach to housing development and estate renewal. This included the development of infill sites where the council owns land that could be used to provide new house building.

5.2 A list of sites was approved as Phase 1 of the infill programme and included land at Anderton Court, Barnes Court parking area, Connaught Lodge garages, Ednham House garages, Fenton Road parking area, Whitbread Close parking area, land between 10 – 12 Muswell Hill Place and land adjacent to 82 Muswell Hill Place.

5.3 The council holds land for various statutory purposes in order to provide its functions. Such land is used only for the purpose of the function for which it was originally acquired until such time as the land is disposed of or "appropriated" for another purpose.

5.5 Appropriation is the statutory procedure to change the purpose for which land is held from one statutory purpose to another provided that the land is no longer required for the purpose for which it was held immediately before the appropriation.

5.6 The eight sites listed at Appendix 1a – 1h are held in the Housing Revenue Account and are provided either as parking areas, garages or open space. The council wishes to see these sites developed for housing. By appropriating the sites for planning purposes, the council will be able to secure their redevelopment and future

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use by relying on the statutory provisions relating to the redevelopment and disposal of land held for planning purposes.

5.7 These parcels of land are held within the Housing Revenue Account for housing purposes. It is proposed that these parcels of land be appropriated for planning purposes under section 122 of the Local Government Act 1972 and subject to the powers provided by section 237 of the Town & Country Planning Act 1990. This will support the regeneration potential of these parcels of land and the effect of appropriating land in this way is that the rights of affected third parties (such as rights of light and rights of access) can be overridden to the extent that they become an entitlement to compensation rather than a right to obtain an injunction to prevent the scheme happening.

5.8 The use of appropriation power needs to be justified by a clear 'public interest' case that overrides the individual rights of potential affected third party owners and occupiers of nearby properties.

5.9 The justification for recommending the parcels of land be appropriated for planning purposes rests on the need for more affordable housing in the borough. The Council's Strategic Housing Market Assessment (SHMA) (May 2014) concludes that an additional 796 affordable housing units are required each year, over the 15 year plan period (2011 – 2026) to meet unmet need for housing in the borough; the GLA has set an annual housing target for the borough of 751 affordable housing units per year over the ten-year period 2015 – 2026. This need for additional affordable housing is reflected in the Council's Local Plan Strategic Policies and the Council's Housing Investment and Estate Renewal Strategy setting out the Council's approach to housing development and estate renewal.

5.10 While redevelopment schemes should always relate well to their surroundings and minimise impacts on nearby properties (and that will be thoroughly assessed as part of the design and planning application process), they also have a role in 'signalling the future'. With the potential provision of new mixed tenure homes, the redevelopment of these parcels of land are likely to bring substantial benefits for economic, social and environmental conditions in the area.

5.11 Given these significant benefits, it is considered that there is a clear and compelling case in the public interest to pursue redevelopment protected from possible restraint by injunction. Appropriating the land for planning purposes will achieve that while still enabling any interference with third party rights to be addressed via compensation.

5.12 In making this recommendation, regard has been had to the extent to which this may impact upon the human rights of owners and residents that may be affected and to balance those against the overall benefits to the community and the regeneration of the area that redevelopment will bring. Cabinet will need to be satisfied that interference with rights under Article 1 and Article 8 of the First Protocol to the European Convention on Human Rights is justified in all the circumstances and that a fair balance would be struck in the present case between the protection of rights of

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individuals and the public interest. Officers consider that the balance in this case weighs substantially in favour of the public interest and, accordingly, recommend that the parcels of land shown edged red on the plans at Appendix 1a to 1h are appropriated for planning purposes.

5.7 Following appropriation, any third party with rights that are infringed by the proposed developments will be eligible for compensation.

6. Comments of the AD Finance and financial implications

6.1 There is no direct cost to the appropriation of land, however by appropriating the land the Council will enable the New Build programme to proceed and thus reduce the risks of not being able to take advantage of external grant monies or Right to Buy receipts allocated to this programme with these funds potentially not being used and needing to be returned to Central Government.

6.2 There is allocated budget for the New Build programme within the Housing Revenue Account Capital Programme**.**

7. Comments of the AD Governance and legal implications

7.1 The Assistant Director of Corporate Governance has been consulted on the content of this report and makes the following comment

7.2 The eight sites are held for housing purposes but it is recommended that they be appropriated for planning purposes as set out in the report. Appropriation is akin to a disposal and as such the appropriation will require the consent of the Secretary of State under section 32 of the Housing Act 1985.

7.3 The Council can appropriate land that is no longer required for a purpose for another purpose under Section 122 of the Local Government Act 1972 and make use of the powers under section 237 of the Town & Country Planning Act 1990 to allow the Council to construct the development permitted by planning permission even where that development interferes with third party rights or breaches restrictions against the land.

7.4 The Council in appropriating the land under Section 122 for planning purposes needs to be satisfied that the land is no longer required for the purposes for which it is currently held (i.e. housing purposes) and that there is a compelling case in the public interest for doing so. Once appropriated, work carried out on that land pursuant to Section 237 of the Town & Country Planning Act is akin to compulsory acquisition and permits the carrying out of development if done in accordance with a planning permission notwithstanding that it involves interference with interests or rights to which the provision applies namely restrictive covenants and easements adversely affecting other land. This power extends to those deriving title from the Council. In effect it protects the development from restraint by injunction although compensation remains payable for the interference.

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7.5 The Council when appropriating land for planning purposes needs to be satisfied that it will facilitate the carrying out of development, redevelopment or improvement on or in relation to land and that it is likely to contribute to the achievement of namely the promotion or improvement of the economic, social or environmental well-being of the whole part of its area and that there is a compelling case in the public interest for doing so.

8. Equalities and Community Cohesion Comments

8.1 A total of 30 new affordable homes will be built across these eight sites providing much needed accommodation for those in housing need, many of whom will be amongst the borough's most vulnerable residents. The homes will be built to the Lifetime Homes Standard and 10% will be provided with wheelchair access.

8.2 The sites identified in this report comprise a mix of existing garages and open space held within the HRA. Where garages are lost, users of these garages will have the opportunity of another garage from within the council's stock. Where other third party rights are affected (such as rights of light and rights of access), those parties will have an entitlement to compensation.

9. Head of Procurement Comments

9.1 Procurement comments are not applicable to this report.

10. Policy Implication

10.1 In facilitating the delivery of affordable housing, the proposals set out in this report support the delivery of the council's Housing Investment and Estate Renewal Strategy and are underpinned by the priorities in the Local Plan (Strategic Policies) and both the current and emerging corporate plan(s).

Local Plan (Strategic Policies)

10.2 Policy SP2 sets out the council's aim to provide homes to meet Haringey's housing needs and to make full use of Haringey's capacity for housing by maximising the supply of additional housing.

Corporate Plan 2013 – 2015

10.3 These proposals support the council's corporate plan priorities under the 'opportunities for all' outcome in Haringey's current Corporate Plan, to *ensure that everyone has a decent place to live* by increasing the supply of new homes including affordable housing.

Haringey Council

Draft Corporate Plan 2015 – 2018

10.4 These proposals support priority 5 of the council's draft corporate plan to *create homes and communities where people choose to live and are able to thrive* to provide access to good quality and affordable housing and increase the supply of new homes by building more council owned homes.

11. Reasons for Decision

11.1 To support the implementation of the council's Housing Investment and Estate Renewal Strategy by enabling the development of new, council built, affordable housing in the borough.

12. Use of Appendices

Appendix 1a: Map showing Anderton Court, Alexandra Park Road, N22

Appendix 1b: Map showing Parking area, Barnes, Clarence Road, N22

Appendix 1c: Map showing Connaught Lodge garages, Connaught Road, N4

Appendix 1d: Map showing Edham House garages, Florence Road, N4

Appendix 1e: Map showing Parking area, Fenton Road, N17

Appendix 1f: Map showing Parking area, Whitbread Close, N17

Appendix 1g: Map showing Land between 10 – 12 Muswell Hill Place, N10

Appendix 1h: Map showing Land adjacent to 82 Muswell Hill Place, N10

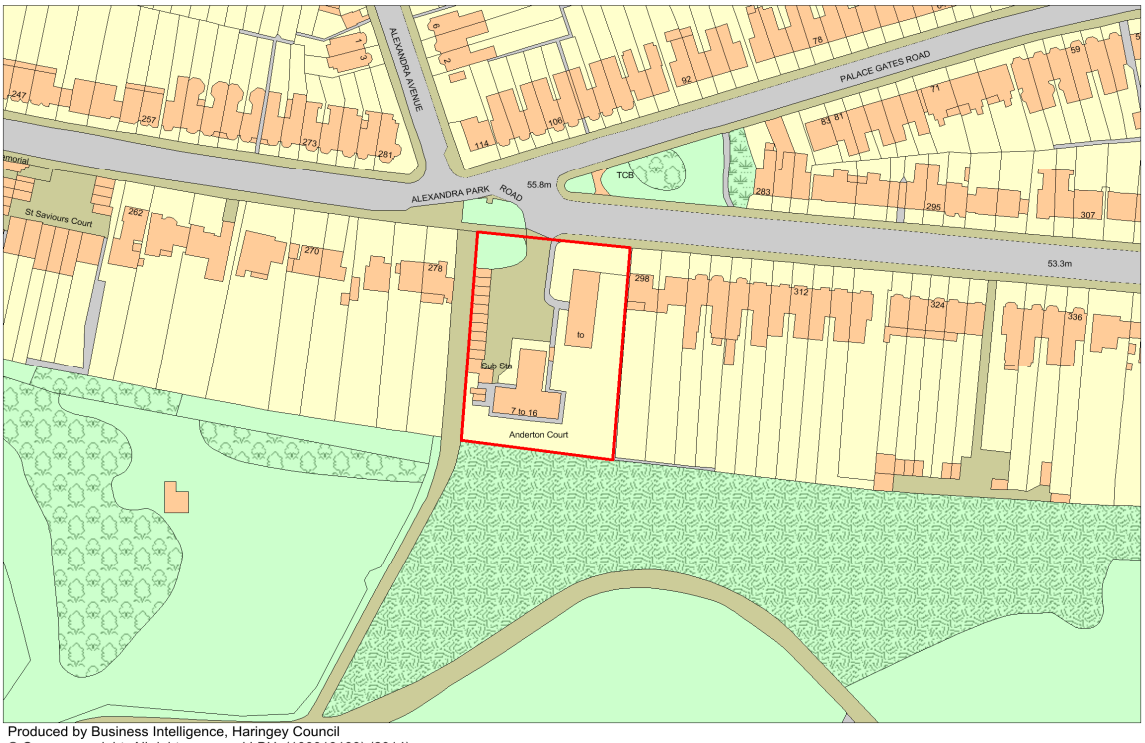
13. Local Government (Access to Information) Act 1985

Haringey Council, Housing Investment and Estate Renewal Strategy, November 2013

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Appendix 1a: Map showing Anderton Court, Alexandra Park Road, N22

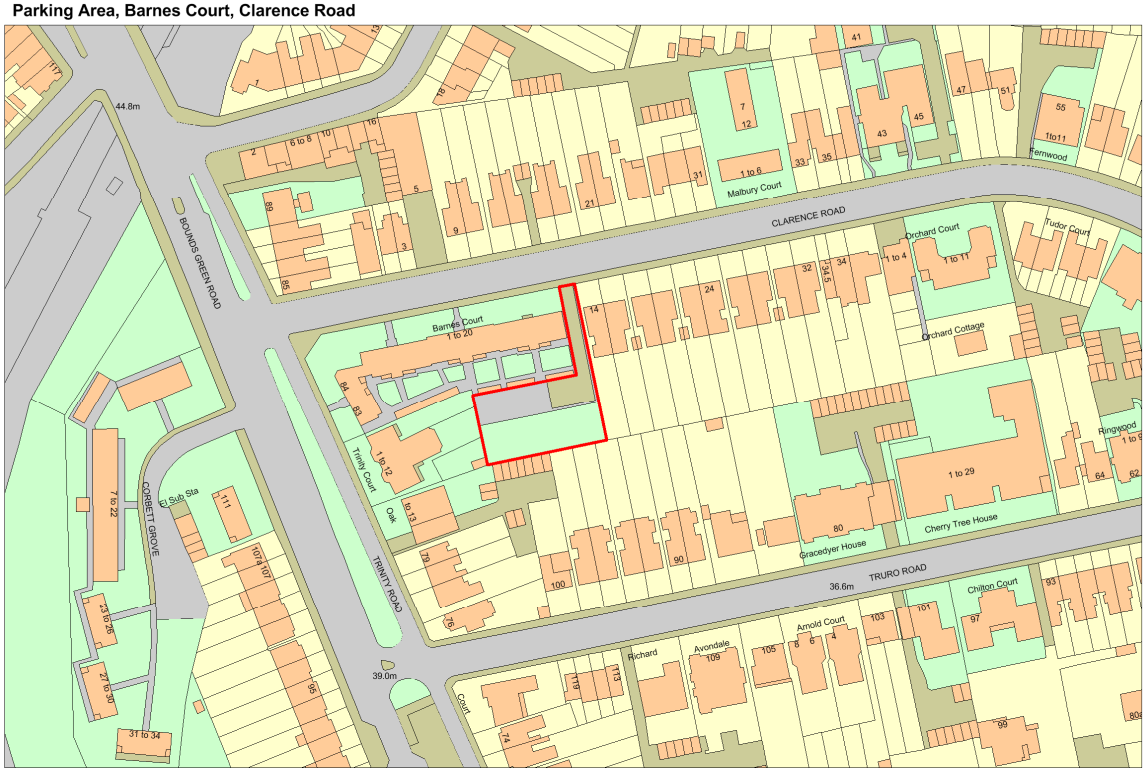
Anderton Court Road Garages



Produced by Business Intelligence, Haringey Council
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Appendix 1b: Map showing Parking area, Barnes, Clarence Road, N22

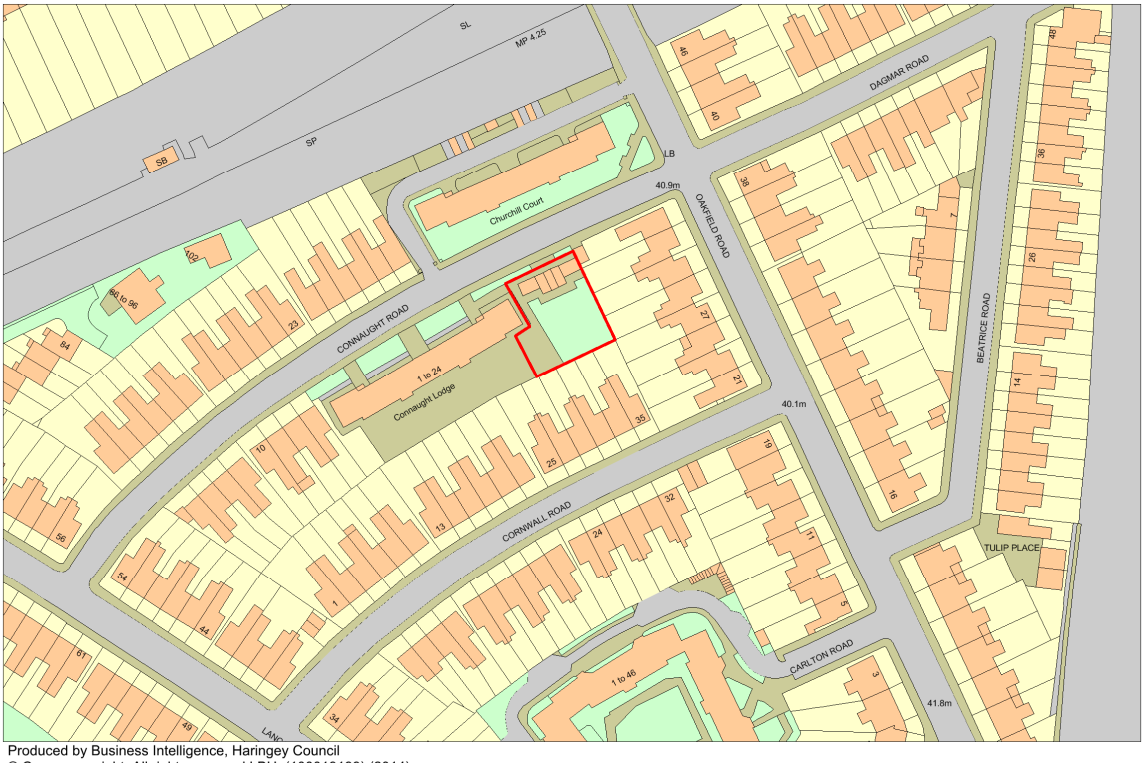
Parking Area, Barnes Court, Clarence Road



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Appendix 1c: Map showing Connaught Lodge garages, Connaught Road, N4

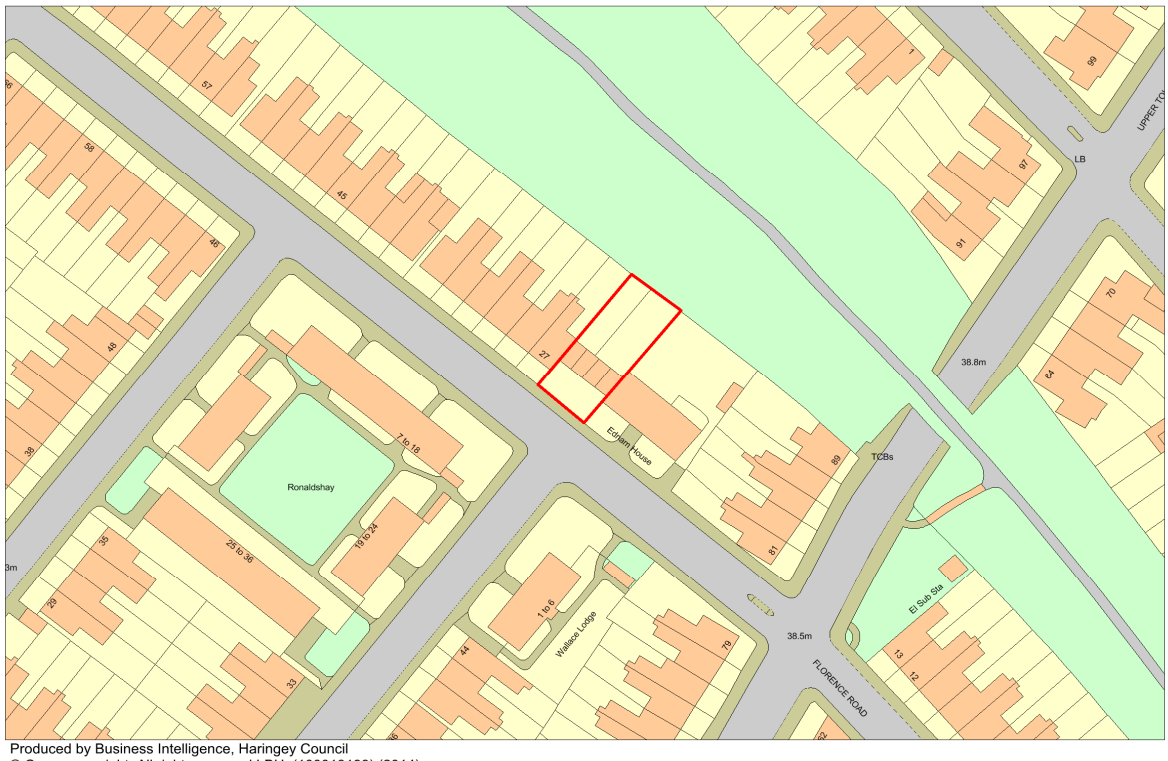
Connaught Lodge Garages



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Appendix 1d: Map showing Ednam House garages, Florence Road, N4

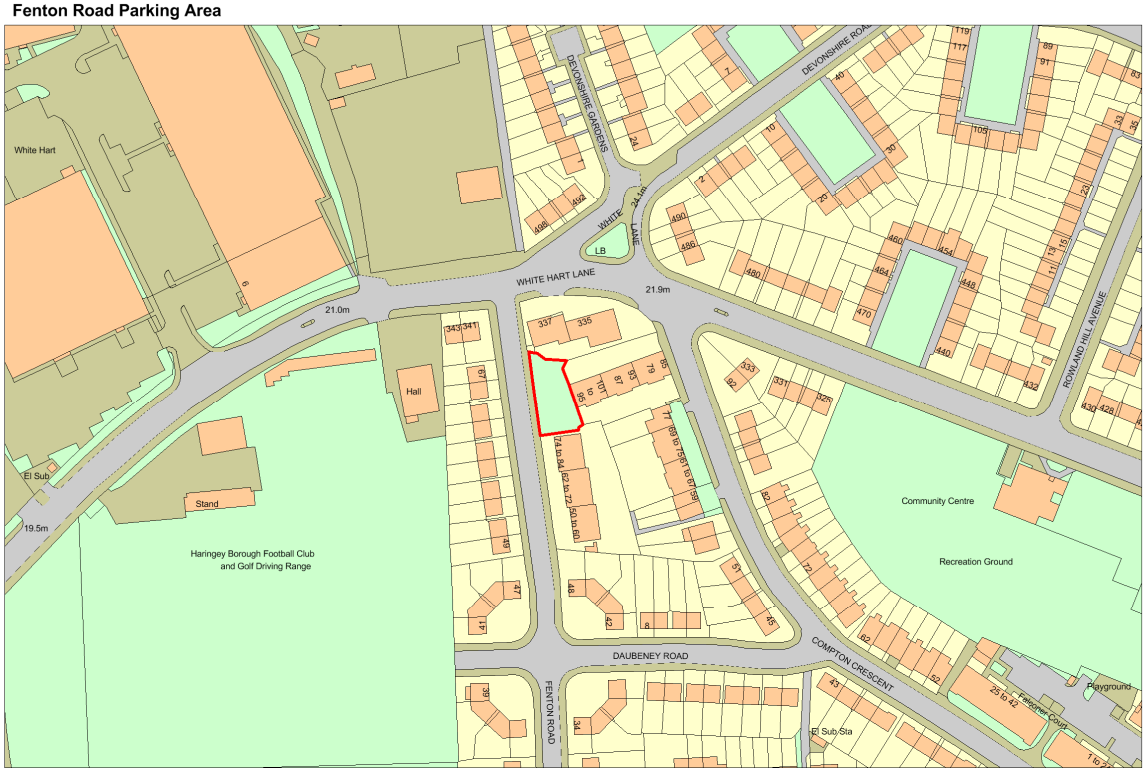
Ednam House Garages



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Appendix 1e: Map showing Parking area, Fenton Road, N17

Fenton Road Parking Area



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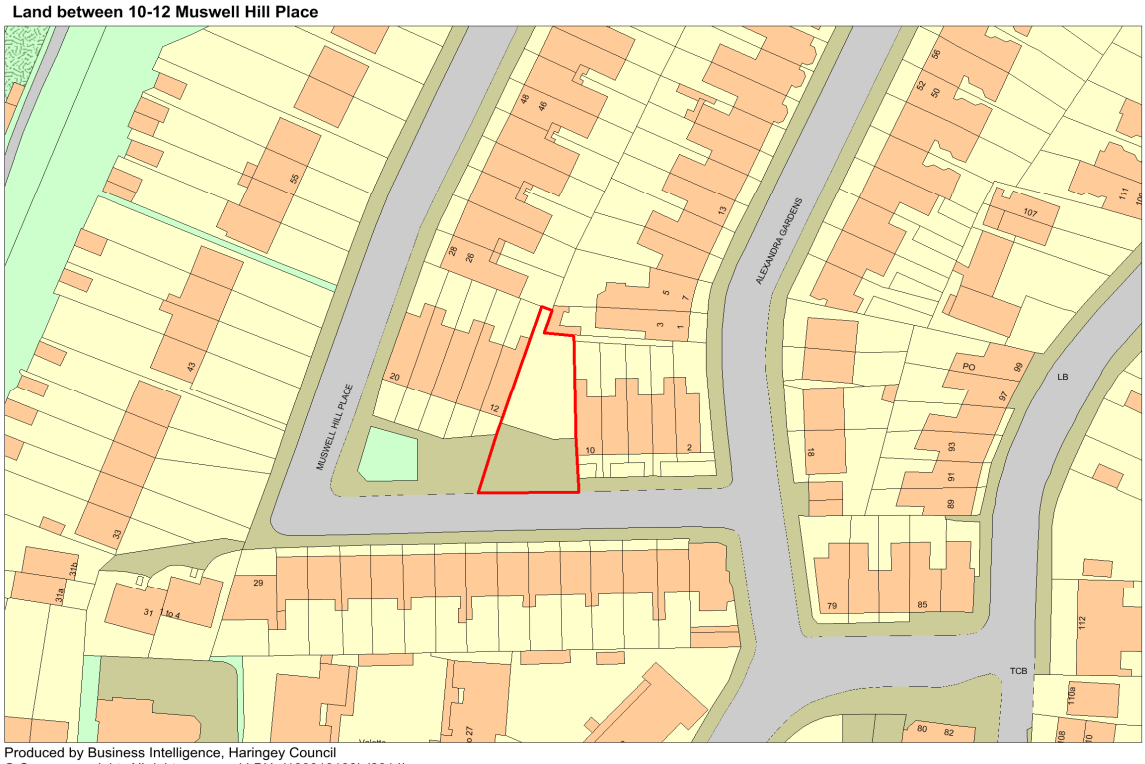
Appendix 1f: Map showing Parking area, Whitbread Close, N17

Parking Area Whitbread Close



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Appendix 1g: Map showing Land between 10 – 12 Muswell Hill Place, N10



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Appendix 1h: Map showing Land adjacent to 82 Muswell Hill Place, N10



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Agenda Item 13

Haringey Council

Report for:	**Cabinet 17 March 2015**	**Item Number:**	

Title:	**Financial contribution to Stratford, Tottenham, Angel Road [STAR] rail scheme**

Report Authorised by:	**Lyn Garner, Director, Regeneration, Planning and Development**

Lead Officer:	**Malcolm Smith, Team Leader, Transportation Planning**

Ward(s) affected: **Northumberland Park, Tottenham Hale Tottenham Green**	**Report for Key/Non Key Decisions:** **Key**

1. Describe the issue under consideration

1.1 The Council has been working with partners Network Rail, Transport for London, GLA and LB Enfield to enhance rail capacity between Stratford, Tottenham and Angel Road [STAR scheme] over some years. The project would deliver a 3rd track between Tottenham Hale and Angel Road with associated platform works, closure of the level crossing and a new footbridge and station lifts at Northumberland Park station. This would deliver a much higher level of service at Northumberland Park station with services doubling in the peak periods and even greater improvements in the off peak and weekend services. We are now at a critical stage with a funding package needing to be agreed to enable Network Rail to progress the scheme through the next stages for delivery of the scheme by early 2018.

1.2 The scheme allows for passive provision for a 4th track between Tottenham Hale and Broxbourne which is an essential precursor to the multi £bn Crossrail 2 planned between NE and SW London.

1.3 The cost of delivering STAR is estimated by Network Rail at £122m. A funding package is being developed with contributions from Network Rail, GLA, LEP, TfL and Haringey and Enfield. The Council along with LB Enfield is being requested by

Haringey Council

GLA to contribute £500,000 in total. We are therefore seeking to contribute £250,000. LB Enfield has committed to contributing £250,000.

1.4 The GLA's Investment and Performance Board takes place on 19 March. The GLA are seeking a commitment from Haringey to contribute £250,000. It is likely the Council will need to make its contribution in June 2015.

2. Cabinet Member introduction

2.1 Investment in transport infrastructure is crucial to delivery of our emerging regeneration plans for North Tottenham. The much greater access to rail services which the 3rd tracking would enable will provide local people with easier access to jobs in Stratford, Docklands and to the Upper Lea Valley. The new higher frequency services will also underpin Council's work in Northumberland Park and North Tottenham and the planned growth in housing and jobs set out in the Tottenham Area Action Plan and the Tottenham Strategic Regeneration Framework.

2.2 Three tracking between Tottenham Hale and Angel Road is but a starting point for even greater level of investment to give a step change in service frequency, speed and reliability which is desperately needed for this line.

3. Recommendations

That Cabinet approves a financial contribution of £250,000 to the STAR scheme to be funded from the Community Infrastructure and Growth Reserve.

4. Alternative options considered

4.1 The West Anglia main line is at capacity in peak periods. The investment in a third track is the only feasible way of enhancing local rail services to meet the current and emerging needs for improved accessibility for North Tottenham.

4.2 The Council has consistently supported and campaigned for improvements to rail services on this line, most recently in its response to Network Rail's Anglia Route study consultation and in Local Plan Strategic Policy SP7.

5. Background information

5.1 Currently there are local services stopping at Northumberland Park operating from Broxbourne to Stratford. Two trains per hour stop in peak periods but drops

Haringey Council

to one per hour in off peak and on Saturday with none at all on Sunday. The Mayor has committed to supporting a "turn up and go" service frequency of at least 4 trains per hour during the week at all stations in London. Clearly current services fall a long way short of this and the issue is even more important for LB Enfield as Angel Road has even fewer services than Northumberland Park.

5.2 Investment in the rail service can have significant economic benefits. LB Enfield commissioned a study to calculate the economic benefit from investment in the Upper Lee Valley. Oxford Economics estimated at additional £10.7bn gross value to the London economy from the projected growth. The study identified enhancing the West Anglia main line as one of the key components in unlocking this growth.

5.3 We are currently consulting on Tottenham Area Action Plan. The AAP provides for major new housing development aimed at delivering a further 10,000 new homes. It also makes provision to deliver substantial employment growth creating 5,000 new jobs. The Plan recognises the importance of investment in the West Anglia line in achieving these goals.

5.4 Network Rail included enhancements to capacity on the West Anglia main line, south of Tottenham Hale to allow higher service frequency to Stratford in its Strategic Business Plan published in January 2013. This investment is planned to be delivered in Control Period 5 between 2014 and 2019. However, the section of three tracking to the north of Tottenham Hale station to Angel Road has always been included as a proposal to be funded by third parties. In summary the proposals for three tracking are:

- A third track from Coppermill Junction to the south of Tottenham Hale to Angel Road on the east side of the current 2 tracks.
- New platforms at Tottenham Hale [already being delivered as part of the works to increase capacity and create a fully accessible station] and at Northumberland Park and Angel Road [LB Enfield are investigating the feasibility of a relocated station to the south of the North Circular Road to better link with Meridian Water]
- Closure of the level crossing at Northumberland Park to vehicle traffic. A new accessible footbridge and lifts would be provided to make the station fully accessible.
- Passive provision for 4 tracking in the future which will allow potential Crossrail 2 services to operate along the West Anglia main line

5.5 Network Rail estimates the 3 tracking including station works and new pedestrian footbridge at Northumberland Park at £122m. This assumes Angel Road station remains in its current location but is made fully accessible. Network Rail are committed to funding the core section from south of Tottenham Hale to Tottenham Hale at a cost of £73m. For the section from Tottenham Hale to Angel Road this is costed at £49.1m plus £3 – 6m Network Rail fee fund

Haringey Council

incurred for works funded by third parties making the total cost £55.1m. The funding package is currently made up as follows:

LEP Growing Places funding Network Rail	£25m
Network Rail funds for 4 tracking provision [TBC]	£5.2m
LEP Growing Places reallocation from Queens Road roundabout [TBC]	£5.7m
Boroughs [Enfield and Haringey][TBC]	£0.5m
Network Rail fee fund removal [TBC]	£3m
Balance to be funded [sources to be identified]	£15.7m

5.6 Although funding from other partners is yet to be committed it is essential that the Council commits to making its contribution of £250,000 prior to the GLA Investment and Performance Board which will ratify Growing Place Funding and the transfer of this funding to TfL. It is also needed to provide confidence to Network Rail that a full funding package involving all partners is expected to be forthcoming. The Council's financial commitment forms only a very small proportion at just 0.2% of the overall investment, representing an excellent deal for the Council given the value the additional rail services at Northumberland Park to supporting regeneration in North Tottenham and the wider Upper Lea Valley.

5.7 Assuming the approvals are put in place Network Rail is expecting to deliver 3 tracking by late 2017 for commencement with the May 2018 timetable. Passive provision has been made in the scheme design for a 4th track which is an essential precursor to Crossrail 2, a £27bn project which could provide new rail services between North East and South West London. Northumberland Park and Tottenham Hale could therefore be served in the longer term by CR2 trains, as well as Seven Sisters, Turnpike Lane and Alexandra Palace.

6. Comments of the Chief Finance Officer and financial implications

6.1 As no budget is currently identified for this expenditure it will be necessary to allocate a new capital budget in 2015/16 funded from the Community Infrastructure and Growth Reserve.

6.2 It is likely that the funding will need to be provided in the summer of 2015. However, the Council will only make a contribution once it is confirmed that the full funding package is in place.

6.3 The 3 tracking proposal has the potential to provide significant financial benefit to the Council as it will facilitate housing and business growth which in turn will lead to increased Council Tax and Business Rates receipts, sources of funding that the Council is becoming more dependent on as Government grant reduces.

7. Head of Legal Services and legal implications

Haringey Council

7.1 The Assistant Director of Corporate Governance has been consulted on the content of this report and makes the following comment.

7.2 There are no immediate legal implications although implementation will give rise to the need to put in place all relevant and necessary consents.

8. Equalities and Community Cohesion Comments

8.1 The station works at Northumberland Park and Tottenham Hale will create fully accessible stations at both locations. Lifts and ramped accesses are to be delivered as part of the 3 tracking project. The current poor inaccessible footbridge at Northumberland Park will be removed and replaced by a ramped footbridge.

9. Head of Procurement Comments

N/A

10. Policy Implication

10.1 The scheme supports the delivery of Tottenham Area Action Plan. Investment in West Anglia line is a key element of Strategic Policies in our Local Plan.

11. Reasons for Decision

11.1 The Council is being requested to contribute £250,000 towards an overall investment package of £122m to deliver 3 tracks between Tottenham Hale and Angel Road with associated station works and closure of the level crossing and construction of a new accessible footbridge at Northumberland Park. The works will allow a greatly improved level of service at Northumberland Park with a “turn up a go” frequency of 4 trains per hour. It is likely the Council will need to make this contribution in June 2015.

12. Use of Appendices

None

Haringey Council

13. Local Government (Access to Information) Act 1985

13.1 The following documents were used for this report:

- Network Rail GRIP3 financial summary table February 2015
- Local Plan Strategic Policies
- Draft Tottenham Area Action Plan February 2015
- Network Rail draft Anglia Route Study November 2014
- Council response to draft Anglia Route Study February 2015

Haringey Council

Report for:	**Cabinet 17th March 2015**	**Item Number:**	

Title:	**Delivering Priority 1: Enabling every child and young person to have the best start in life, with high quality education**

Report Authorised by:	**Zina Etheridge, Deputy Chief Executive**

Lead Officer:	**Jon Abbey, Interim Director of Children's Services**

Ward(s) affected: All	**Report for Key Decision: No**

1. Describe the issue under consideration

1.1. This sequence of papers sets out the approach to achieving the objectives of Priority 1 in the new corporate plan, **Enable every child and young person to have the best start in life, with high quality education**. This follows agreement by Cabinet in December 2014 to the direction of travel on the approach.

1.2. This set of papers sets out the business case and design for whole system change in line with the aspirations set out in the Corporate Plan and the savings required in the MTFS. Where a discrete decision will be required a separate paper is provided, but they are presented collectively to illustrate the coherence between them.

1.3. The proposals set out in the Cabinet papers will support the implementation of the six objectives to achieve better outcomes for children, young people and families identified within the Corporate Plan 2015 – 2018. Members are asked to approve the overall approach for delivery of Priority 1, and the design of the operating model which will deliver the change. Within Priority One of the Corporate Plan, key decisions will need to be taken following in line with supporting objectives 1, 4, 5 and 6. Specifically:

Haringey Council

1. All children will have the best start in life supported by strong relationships and be ready for school
4. Children and young people will be healthier, happier and more resilient supported by stronger families
5. Children and families who need extra help will get the right support at the right time to tackle issues before they escalate
6. All children and young people will be safeguarded from abuse and offered the best possible care if they cannot remain with their own family.

1.4. Approval of the operating model for Children's Services will lead to implementation throughout 2015/16. Further reports to Members will be made in June 2015 in line with the Delivery Plans for the Young People's Strategy and proposals for Children's Centres and Childcare.

2. Cabinet Member introduction

2.1. The case for change in Children's Services is clear.

2.2. Supported by analysis conducted at the start of our improvement programme, too many families were bouncing in and out of the social care system without a sustainable resolution to their issues. The service was unaffordable and there was a limited focus on helping families early to prevent need from escalating.

2.3. More recently, Children and Young People's Services (CYPS) in Haringey has made significant progress. However, our ambition can only be achieved if we transform our model for delivering services. This must be a "whole-system" approach - including shifting the focus of services within CYPS as well as changing the way we work with partners and families themselves.

2.4. The key driver for change is to improve outcomes for the children, young people and families of Haringey. In order to do this effectively and in a way that is financially sustainable, the whole system needs to change to reduce demand, respond to need earlier with a whole family focus and embed good practice including clear financial control.

2.5. The ambition set out here is to create a service that will provide different and better support, working with families and communities. We will improve the standard and quality of our services and as part of our Early Help Strategy achieve a significant shift in focus, working with families earlier and more intensively. We will enable families to be resilient now so that there are able to support future generations and contribute to the achievement of the aspirations of Haringey as a Borough.

3. Recommendations

Haringey Council

3.1. The detail in relation to Delivery of Priority 1 is set out in the Cabinet papers as follows:

1. Future Operating Model for Children's Service
2. Building Better Futures for Children and Young People in Haringey: An Early Help Strategy 2015-18
3. Delivering Children's Centres in Haringey: 2015-18
4. Haringey's Childcare Policy 2015-18: Improving the Sustainability of Council Maintained Childcare
5. Young People's Strategy 2015-18.

3.2. Members will be asked to make key decisions on the following

3.2.1. The future operating model for children's services sets out the operating model for children's services in Haringey, including the organisational design, principles that will underpin the our ways of working and business case for the transformation. Members are asked to approve the outline model for implementation.

3.2.2. Early Help Strategy: Members are asked to approve the strategy.

3.2.3. The Young People's Strategy: This sets out the draft Strategy for Young People. Members are asked to note the ongoing engagement on the draft strategy and associated priorities from which the delivery plans will be developed.

3.3. In addition updates are provided in this suite on papers on the engagement approach for the future of Children's centres and childcare policy. A key decision regarding proceeding to consultation will be presented to Members in June.

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Agenda Item 15

Haringey Council

Report for:	**Cabinet - 17th March 2015**	**Item Number:**	

Title:	**Future Operating Model for Children's Service**

Report Authorised by:	**Zina Etheridge, Deputy Chief Executive**

Lead Officer:	**Jon Abbey, Interim Director of Children's Services**

Ward(s) affected: All	**Report for Key Decision: Yes**

1. Describe the issue under consideration

1.1. Haringey has a relatively young and growing population with almost a quarter of residents under 20 years old. Whilst the majority of our families require little extra help and their needs are met by our universal services, there are many children and families who have additional, or even acute and complex needs. It is the role of our Children and Young People's Services to work with our partners to improve the outcomes of our families and make sure children and young people are safeguarded from harm.

1.2. Given reducing resources and a rising population, we must ensure that scarce resources are deployed in the most effective manner, are targeted at our most vulnerable families and prevent their needs from escalating.

1.3. The purpose of this paper is to provide the Strategic Overview for Priority 1 and set out how they key components of the operating model are being developed within that context.

1.4. This paper sets out the detail for the operating model, both in terms of structure but also in terms of ways of working. This builds on the detail provided in the December 2014 paper to Cabinet.

2. Cabinet Member introduction

Haringey Council

2.1. The case for change in Children's Services is clear.

2.2. Supported by analysis conducted at the start of our improvement programme, too many families were bouncing in and out of the social care system without a sustainable resolution to their issues. The service was unaffordable and there was a limited focus on helping families early to prevent need from escalating.

2.3. More recently, Children and Young People's Services (CYPS) in Haringey has made significant progress. However, our ambition can only be achieved if we transform our model for delivering services. This must be a "whole-system" approach - including shifting the focus of services within CYPS as well as changing the way we work with partners and families themselves.

2.4. The key driver for change is to improve outcomes for the children, young people and families of Haringey. In order to do this effectively and in a way that is financially sustainable, the whole system needs to change to reduce demand, respond to need earlier with a whole family focus and embed good practice including clear financial control.

2.5. The ambition set out here is to create a service that will provide different and better support, working with families and communities. We will improve the standard and quality of our services and as part of our Early Help Strategy achieve a significant shift in focus, working with families earlier and more intensively. We will enable families to be resilient now so that there are able to support future generations and contribute to the achievement of the aspirations of Haringey as a Borough.

3. **Recommendation**:

That Members approve the proposed operating model for Children's Services including the organisational design and principles. These are set out in Paragraphs 9 and 10.

4. Alternative options considered

The operating model design has built on the direction of travel approved by Members in December 2014 and in the Options Paper approved in November 2013.

5. Background

Case for change

5.1. The delivery of our services for Children and Young People must change if we are to achieve our ambitions within a significantly reduced budget. There are a number of key drivers:

Haringey Council

5.2. Compared to statistical neighbours Haringey has too many children in care, and although the numbers are reducing we remain above average. Whilst we perform comparatively well in educational attainment for these young people, we know that outcomes for young people who become looked after are much poorer than those who do not.

5.3. Our current operating model has not supported us to reduce demand; it has encouraged an over reliance on social care which may not always be best placed to support families. Review of our preventative services across the Council also highlights a significant gap in early intervention for the key drivers of family breakdown.

5.4. Haringey CYPS has taken steps to implement an Early Help approach in the past, but has not been of the scale of change we are seeking to achieve now, nor has it been supported by a shift in the governance and accountability frameworks that support it to become embedded.

5.5. Our support for young people has not been adequately joined up across the Council, or designed to have the required impact on strategic priorities such as protecting adolescents from risky behaviours or enabling employment, education and training opportunities.

5.6. Workforce stability, on a number of levels, will be critical to delivering quality services to families, currently our staff turnover is too high and we are over reliant on agency staff.

5.7. There is no escaping the reduction in resources available. We must transform our model to work within £16.7million budget reduction by 2017/18, whilst ensuring children are safe.

5.8. We have made some progress in improving social work practice, but we have a way to go. We are focused on reaching an Ofsted rating of “Good”. Having a consistent model of social work practice will be an integral part of this.

6. National context

6.1. Across the country, children’s services are facing unprecedented budget reductions alongside rising demand. Councils are experiencing the challenge of balancing financial constraints with improving the life chances of children and keeping them safe. Councils are facing up to this challenge alongside the need to develop a stronger response to complex and enduring challenges such as violence against women and girls, child sexual exploitation and mental health which require a coherent and effective response.

Haringey Council

6.2. Lessons learnt in places such as Rotherham, continue to alert us to the risks faced by children and young people and the need to not only strengthen our child protection approach but also work in partnership to address risk and prevent need from arising. Recognising that outcomes for children in care and young people who leave care are unacceptably low, the focus is on enabling children and young people wherever possible to remain safe within the community.

6.3. Haringey is like many other authorities is responding to these complex challenges by reshaping its services and ensuring scarce resources are targeted where they can have greatest impact. In order to deliver high quality services we need to look more widely at how to transform the whole system that operates around a child.

6.4. These challenges are not just local authority issues; we need to work with other partner agencies across Haringey, including building resilience in the community itself. The future operating model is designed to be a whole system change to enable this.

7. Vision: Corporate Priority 1

7.1. Our Vision for Children and Young People in Haringey is summarised in Priority 1 of the Corporate Plan: **Enable every child and young person to have the best start in life, with high quality education**, underpinned by the following objectives:

1. All children will have the best start in life supported by strong relationships and be ready for school
2. Children and young people across Haringey excel at school, making the most of their potential
3. There will be excellent education and training opportunities for young people aged 16 plus, enabling all to develop the right skills and experience for good quality, sustainable employment.
4. Children and young people will be healthier, happier and more resilient supported by stronger families
5. Children and families who need extra help will get the right support at the right time to tackle issues before they escalate
6. All children and young people will be safeguarded from abuse and offered the best possible care if they cannot remain with their own family.

7.2. The objectives are corporate priorities, cutting across the current silos. However, objectives 1, 4, 5 and 6 are at the core of the operating model for CYPS in the future. For Haringey's children and families this will mean:

Haringey Council

- Children and families will have their voice heard and be active partners in determining the support they receive.
- Working alongside them and helping them to thrive and achieve and become resilient.
- Supporting families to understand what support is available in Haringey.
- Clearer information about the services and support, so that they know how to access services, which may include support within their own communities.
- Services that are simple and easy to access – giving families the support they need, when they need it. Families will have the confidence to know that they'll get friendly, community-based support.
- Stronger and more personal support for children and families that need extra protection and help.
- Fewer transitions of key workers for families so that they are supported by one key relationship that is best placed to work with them to achieve sustainable improvements.
- Keeping children in their families wherever safe to do so.

8. An Early Help Approach

8.1. Early Help is at the heart of our approach. In Haringey we define Early Help as the information, advice, guidance, support and interventions that enable children and families to remain safely in their communities, improve their outcomes, reduce the need for more specialist support and sustain family cohesion. This means:

- working with families to prevent needs arising,
- intervening early to tackle emerging problems; or
- targeting support on families most at risk of becoming vulnerable.

8.2. We apply the approach across the age range from conception to 25, with a focus on Early Years. The approach works with whole families whilst ensuring the child's voice is placed at the heart of everything we do.

8.3. In the development of our model, Early Help defines our way of working, enabling the step down and out of cases and the support of families as they exit social care, supporting them to become more resilient.

8.4. Early Help (previously prevention and early intervention) already forms part of our service model in Haringey but has not to date been supported by the infrastructure and governance required to make it effective. Through implementation of the Early Help Strategy, operating model and performance and outcomes framework, Early Help will be embedded much deeper in the way we work.

Haringey Council

8.5. Strengthening Early Help will enable us to ensure that social work can be focused on those families where children are at greatest risk or in need of protection. At the same time as we build our Early Help Model we are also strengthening our model for social care. The same core principles will stretch across the whole of the child and family journey.

8.6. There are numerous interdependencies between the two service areas, including in the delivery of the MTFS which will require Early Help to support the reduction of demand for Social Care. Early Help and Social Care will work in partnership to deliver the operating model for Children and Young People's Services with quality assurance and performance having a view of the system as a whole.

9. Creating a whole system change

9.1. Children's services are part of a complex system with many inter-dependencies. To effectively transform children's services we therefore need to look at the whole system, including what happens across our partners work and within communities and families. The key features of the emergent model are set out below.

9.1.1. Recognition that universal, targeted and specialist services provided by CYPS are part of a wider system of children's services, which also includes partners and families themselves.

9.1.2. Effective partnerships across families, communities, statutory and non-statutory agencies.

9.1.3. Capacity within multi agency early help services to deliver a range of interventions that prevent escalation of need and reduce the pressure on specialist services

9.1.4. Locality model around six Network Learning Communities, reflecting local need.

9.1.5. Integration of services to improve user experience, minimise changes of key worker and enable a family focused approach.

9.1.6. Mixed economy with commissioning of evidence based interventions along the child's journey.

9.1.7. A core social care function focused on child protection and support for Looked after Children, with effective planning for a child's exit from care to a stable and permanent home.

Haringey Council

9.1.8. Quality assurance embedded across the whole system as part of our approach to continuous service improvement.

9.2. The achievement of priority one is a corporate responsibility. Whilst, as this paper highlights, there are a number of fundamental changes for CYPS, it will also influence the wider council. Specifically:

9.2.1. As set out in this suite of papers, we must take a corporate approach to achieving outcomes for young people in Haringey, through our Strategy for Young People.

9.2.2. The Tottenham Regeneration programme has made strong links with the priority and a number of approaches will be trialled within the Tottenham locality, including the implementation of the Healthy Child Programme through Children's Centres.

9.2.3. The Customer Services Transformation will support us to ensure that families have the information, advice and guidance they need in a timely manner.

9.2.4. We are aligning our ways of working in the care workforce with adults in order to ensure that the wider workforce is working in an effective and consistent manner.

9.2.5. There will be more joint commissioning especially where complex issues require a response from a number of our services, such as violence against women and girls.

10. Design Principles and Approach

8.1 The system re-modelling is underpinned by a set of design principles; these have been applied in developing each element of the model. Each component must:

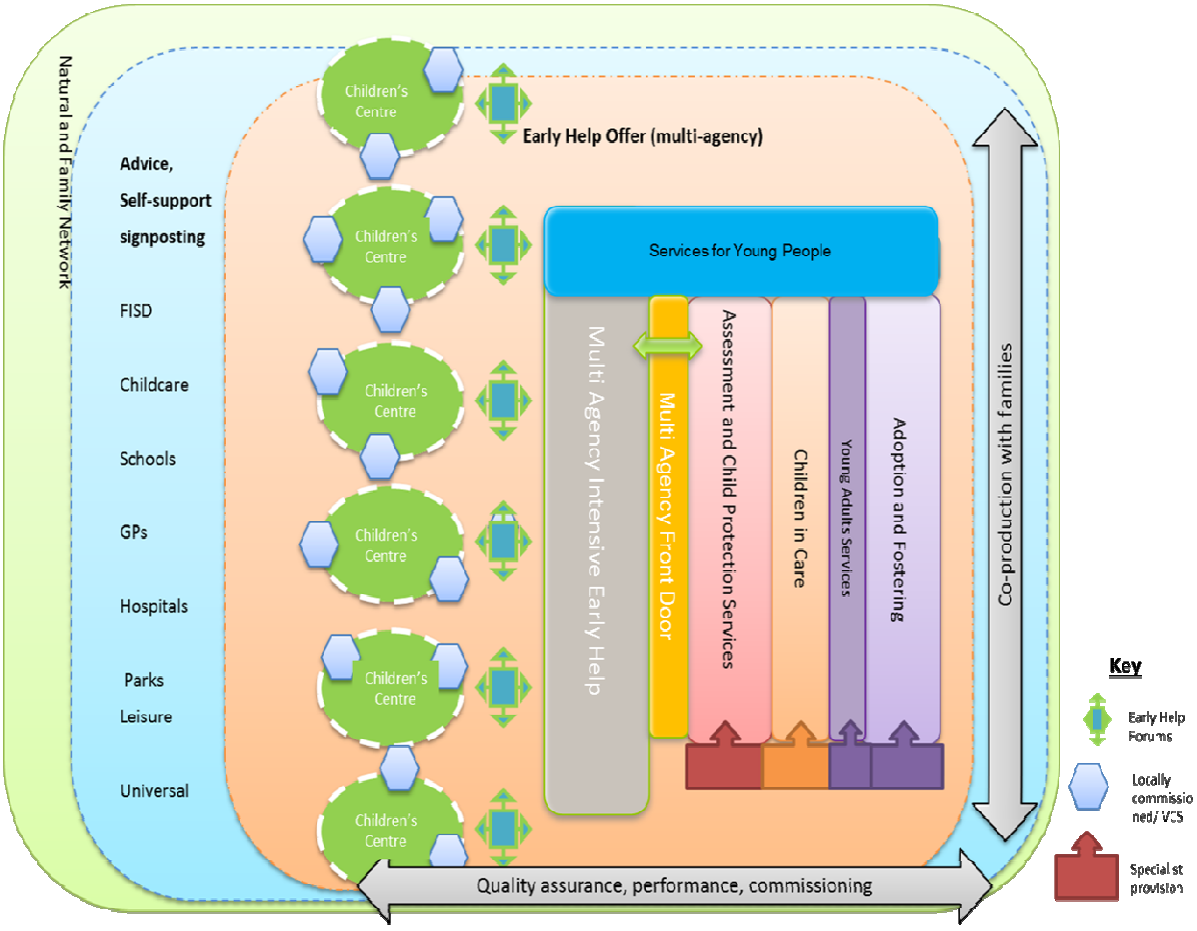
- Facilitate prevention and early intervention
- Support a family focus within local communities and build resilience.
- Co-production: Working together in collaboration with families and communities in design and working together in service delivery.
- Support a key relationship for children with their family or social worker in a manner that ensures the child's voice is heard.
- Make a positive impact on outcomes for families and have clear lines of accountability
- Enable the workforce to have the right behaviours, skills and capabilities to deliver the outcomes required.
- Enable seamless and timely support for the child, young person and their family, whatever their level of need.
- Promote access and take up through a friendly environment

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- Offer value for money and long term sustainability, delivering a model within the financial envelope of the MTFS.
- Demonstrate innovation and transformation.

11. The outline model

11.1. The diagram sets out how the different components of the operating model fit together along the child's journey.



12. The role of Communities and Universal Services

12.1. Families will be able to access information, advice and guidance through their local communities and universal services, including schools and GPs and an improved Family Information Service. Our aim is for families to resolve their own issues where possible, including through support through their communities and voluntary and community groups.

12.2. At the core of the transformation of universal services will be the reconfiguration of the early years offer. This will enable joined up working with our partners, improved accessibility for families and a whole family

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approach. Aligned to these proposals, we will be implementing the Healthy Child Programme across the Borough and will re-design the service model for Health Visitors. These will come together in our new model for Children's Centres.

12.3. The future model will be based on the Network Learning Communities (NLCs) which form the basis of current structures supporting schools to work together. There are six NLCs (Hornsey and Stroud Green; Muswell Hill and Highgate; South East Tottenham; Harringay and West Green; North East Tottenham; and Wood Green). This builds on the implementation of the Early Help Pathway model, aligned with strengthened commissioning, will deliver the outcomes we are seeking to achieve. This Locality model will be at the core of both universal and Early Help services, and the intelligence gathered from its implementation will inform the commissioning and targeting of local services.

12.4. Our offer to young people will span universal services through to those with complex needs.

13. Intensive Early Help

13.1. Where the needs of families are multiple and complex, this will be addressed through intensive multi-agency early help. The families will work intensively within a programme or with an 'Early Help' professional to address their needs with a view to de-escalation.

13.2. In 2014 a new Early Help Pathway was introduced integrating access routes into early help services. The new model for early help will integrate the three existing family support teams (Families First, Haringey Family Intervention Project and Integrated Family Support Service) into Locality Teams. These teams will work with families with children aged 0-19 (up to 25 for children with learning difficulties or disabilities) and be aligned to the borough's six Network Learning Community (NLC) areas and Children's Centres. The locality teams would be multi-agency bringing together partner agencies and resources to develop locality plans and deliver coordinated services and interventions in support of borough-wide / local strategic priorities.

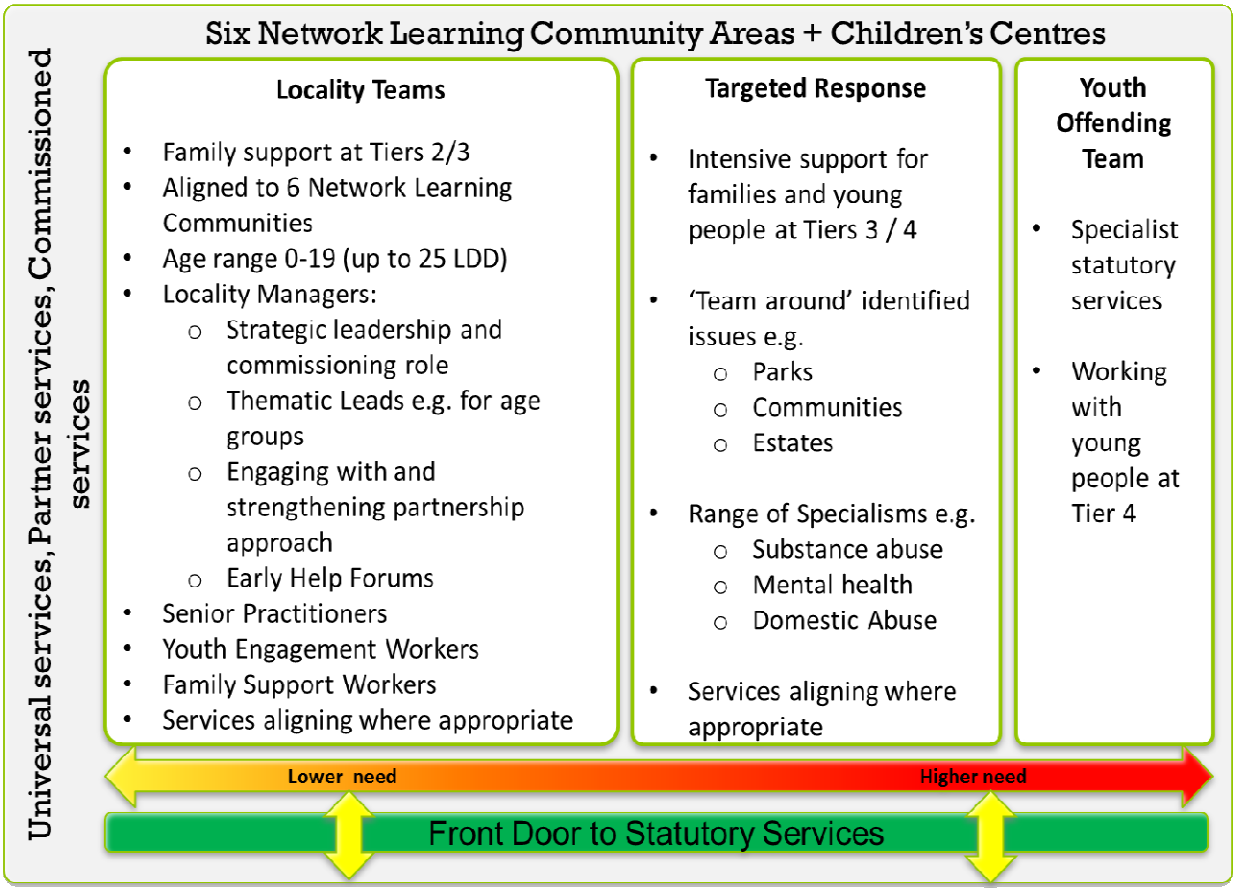
13.3. Our Early Help model includes proposals for a Targeted Response service to provide tailored, flexible support for families and young people on a borough-wide basis. The proposal is for this service to provide multi-agency team around identified families, young people and issues (e.g. park, estates, gang) and to incorporate the right range of specialist services (e.g. substance abuse, mental health, domestic abuse).

13.4. A draft service and staffing model has been developed for Locality Teams and Targeted Response using data on needs of families in Haringey (based on information collected as part of the Troubled Families programme) and

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scaled to the level and proportions of needs identified. Locality Teams would be led by Locality Managers with responsibility for strategic leadership and commissioning, strengthening partnership approaches, leading Early Help Forums, and managing Locality Teams and Children's Centres.

13.5. **Figure 1: Outline model for Intensive Early Help**

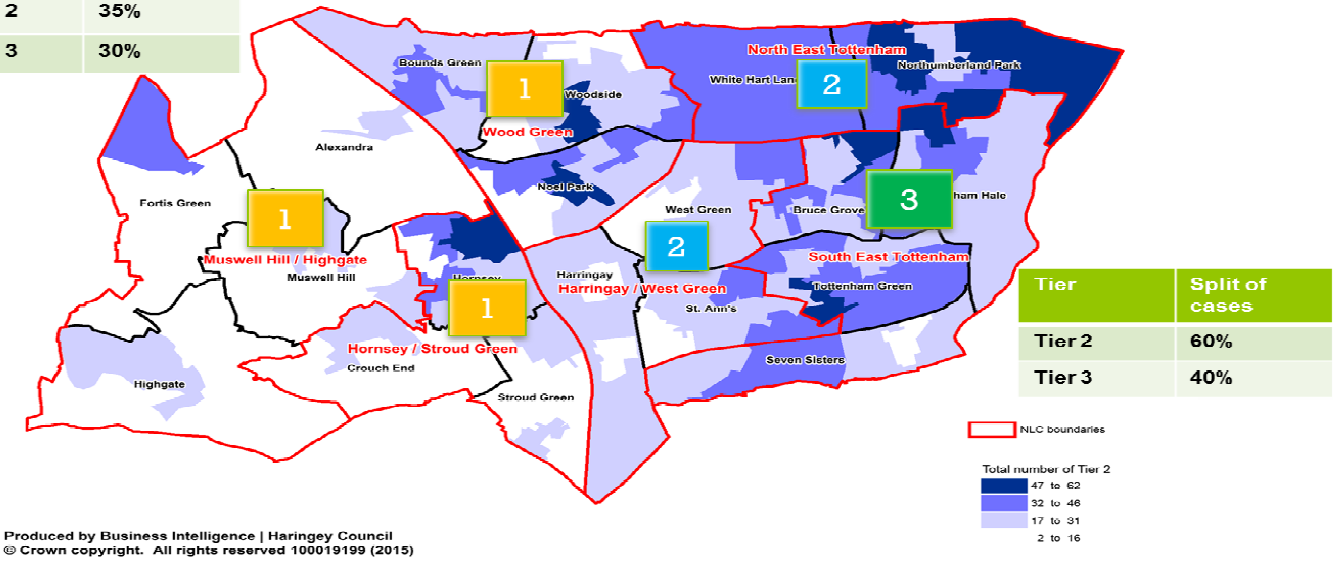


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Figure 2: Proposed locality structure

Locality Team	% Tiers 2/3
Team 1	36%
Team 2	35%
Team 3	30%

(as at 28/1/2015)



Tier	Split of cases
Tier 2	60%
Tier 3	40%

13.6. Locality Teams will play a key role in managing the Front Door to services for children and families, from the universal service offer provided by Children's Centres, to targeted support and social care intervention.

13.7. Critical to ensuring that children and families receive the right response at the right time is the access point to services where they are screened and risk assessed. Consistent with other London Boroughs Haringey operates within a Multi-Agency Safeguarding Hub (MASH). As our model changes we need to ensure that the pathway supports new ways of working. We are as such reviewing our current MASH model and have established a MASH Board to progress changes to the system

14. Social Care

14.1. In the future, as this capacity is built within Early Help, it will enable social workers to focus on child protection, looked after children and the most complex cases where support beyond that provided through early help is needed. The core social care function will work with children and families where there are acute or highly complex needs and/or a safeguarding risk. The future model will shift over the next three years as cases within social care reduce.

14.2. The core social care function will work with children and families where there are acute or highly complex needs and/or a safeguarding risk, The future model will shift over the next three years as cases within social care reduce.

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The social care function will focus on child protection and will comprise:

- an assessment and child protection function
- a children in care function
- a Young Adults Service
- Fostering and Adoption.

14.3. To support the new operating model the management structure will have a reduced number of Heads of Service, with discrete service areas managed by a service manager. The aim is to support joined up working across separate elements of the system as well as develop roles that are more likely to attract the best talent to Haringey. More importantly this new structure should enable fewer hand offs for a child.

14.4. In addition to the structural change, the design is currently focusing on changing how we deliver social work, so that we ultimately strengthen families and reduce the longer term need for social care intervention. Our work with families will be delivered in partnership with them, based on direct work to address need rather than focusing on monitoring risk. We will be implementing a new social work model to embed this in practice. We are basing our model on 'Signs of Safety'- a strengths based social practice model. We will train and support staff to work in this way.

14.5. By implementing a Strengths model such as Signs of Safety we are looking to enable the reduction of risk adverse working packages. The principle of establishing constructive working relationships and partnerships between professionals and family members, and between professionals themselves. Working in this way with families is considered crucial so that responsibility to solve problems is a shared responsibility, rather than just ideas coming from the professional.

14.6. This model will also include the commissioning of some specific interventions to strengthen and find solutions within families, including family therapy and family group conferencing. Where a family would benefit from specific support we will work in a way that brings the support to the family rather than passing the case from worker to worker.

14.7. In the past year we have safely reduced the number of children who are in our care. This is in part as a result of seeking alternative solutions for young people where they are able to be supported in the community to remain at home. In previous years high numbers of children were brought into care and as a consequence there are currently a high number of children in care who are 15 years or over and who will go on to receive leaving care services.

14.8. Within social care services for children in care and care leavers will be realigned in order that our services are better designed to respond to need.

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14.9. The social care service is also dependent on early help for reducing demand and working directly with cases that may previously have been within social care. The Early Help Performance framework will be a key tool to support the shift in ways of working.

15. Quality, Impact and Practice

15.1. The Quality, Impact and Practice function will be at the heart of CYPS, facilitating continuous improvement and equipping the service to work in a way that is consistent with our values and good practice. This function will now span the whole of the child's journey, providing assurance over both early help services and social care.

15.2. In addition to the statutory functions which include Independent Reviewing Officers and Child Protection Conference Chairs, the service will drive quality improvement in practice, including delivering the quality assurance framework as well as the development of tools, guidance and policy. These will support the consistency in our way of working, including the principles of earlier intervention and strengthening families.

15.3. A stable, permanent, appropriately skilled and motivated workforce is critical to CYPS achieving its ambitions. The Quality Impact and Practice service will incorporate the workforce development function which will drive and enable professional development. The service will also drive and deliver the workforce strategy in conjunction with HR and the Haringey Academy for development.

16. How will we develop a permanent, stable workforce with the right skills to work in this way?

16.1. The success of our model will be dependent upon us having a permanent and stable workforce that is equipped to work in a new way. To achieve this we must be able to attract, recruit, grow and retain the best staff.

16.2. The changes to the current model have in part been designed to make Haringey a great place to work and modernise social work practice. It is important that we are able to reconnect children's practitioners and social workers with a focus on working with children and families and alleviate the frustrations that workers have told us they experience and that limit their efficiency. These are included, but not limited to, inability to access technology, lack of data sharing, lack of empowerment in decision making.

16.3. It is recognised that the transition to the new model and ways of working will require staff to be given support. This will be delivered through different channels, including through supervision, guidance and toolkits. In addition, this will include specific training and development in the following areas:

- Signs of Safety model

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- Financial management
- Management competencies: as launched with our Front Line Team Manager Development Programme.
- Early Help. Training has already commenced to support staff and partners to work in new ways with families, including assuming the key worker role.
- Thresholds training, supporting staff and partners to apply our thresholds in the context of an updated model.

17. Supporting practitioners to work in new ways

17.1. Embedding the principles in our ways of working will require us to support practitioners to work in new ways. Alongside training and development opportunities and supervision, we will equip staff through supporting guidance and toolkits that will underpin our processes.

17.2. The development of a range of materials is underway and forms a key part of the implementation activity which underpins the operating model. The framework and outline content will be scoped by the end of March 2015 with the detail populated alongside implementation until September 2015.

18. The role of data and intelligence

18.1. In order to operate effectively within a smaller financial envelope we need to operate much more intelligently. We cannot afford for resources to be allocated where they are not actively addressing demand and evidencing improved outcomes. The proposed model has been developed based on the demand profile in Haringey and analysis of local need. Strengthening the role of data and intelligence will be supported in the following ways:

- Development of a whole system view of demand is necessary to enable us to better understand demand and how cases are moving through the system. This information will underpin the transition of the model and the achievement of the financial savings associated.

- The Quality, Impact and Practice service will include analysts who are able to understand local demand and trends. These individuals will be brought together from separate parts of the existing service so that a wider system view of demand and need can be shared. This analysis will feed into locally led commissioning and strategy.

- In Early Help services there will be a locality manager whose role will be not only to oversee the work of the locality Early Help Services, but to implement in partnership the Locality Delivery Plans. These will be based on intelligence about local need and drivers of demand. The implementation of this role will enable greater flexibility in the localities

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to respond to local need and to respond around local systems, with partners rather than in existing structures.

19. A strengthened performance and outcomes framework.

19.1. The model will be supported by performance and outcomes measures at three tiers:

17.1.1 Tier 1: The Family Level: This enables us to understand the impact our work with families is having and enables us to ensure we tailor our response most effectively to meet their needs. The child's voice itself is the most critical component here and our model of practice must ensure that this is consistently heard and acted upon.

17.1.2 Tier 2: Service level: Data and intelligence that helps us to understand how well the service is performing. This will be supported by our internal Performance Network meetings which address performance and quality within CYPS.

17.1.3 Tier 3: Borough and Strategic level: At this level we are measuring whether the outcomes of Priority One of the Corporate Plan are being delivered. Performance against Priority One will be monitored using the borough-wide measures of success set out in the Corporate Plan. It will also measure the impact on key presenting needs.

18 Technology as an enabler

18.1 Focus Groups with staff identified technology as a frequent barrier to efficient working with consistent frustrations arising from the number of different systems in place. In the future technology will pose an opportunity to increase the efficiency of working and support flexibility. As a first step, two teams in safeguarding will be trialling the use of mobile technology as part of the Digital Strategy and modernising the role of the social worker.

18.2 In March 2015, the Mosaic system (upgrade on FWi) will be launched, an upgrade to FrameworkI case work system. It has now been expanded to support Early Help and will also have the benefit of enabling professionals to be able to see whole family views and enabling group work between agencies.

19 Enabling families to access the right support at the right time

19.1 The operating model will be successful if it enables children and families to access the right support, at the right time. Consistent with the Early Help Strategy, this means intervening earlier to prevent need from escalating, but also being able to identify safeguarding risk.

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19.2 The design principles of the new model state that the model must promote access and take up through a friendly environment, whilst also emphasising the community focus. The way in which families access support will change along the child and family journey.

19.3 At the universal and low levels of need, families will be able to easily access information, advice and guidance and self-directed support. Web based resources are under development in line with the Customer Services Transformation Programme and will replace the Family Information Service Directory (FISD). This will be in place by October 2015.

19.4 The aim is that the majority of families will never need to come into direct contact with children and young people's services. The locality model for Early Help will support high quality information, advice and guidance by providing capacity building to the local partnerships, enabling them to signpost and also hold cases.

19.5 Where families are in need of additional support they will access that support through the Early Help Pathway. Engagement of the local network of partners through Early Help Forums is designed to improve knowledge of the local offer, enabling partners to direct the right support to families with Children's Centres will be at the heart of this approach.

19.6 In order to improve the accessibility of our services it is likely that we need to be more flexible and responsive in the ways that we work in terms of outreach and offering out of hours services.

19.7 Children's Centres will act as a key hub for services that families will be able to access in each NLC. Any change to location of teams will be phased in conjunction with re- modelling of children's centres.

20 Implementation Timeframe

20.1 The key milestones for transition to the operating model are as follows:

April 2015-

- Transition to new structures within social care and Quality, Impact and Practice commenced
- Early Help ways of working guidance produced
- Processes, guidance and tools defined

June 2015

- Delivery plans for Services for Young People
- Feedback on consultation with Children's Centres
- Early Help Commissioning Strategy complete
- Performance and outcomes framework for Early Help in place
- Signs of safety model implemented

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- MASH operating to support new model
- Transition to new Early Help Locality Model

September 2015-

- Embedding new Early Help Model
- Implementation of Targeted Response team
- Target for permanent management team in place
- Processes, guidance and tools completed.
- Transition to new model for Social Care and Quality, Impact and Practice complete

April 2016

- Children's Centre model in place.

20.2 Throughout the year there will be a phased reduction of agency staffing in line with reduction in demand. Savings will be delivered in 2016/17 and 2017/18 as the scale of demand for social care has reduced.

21 Financial Business Case

21.1 The development of the operating model and its component parts has been undertaken alongside the MTFS. The implementation of the service redesign will enable the delivery of £3.5m of savings over the course of three years as set out below. The ways of working within the model will also enable the achievement of £5.1m savings from looked after children's budgets. Service redesign will also enable us to deliver effective early help services to young people and children in their early years where those specific budgets have been reduced as part of the MTFS.

21.2 The financial profile of savings is as follows:

Table 1: Savings Profile

Saving	2015/16 £k	2016/17 £k	2017/18 £k	Total £k
Service Redesign (incorporating the impact of Early Help and social care re-design)	380	1,690	1,500	3,570
Young People's Services	1,700	400		2,100
Early Years	220	1070	150	1,440

21.3 Cost reductions are in large part enabled by reduced demand for social care linked to improved outcomes. So that we do not introduce additional risk into

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the system, budget reductions are phased in line with the implementation of the FOM, so that improvements are able to bed in before budget reductions are made. Removing resources without achieving the transformation of the service could undo the progress that has already been made.

21.4 The affordability of the operating model is based on a number of core assumptions.

21.4.1 In order to achieve our strategic priorities for Early Years and Early Help we need to reconfigure our resources so that we are able to improve equity of access to high quality childcare and our Early Help Offer. Our proposed children/family centres will enable us to integrate our offer and reduce management overheads. Key decisions will be made regarding these savings and the future approach to childcare subsidy and nursery provision.

21.4.2 Transformation of our offer for young people to a corporate approach, with needs met through the strengthened Early Help Offer.

21.4.3 A corporate approach to enabling young people to fulfil their potential and avoid risky behaviours as set out in the Young People's Priority. This means using wider corporate and partnership resources to deliver our priorities and ensuring that the needs of young people are responded to within Early Help.

21.4.4 A reduction in the number of families that require a social care intervention and a reduction in the number of looked after children. Based on analysis conducted in other authorities we estimate 25% of cases of looked after children could have been prevented as a result of effective Early Help. Our savings assumptions are based on a 25% reduction in those cases, taking place over three years. In 2015/16 a 5% reduction is forecast based on reducing the number entering care through alternative provision and tackling inappropriate demand, closing cases which should no longer be looked after.

21.4.5 A reduction in social care cases will also be supported by a change in practice that encourages families to only be in social care for a time limited period. Supporting this will be intensive work in Early Help with cases that would previously been allocated to social care. By working closely with these families to tackle the root causes of need we will be able to reduce need and risk and strengthen the families over the longer term.

21.4.6 Integration of functions within social care, such as social work for children in care and court work, will reduce transition points and reduce delay in case work. Further enablers include the impact of improving supporting technology solutions.

21.4.7 As the work within social care "shrinks" we will require fewer social workers. This will lead to a more flexible work force which can move with agility across the operating model as well as realising savings. There will be less reliance

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on the need to employ agency staff to fill vacant posts. In years 2 and 3 of the MTFS we are likely to reduce the size of the workforce through reducing agency staff to a minimum and reducing staff in line with turnover.

21.4.8 The financial model is dependent on the retention of Dedicated Schools Grant funding supporting early help. £1.35m is currently provided to fund family support whilst £1m funding is allocated to placements. In line with the shift of resources to take place in implementing the FOM, it is proposed that £200k per annum is transitioned from funding placements to supporting Early Help.

22 Benefits Profile

22.1 Associated with the implementation of the operating model are a number of benefits these have been aligned to the Corporate Plan objectives. The benefits are to be achieved over the next three years. These are set out in the table below:

Table 2: Benefits

Future Operating Model			
Objectives	**What Does 'Good' Look Like**	**Benefits**	**KPI's**
1. Supporting families to thrive, improving outcomes for CYP	- Clear pathway understood by all stakeholders - Fewer children in acute need - Early help services demonstrating impact - Families access the right support at the right time with confidence and with community support. - Strengthened safeguarding - Less drift – Outcomes and performance quicker - Understanding needs	- Healthcare & wellbeing for CYPF - Clearer understanding of the needs of children and families – services to match needs - Clearer access pathways and more information on ways that families can help themselves	- Healthy Child Health outcomes - User engagement and customer satisfaction - Increase in families accessing centres. - Measure web hits to show how families access service information themselves
2. Affordable and financially sustainable service model	- Demand safely reduced by investing in early help - Work is addressed at the right place in the system - Commissioning the most effective and value for money services	- Reduce workload within social care - Partnership working - Removing	- Reduction in Children in Need, number in need of protection (CP) and Looked After Children (LAC) - Increase in cases

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	- Working effectively with partners to tackle need where most appropriate with clear governance. - Reducing drift and achieving outcomes including permanence as swiftly as possible - Workforce is the right shape and size and flexible in response to demand, including agency staff.	unproductive/inefficient work - Financial benefits - Savings enable us to keep investing in services	held within Early Help. - Partners acting as Early Help Lead professional - Reduction in referrals / re-referrals to social care - Budgets on track, savings realised. - Key financial assumptions realised
3. Motivated high performing workforce	- Motivated engaged staff - Engaged in production of operating model – feel well led with clear vision & strategy - Sustainable workloads - Supervision and reflective practice - Empowerment to make decisions / take action - Learning and development - Culture i. Highest standards & personal responsibility ii. Continuous improvement iii. Safe environment - Role of Social Worker is clear - Practice, procedure & protocols, etc. all clear and embedded with staff	- Quality of practice - Improved staff performance - Staff stability – continuity of experience for CYPF - Recruitment improved - Staff morale / engagement improved and a well led workforce - Confident practitioners who have an understanding of the whole system for support for CYPF - Right culture	- Stable workforce, improved retention and reduced turnover - Reduction in agency staffing - Quarterly evaluation demonstrates improvement in quality of practice - Evidence of career development - Accredited training in place - Staff feedback on training and development - Monitored communications plan

23 Comments of the Chief Finance Officer and financial implications

23.1 The Medium Term Financial Strategy approved by Council on 23rd February included £16.7m of savings to be found within the Priority one budget area. This included £2.57m savings from introducing a new operating model for Children's Services and a number of other savings achieved across the system as set out below:

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Table 3: Medium Term Financial Strategy Savings

Proposal	2015-16 £000's	2016-17 £000's	2017-18 £000's	Total £000's
Early Years	220	1,070	150	1,440
Services for Young People including Young Offenders	1,700	400	-	2,100
Public Health - 5-19 -	196	138	414	748
Impact of Early Help on Demand	200	400	400	1,000
New delivery model for Social Care -	180	1,290	1,100	2,570
LAC & Sufficiency -	2,000	2,000	1,100	5,100
Special Educational Needs & Disabilities	-	600	900	1,500
Enablers -	250	250	-	500
Services to Schools -	618	657	331	1,606
Pendarren (subject to Options Appraisal)		220		220
	5,364	7,025	4,395	16,784

23.2 This report sets out further detail on these proposals. This is an ambitious programme that delivers significant change over three years. Further work will be needed to be carried out throughout the programme to assess the financial implications of these changes and especially to track whether the savings are being achieved.

24 Assistant Director of Corporate Governance Comments and legal implications

24.1 The Assistant Director of Corporate Governance has been consulted on this Report.

24.2 The Council has the power to restructure its service to effectively discharge its statutory obligations to children and families under the Children Act 1989 and other related legislations.

24.3 The focus on universal services, early help and targeted early help is in line with expectations in the Working Together to Safeguard Children March 2013 Statutory Guidance which provides that - *"Providing early help is more effective in promoting the welfare of children than reacting later" pg 11. "Local areas should have a range of effective, evidence-based services in place to*

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address assessed needs early. The early help on offer should draw upon the local assessment of need and the latest evidence of the effectiveness of early help and early intervention programmes. In addition to high quality support in universal services, specific local early help services will typically include family and parenting programmes, assistance with health issues and help for problems relating to drugs, alcohol and domestic violence. Services may also focus on improving family functioning and building the family's own capability to solve problems; this should be done within a structured, evidence-based framework involving regular review to ensure that real progress is being made" pg 13.

24.4 The Statutory Guidance further states *"The provision of early help services should form part of a continuum of help and support to respond to the different levels of need of individual children and families. Where need is relatively low level individual services and universal services may be able to take swift action. For other emerging needs a range of early help services may be required, coordinated through an early help assessment". Where there are more complex needs, help may be provided under section 17 of the Children Act 1989 (children in need). Where there are child protection concerns (reasonable cause to suspect a child is suffering or likely to suffer significant harm) local authority social care services must make enquiries and decide if any action must be taken under section 47 of the Children Act 1989" pg 14.*

24.5 Any employment issues arising from the future operating model should be managed in accordance with the Council Human Resources Policies and Procedures.

25 Equalities and Community Cohesion Comments

25.1 We know that often the most socially excluded residents predominantly have the protected characteristics defined in the Equality Act 2010 and our future operating model has been designed to ensure that services are made clear and accessible to all groups in the borough, including those that are socially excluded and require either support or protection.

25.2 It is not thought that there will be any differential impact upon any of the protected groups outlines in the Equalities Act 2010, as a consequence of the Future Operating Model – however we will ensure that we gather data and undertake analysis to provide assurance that the new model does not impact upon protected groups.

26 Head of Procurement Comments

26.1 If any of the outcomes need to go through a competitive procurement process the timescales need to be built in to the implementation of the model.

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26.2 New Procurement regulations come into effect on the 26th Feb and this specifies that social care opportunities now need to be advertised for open competition if they are valued at over 700,000 Euros over a four year period. Waivers will no longer be allowed under these regulation for spend over 750,000 Euros.

27. Policy Implication

The report sets out propositions for widespread change in children and young people's services through the implementation of a new model for organisation and practice. A number of policies support the existing model particularly in relation to social care practice (for instance the policy governing the application of thresholds) will require amendment as a result of the model. The overall implications of the changes are that more children, young people and their families will receive support earlier, and fewer children should become looked after.

28. Reasons for Decision

To implement a new operating model for children's services which enables support to children, young people and their families to be provided earlier, fewer children to become looked after and outcomes for children and young people to improve as a result, and to meet the financial envelope for services going forward..

29. **Local Government (Access to Information) Act 1985**

30. **Use of Appendices:** No appendix for the Operating model .

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Agenda Item 16

Haringey Council

Report for:	**Cabinet 17th March 2015**	**Item Number:**	

Title:	**Building Better Futures for Children and Young People in Haringey: An Early Help Strategy 2015-18**

Report Authorised by:	**Zina Etheridge, Deputy Chief Executive**

Lead Officer:	**Jon Abbey, Interim Director of Children's Services**

Ward(s) affected: All	**Report for Key Decision: Yes**

1. Describe the issue under consideration

1.1 Cabinet is asked to approve the Early Help Strategy, achieving better outcomes for children, young people and families, by developing family resilience and intervening early when help and support is needed.

2. Cabinet Member introduction

2.1 Early Help is at the heart of our approach. In Haringey we define Early Help as the information, advice, guidance, support and interventions that enable children and families to remain safely in their communities, improve their outcomes, reduce the need for more specialist support and sustain family cohesion. This means:

- working with families to prevent needs arising,
- intervening early to tackle emerging problems or
- targeting support on families most at risk of becoming vulnerable.

2.2 The Early Help Strategy has been developed by the Early Help Partnership Board and reflects the importance of a whole systems approach to ensuring that the needs of children, young people and families in Haringey are appropriately met with the right support at the right time.

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2.3 The Early Help Strategy will help in delivering key objectives within the wider vision for children, young people and families in Haringey. It will also influence the structure of the operating model for children and young people's services.

3. Recommendation

3.1 Cabinet is asked to approve the Early Help Strategy as set out in Appendix 1.

4. Policy Context

4.1 Early Help and support reflects the widespread recognition that it is better to identify and deal with problems early rather than respond when difficulties have become acute and demand action by specialist services which may be less effective and more expensive.

4.2 The availability and impact of early help is now assessed in Ofsted inspections of effective child protection. Early help is outlined in the new "Working Together" 2013 guidance on safeguarding, and is a key area for assessment in Ofsted inspections.

4.3 There is a significant amount of research to suggest the importance of an early help approach both in improving outcomes for children, young people and families and in reducing costs to the whole system.

4.4 **Local context**

An Early Help Needs Assessment was carried out to inform the development of the Strategy in Haringey, drawing in information from a wide range of sources. The following are some of the key headlines where Early Help can benefit the system:

- Greater dissemination of information about early help and other services is needed for families
- High levels of obesity in young children
- Demand for speech and language therapy is high
- There were 1,774 Domestic Violence offences in the twelve months to December 2013, a modest increase of 6% (92 additional offences) compared to 2012
- Children and young people living in Haringey are potentially at greater risk of developing mental health problems than those living in both London and England as a whole
- The Job Seeker Allowance claimant count was 7,551 as of April 2014, or 4.1% of the total working age population (16-64); Haringey rates are significantly above the England (2.8%) and London rates (2.7%)
- The proportion of low birth weight term babies in 2011 was significantly higher in London (3.2%) than for England (2.8%). Haringey is just above the London top quartile (6.9% compared with 6.4%)

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5. Proposal

5.1 The Early Help Strategy reflects a whole systems approach which builds on partnership working already in place with families and communities and across statutory and non-statutory agencies.

5.2 The Strategy will influence how both the Council and wider partners shape their services to focus on strengthening the universal offer, intervening earlier to respond to need through early help and ensuring effective liaison with social care services. The strategy is translated into the proposed model for Early Help within CYPS which is set out within Paper 4.5 (p32).

5.3 The Strategy has three outcomes:

- Improved family and community resilience
- Thriving children, young people and families
- Strong partnership making best use of resources.

to be delivered through five priorities:

1. Prevention and early intervention to reduce escalation of need
2. Enhanced access to and co-ordination of integrated services
3. Sustained resilience for children, young people and families
4. Developing the workforce to be more confident and empowered practitioners
5. Increasing equity of access to quality provision for all children, young people and families.

5.4 Partners have signed up to a set of principles which will support implementation of the outcomes in the Strategy and detailed delivery plans will be devised for each of the elements within the priorities. The strategy will continue to be driven forward by the Early Help Partnership Board to reflect the acknowledgement that the Strategy is not the responsibility of any one agency, but of the whole system working differently to prevent needs arising or escalating and to intervene earlier, in partnership with families, to promote solutions for families.

6. Comments of the Chief Finance Officer and financial implications

6.1. The Medium Term Financial Strategy approved by Council on 23rd February included £16.7m of savings to be found within the Priority one budget area. This included £1m savings to be found from the successful implementation of Early Help with a subsequent reduction of demand for acute care and there is also a substantial planned saving in the Looked After Children budget which depends in part on this strategy. This report sets out the principles that will underpin this work. The impact of Early Help does not always translate into

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immediate savings which is reflected in the savings profile; moreover there is a risk of demand creation and increased costs in the short term. For this reason the impact of the strategy must be carefully monitored

7. **Assistant Director of Corporate Governance Comments and legal implications**

8.1 The Assistant Director of Corporate Governance has been consulted on this Report.

8.2 The Strategy for Early Help is in line with the expectations in the Working Together to Safeguard Children March 2013 Statutory Guidance.

8. **Equalities and Community Cohesion Comments**

9.1 We know that often the most socially excluded residents predominantly have the protected characteristics defined in the Equality Act 2010 and our future operating model has been designed to ensure that services are made clear and accessible to all groups in the borough, including those that are socially excluded and require either support or protection.

9.2 It is not thought that there will be any differential impact upon any of the protected groups outlines in the Equalities Act 2010, as a consequence of the Future Operating Model – however we will ensure that we gather data and undertake analysis to provide assurance that the new model does not impact upon protected groups.

9. **Head of Procurement Comments**

10.1 If any of the outcomes need to go through a competitive procurement process the timescales need to be built in to the implementation of the model.

New Procurement regulations come into effect on 26th Feb and this specifies that social care opportunities now need to be advertised for open competition if they are valued at over 700,000 Euros over a four year period. Waivers will no longer be allowed under these regulation for spend over 750,000 Euros.

10. **Policy Implication**

There are no direct policy implications arising from the adoption of the Early Help Strategy. Any proposals for changes to policy will be brought through to Cabinet for approval as they may arise.

11. Reasons for Decision

The Early Help Strategy has been developed in partnership and provides a strategic framework for the Council and partners for the delivery of an early help approach to improve outcomes for children, young people and their

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families.

12. **Local Government (Access to Information) Act 1985**

NA

13. **Use of Appendices:** Appendix 1 – Strategy

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Appendix 1

Haringey's Early Help Strategy for Children, Young People and Families

2015-2018 [image]

Achieving better outcomes for children, young people and families, by developing family resilience and intervening early when help and support is needed

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Foreword by the Cabinet Member for Children

Welcome to Haringey's Early Help Strategy 2015-2018. All children and young people in Haringey deserve to have the best possible start in life and what they experience in their earliest years is key to their success in adulthood. This document sets out our ambition for making every contact count, and for providing an easy and effective route to getting help at the earliest opportunity for everyone who needs it.

Prioritising the needs of our most vulnerable children and young people remains very high on our list of commitments for 2015-2018. We recognise that there will always be those who will need safeguarding and for whom there is no longer a safe alternative without more intensive intervention and support.

However, our goal is to improve the life chances of our children and young people by developing a strong early help offer that promotes resilience and empowers communities and individuals by identifying problems quickly and intervening early.

This means that, as well as improving the quality and effectiveness of our children's social care, we are also committed to expanding the range of services on offer to help families *before* their needs escalate or their situation reaches crisis point.

Councillor Ann Waters
Cabinet Member for Children and Families

Haringey Council

Introduction

This document sets out our strategic approach to enabling early help and intervention for children, young people and their families. It relies on:

- Organisations and communities working together in partnership across a range of settings to provide the best possible outcomes
- Delivery of integrated, flexible and responsive services with a greater emphasis on prevention and early intervention thereby reducing, in the longer term, the need for specialist and more expensive provision
- Empowering parents, families and children to be resilient and effective in developing a supportive environment for their children
- Regular monitoring and evaluation of the effectiveness of services, with commissioning and de-commissioning, to ensure that priority needs are being met and that outcomes are being achieved

We believe that Early Help will:

- empower children, young people and families to find their own solutions and be equipped to cope with future needs as they may arise without statutory support
- work alongside approaches to build community capacity
- be based on an asset rather than a deficit model, building on the strengths and qualities within individuals and networks
- recognise that some families will continue to need high quality specialist social care support.

We are ambitious and will work collaboratively as a whole system – families, communities and partners – to achieve the outcomes set out here. To do so, we need to rebalance a system focused on those children and young people with high needs to early help. We already have in place some of the building blocks and this Strategy will touch all those in the borough working with children, young people and families. As a partnership, we will:

- Work alongside our residents, at the heart of what we do
- Think family
- Intervene early
- Build resilience in families and communities
- Focus on outcomes not process
- Adopt a commissioning approach, basing change on needs, evidence and outcomes
- Tackle inequalities – not all localities have the same needs
- Optimise use of all resources

Purpose of the strategy

- To improve outcomes for children, young people and their families in Haringey, in sustainable ways which build on their assets and qualities.
- To improve the capacity of families to address their own needs and respond more effectively to changing situations. This will be done by wide consultation with families to define and develop Early Help strategy for Haringey residents in terms of what it means for them and whether the outcomes that emerge from the needs assessment are what residents want.
- To meet the public sector's continuing and significant budgetary challenges over the next three years, with the public sector shrinking and delivering more through commissioning than through direct provision.

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- To bring about transformational change; the level of budget reductions cannot be achieved by cuts in existing services along. The implementation of a robust, evidence based and measurable early help model will be critical in supporting a reduction in spend on more specialist and costly services.
- To create an improved experience for those using our services with seamless packages of support and care through greater integration of services.

Vision

The inclusive vision for Early Help is the partnership vision in the Corporate Plan for all children, young people and families in Haringey:

"We will work together with families to ensure that every child in Haringey has the very best start in life, including through world class education"

Outcomes

The Strategy will seek to deliver the following three outcomes:

- Improved family and community resilience
- Thriving children, young people and families
- Strong partnerships making effective use of all resources

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Measuring the impact of our strategy

This strategy will be measured against a set of key indicators of success. Working as a partnership, we will set targets for progress and improvement for 2015 to 2018 and report on these on a quarterly basis.

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Our priorities for action

The work to develop Early Help in Haringey is in the context of a growing and young, population, increasing demand for specialist services and considerable financial challenges for all service delivery partners. Ensuring a shift towards an outcomes-based approach which focuses on achieving the outcomes which children, young people and families identify and need therefore becomes more pressing. To enable every Haringey child and young person to thrive and achieve, we need to move towards working alongside families and communities to build and support self-reliance and independence and focus on building better collaboration and integration between parents, families, agencies and professionals.

We have five strategic priorities:

1. Delivering prevention and early intervention to reduce escalation of need
2. Enhancing access to and co-ordination of integrated services
3. Sustaining resilience for children, young people and families
4. Developing the workforce to be more confident and empowered practitioners of early help
5. Increasing equity of access to quality provision for all children, young people and families

Delivering this strategy

This strategy will be delivered through Haringey's Early Help Partnership Board to reflect the fact that delivering the strategy is not the responsibility of a single agency. It will be underpinned by a series of delivery plans which will be monitored and reviewed through the Board's governance arrangements.

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Priority one: Delivering prevention and early intervention to reduce escalation of need

Why is this important?

- Child development from pre-birth to five is a crucial period to develop the social and emotional foundations necessary for the best start in life. Early identification and intervention with parents in the early years can support positive outcomes in later life
- Health behaviour in pregnancy has a major effect on children's heath and development. Poor maternal mental health increases the risk of children developing cognitive and emotional problems

Where are we now?

- Reducing, although still high, numbers of Looked After Children
- High levels of obesity in young children reflected in high levels of obesity in adults in the borough
- Fifth highest rate of teenage pregnancy amongst London boroughs (source: ONS)
- Demand for speech and language therapy is high and we have significant numbers of children with Special Educational Needs and or Disabilities
- There are differences in attainment between some ethnic groups and between children eligible for free school meals and their peers
- There are significant differences in school exclusion rates between different ethnic groups.

What are we going to do?

- Develop early help hubs in communities across the borough which enable parents and communities to support each other alongside access to direct support or intervention
- Have a core universal service offer in place, delivered through strong partnerships and empowering parents and carers
- Underpin an early help service provision with access for all to high quality information, advice and guidance. This will include opportunities for improving parental knowledge and understanding of children and young people's development, learning, health and wellbeing throughout childhood
- Deliver the 0-19 Universal Healthy Child Programme and redesign the service model for health visiting to achieve universal coverage across the borough
- Build a robust approach to step up and step down across services
- Maximise take-up of the free early education offer for 2, 3 and 4 year olds by our most disadvantaged children, identifying those who would benefit most
- Improve access to speech, language and communication support in early years, building the capacity within universal services to deliver support to children and parents
- Implement a Young People's Strategy which will support improved outcomes for all young people in the borough through a focus on improved access to education, employment and training, to health and wellbeing and to targeted support for those most in need

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Priority two: Enhancing access to, and co-ordination of, integrated services

Why is this important?

- We know there are significant inequalities between children and families who live in the most deprived areas of the borough compared with the more affluent parts.
- Identifying potential needs through high quality universal services, supported by strong partnerships between professionals and parents/carers and within communities prevents situations from escalating and can reduce the need for intensive, specialist help

Where are we now?

- Currently only 71.6% of women book early for antenatal care; Black African and young women under the age of 20 tend to book late.
- Just over 75% of mothers are breastfeeding their babies, with a considerably lower number in the east of the borough
- There are around 2,534 children and young people with mental health problems, with the highest rates in the centre and east of the borough
- Those children with Special Educational Needs and or Disabilities are disproportionately represented in youth offending behaviour

What are we going to do?

- Develop and implement an integrated early help locality model across partners
- Re-commission our early years offer on a locality basis to establish a family focused approach from conception to 19 (and to 25 for children with special educational needs or disabilities)

- Integrate and co-locate a range of services to support families, based on local need, within the six Network Learning Communities building on the effective partnerships amongst schools

- Develop a robust and consistent family information offer across universal services that promotes independence and self sufficiency

- Create opportunities for peer and community-driven support in order to ensure that help for all families within the borough can be sustained in the long term and parents and communities are better able to find solutions for themselves, whatever needs they face

- Redesign Child and Adolescent Mental Health services to deliver an integrated service which promotes resilience, recovery and the child within a family

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Priority three: Increase resilience for children, young people and families and communities to support sustainable improvements in outcomes

Why is this important?

- Poor parental health and wellbeing has an impact on children and families, exposing children and young people to increased risks and making them more vulnerable. High risk areas include: mental health, domestic violence and substance misuse.
- Families want to be self-reliant and able to benefit from the opportunities open to them in Haringey – parents are at the heart of delivering better outcomes for their families

Where are we now?

- There were 1,774 domestic violence offence in the twelve months to December 2013
- Children and young people living in Haringey are potentially at greater risk of developing mental health problems than those living in both London and England as a whole.
- High but reducing numbers of children looked after and on the Child Protection Register
- High rates of attainment at GCSE for xxxx% of our school children

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What are we going to do?

- Work alongside our children, young people and families to deliver solutions through co-production
- Build community capacity in localities , empowering parents to support one another, ensuring approaches across the Haringey community of schools, private, voluntary and independent sector organisations and health and Council partners are co-ordinated, flexible and responsive
- Re-commission existing services in ways which enhance resilience and develop sustainable capacity and improve access to education, training and employment
- Implement our Young People's Strategy to build opportunities and resilience in young people and families
- Facilitate a responsive, flexible childcare market to meet the varying needs of the working population and those seeking to work
- Embed a family focused approach through better links with adult services, notably for Mental Health, Substance Misuse and Violence against women and girls
- Build the contributions of schools and colleges to the early help locality model

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Priority four: Developing the workforce to be more confident, motivated, flexible and empowered practitioners of early help

Why is this important?

- We need to work alongside children, young people and families and move to identify the outcomes which are important to them.
- The central importance of early help in enabling children and adults to reach their full potential has been a common theme in a number of government reviews (Munro, Marmot, Tickell, Allen, Field) independently reaching the same conclusions on the importance of providing help early in order to improve outcomes for children and young people. Frontline practitioners are critical in ensuring this is delivered.

Where are we now?

- Much of our resource is targeted on specialist and high need services, with limited scope for prevention and early intervention
- There are pockets of good practice but a consistent approach across partners and services is yet to be adopted, with plans for implementation of the Early Help Outcomes Framework now well developed
- Evidence about which forms of early help are most successful is still being gathered both locally and nationally and needs to feed into workforce and commissioning plans

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What are we going to do?

- Strengthen the role of co-production in all work with children and families
- Work in partnership to audit workforce skills, developing training and development for practitioners and parents to support early help and family focused interventions
- Address leadership, practice and organisational culture to support confident and empowered staff
- Build opportunities for shared learning and the development of a more agile early help workforce across agencies
- Work across universal and community services to strengthen competence and confidence in identifying, assessing and responding to needs

Haringey Council

Priority five: Increasing equity of access to quality provision for all children, young people and families

Why is this important?

- The quality of childcare is second only to the quality of parenting in shaping how well children do in the early years
- There are significant inequalities in the borough as measured across a range of outcomes

Where are we now?

- Attainment at the Early Years Foundation Stage (EYFS) in the borough is improving but lags behind London and England
- In Haringey, 36% of private, voluntary and independent sector early education and childcare provision fall within Ofsted's satisfactory or require improvement category.
- Parental and family feedback on outcomes and quality is not consistently gathered

What are we going to do?

- Target resources to address where the greatest levels of needs have been identified
- Develop a new local authority policy framework for childcare, focusing resources on enabling sufficiency and quality, not delivery

- Develop a local authority Quality Strategy for all childcare and early years education to increase access to high quality provision across the borough and support continuous service improvement
- Work in partnership to implement an early help outcomes framework
- Have an integrated approach to assessment to improve the quality and impact of intervention on outcomes
- Commission for outcomes and assess the impact for the most vulnerable and disadvantaged children, young people and families
- Develop peer support and collaborative approaches to quality improvement that empower providers and promote local accountability and responsibility

Principles

This strategic approach is underpinned by a set of cross-cutting principles and disciplines; activities to deliver the strategy will be measured against them:

- Promoting Equalities: Tackling the barriers facing the most disadvantaged and enabling them to reach their potential
- Empowering Communities: Building resilient communities, where people are able to help themselves and support each other
- Working in Partnership: Delivering with and through others
- Customer Focus: Placing our customers' needs at the centre of what we do
- Value for Money: Achieving the best outcome from the investment made

Scope of the strategy

- All children and young people, from conception to 25 years:
    - early years: conception to five years. Strong evidence shows that this is the best opportunity to make a positive impact on long term outcomes.
    - childhood: aged five to 14
    - youth: aged 14 plus.

- We have defined "early help" as the information, advice, guidance, support and interventions that enable children and families to remain safely in their communities, improve their outcomes, reduce the need for more specialist support and sustain family cohesion by:
    - preventing needs arising,
    - intervening early to tackle emerging problems or
    - targeting support on families most at risk of becoming vulnerable.

- Early help is:
  - about providing universal and targeted provision at the right time to meet family needs and enable families to maintain control of resolving their own issues and problems
  - built on the understanding that care will be stepped up and down between different levels of intervention as need changes, and as the ability of families to cope also changes

- Early help describes:
  - an approach to practice – stepping care up and down as needs and the ability of families to cope change
  - intervention or services that can be delivered by single or multiple agencies
  - Intervention that can take place at preventative, universal and the most intensive end of service delivery

- Early help is not:
  - about specialist provision for children, young people and their families. Specialist services will continue to support those with significant difficulties such as social care for children at risk of harm.

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Annex 1: What does a good early help offer look like?

- Sufficient universal services to meet demand, particularly by those in greatest need. Universal services include: early years settings, childcare and education, leisure and sports facilities, school nursing, health visitor service and housing.
- Variety of interventions to meet the wide range of needs.
- Services working together to provide services, focusing on the same outcomes, with resources targeting identified need:
    - families may step up to access more appropriate intensive support and step down into universal services to maintain their resilience
    - pathways identify clear routes into and out of services, ensuring a seamless “one-service” experience for customers.
- The holistic approach focuses on the whole family and not just the child.
- All practitioners have a shared vision and understanding, using their skills and approaches which put the family at the heart of deciding and implementing solutions and interventions
- Families are empowered and supported to develop resilience to be able to help themselves.

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Annex 2: National context

The benefits of investing in prevention, early help and low-level intervention have been widely documented, particularly in relation to giving children and young people the best start in life. Appendix 2 lists some of the research which explores the potential of greater preventative and early help investment.[1]

The clear message is that greater planned investment in prevention, early help and intervention are important, with the potential for huge benefits not only for children, young people and families, but also for the public purse.

In his independent report, Early intervention: the next steps, published in January 2011, Graham Allen makes the point that:

> "In spite of its merits, which have achieved increasing recognition by national and local government and the voluntary sector, the provision of successful evidence-based Early Intervention programmes remains persistently patchy and dogged by institutional and financial obstacles. In consequence, there remains an overwhelming bias in favour of existing policies of late intervention at a time when social problems are well-entrenched – even though these policies are known to be expensive and of limited success. Strong leadership by all political parties is required to overcome this bias and achieve a cultural shift to Early Intervention. A move to successful Early Intervention requires new thinking about the relationship between central government and local providers. It also needs authoritative evidence about which forms of Early Intervention are most successful, and about their impact."[2]

The central importance of early help in enabling children and adults to reach their full potential has been a common theme in a number of government reviews (Munro, Marmot, Tickell, Allen, Field). They have all independently reached the same

[1] **Prevention and Early Intervention in Children's Services**. Michael Little and Sonia Sodha. The Social Research Unit at Dartington. 2012.
[2] **Early intervention: the next steps**, an independent report to Her Majesty's Government. Graham Allen MP. Cabinet Office. January 2011.

conclusions on the importance of providing help early in order to improve outcomes for children and young people, with concerns that range from preventing abuse and neglect to helping parents achieve the aspirations they hold for their children.

The government has continually emphasised the importance of multi-agency working and early intervention in many policy areas:

1. The Early Intervention Grant (EIG) worth £2,222 million (2011-12) and £2,307 million (2012-13) has been allocated to local authorities in England to fund universal programmes and activities available to all children, young people and families as well as specialist services where intensive support is needed.

2. The Social Mobility Strategy, Opening Doors, Breaking Barriers aims for everyone to have a fair opportunity to fulfil their potential, regardless of the circumstances of their birth with specific measures to improve social mobility from the Foundation Years to school and adulthood.

3. The Child Poverty Act 2010 places a new duty on government to meet four UK-wide income poverty targets by the end of the financial year 2020. It includes a specific duty on local authorities to work more closely with partners including Job Centre Plus, NHS and police in delivering solutions to tackle child poverty at a local level.

4. Early interventions enabling parents to return to or remain in employment are included in the government's first national child poverty strategy, A New Approach to Child Poverty: Tackling the Causes of Disadvantage and Transforming Families' Lives (April 2011) with an emphasis on helping children's longer-term development, such as home, family, education and health.

5. Improving the quality and range of education and childcare from birth to 5 years (Department for Education and HM Treasury policy, April 2013) set out plans to:

- provide children with good quality education and care in their earliest years to help them succeed in school and later in life
- provide affordable, easily accessible and good quality childcare to support working families, and helping to create more opportunities for women who wish, or need, to work and raise children at the same time
- improve early education by building a stronger and better qualified early years workforce
- introduce early education places for the 20% most disadvantages two-year olds from September 2013, and extend early education places to around 40% of all two-year olds from September 2014
- introduce new childminder agencies to provide rigorous training and match childminders with parents.

6. The commitment to double the number of places on the Family Nurse Partnership programme for new mothers that has been shown to improve parenting and can help families where there is a risk of abuse or neglect.

7. The Health Visiting: Call to Action Programme will see an additional 4,200 health visitors nationally by 2015, and the introduction of a National Model for Health Visiting which calls for the transformation of service delivery to ensure that children and their families have a positive start to life.

8. Troubled Families – 120,000 families to be 'turned around' by the end of this parliament. The programme is intended to encourage local authorities and their partners to develop new ways of working with families, which focus on lasting change which will improve outcomes and reduce costs.

9. Supporting Families in the Foundation Years – a joint development by the Department for Education and the Department for Health, outlines a vision for how the system should meet the needs of parents, children and families from conception until the age of five and recommends a programme of reform for all those who lead, commission and deliver services.

In her review Professor Munro comments that since preventative services do more to reduce abuse and neglect than

reactive services, that paying attention to coordinating services, such as is being attempted through community budgets, is essential. This is both to maximise the efficient use of resources and to effectively safeguard and promote the welfare of local children and young people. With significant reforms underway in all the main public services, there is a further risk of inefficiencies if reforms do not take account of the repercussions for other services. She therefore recommended that local authorities and statutory partners secure sufficient provision for early help and to set out their arrangements to develop and implement this locally for children, young and people and families.

In its response to Munro's Early Help recommendations, the government (A Child Centred System 2011) set out its intention to establish a co-produced work programme, to ensure continued improvement and the development of effective arrangements to safeguard and promote children's welfare as central considerations of its health reforms. The Department of Health will work with the Department for Education, NHS bodies, local authorities, professional bodies and practitioners to agree a co-produced work programme to:

1. Develop a shared understanding of future roles and responsibilities.
2. Ensure professional leadership and expertise are retained in the new system.
3. Clarify future arrangements for partnership working, including the relationship between LSCBs and health and wellbeing boards.
4. Develop Clinical Commissioning Groups.
5. Clarify the NHS contribution to early help.
6. Future arrangements for training in safeguarding and child protection.
7. The implications for the NHS of the proposed new inspection framework
8. Draw on health sector learning on systems approaches to improving patient safety.

Key research supporting the early help approach

- Early intervention: the next steps, Graham Allen MP, published January 2011

This report underlines that many of the costly and damaging social problems for individuals can be eliminated or reduced by giving children and parents the right type of evidence based programmes 0-18 and especially in their earliest years.

- Early Intervention: Smart Investment, Massive Savings, Graham Allen MP, published July 2011

This second report sets out how we can pay for those programmes within existing resources and by attracting new non government money.

- The costs and benefits of early interventions for vulnerable children and families to promote social and emotional wellbeing: economics briefing, Madeleine Stevens, Personal Social Services Research Unit (PSSRU) London School of Economics and Political Science, published 2011.

The study found that: “There is mounting evidence of the strong association between early behaviour problems and later delinquency and criminality, even after controlling for family characteristics. There are also links between conduct problems at ages 10 and 16 and poor education and unemployment. There is contradictory evidence on links from age 10 to adulthood earnings in the British Cohort Study (BCS70), possibly due to differences in the population considered as having conduct problems. Childhood mental ill health has also been found to independently predict adult health outcomes and is identified as a key pathway through which inequality affects health.

- Prevention and Early Intervention in Children’s Services, Michael Little and Sonia Sodha, The Social Research Unit at Dartington, published by Nesta, 2012.

The paper is part of Nesta’s ongoing work to explore the potential of greater preventative investment across different areas of our public services, from children’s services, social care, health, criminal justice, and beyond. We want to make prevention a central and strategic part of the decision making process, identifying where prevention could make a positive difference, and enabling these benefits to be effectively realised.

- Grasping the nettle: early intervention for children, families and communities, C4EO, published 2010.

"The temptation to cut back on investment in early intervention in times of austerity needs to be resisted, as governments often regret, with hindsight, the long-term costs of making such short-term savings. The challenge is not, therefore, deciding whether to maintain spending on early intervention, but working out how to get better value out of the money already being invested."

- Skills and Employment in the age of Local Growth Deals, a report published in June 2013 by the All Party Parliamentary Group on Local Growth, Local Enterprise Partnerships and Enterprise Zones, includes early intervention as one of its five key themes.

The report notes the concern of employers over the quality of basic skills such as literacy, numeracy and customer-facing skills in the workforce, and the perception of further education colleges that they are expected to correct these deficiencies in the short space of time in which they are responsible for students. Backing the recommendations in Lord Heseltine's Growth Report, the APPG report recommends that government should ensure that the importance of employability is consistently reflected in relevant policy and practice, for example by requiring local authorities and academies to publish destination information for school leavers and by ensuring that Ofsted guidelines reflect the importance of employability.

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Annex 3: Local context

Haringey is an exceptionally diverse and fast-changing borough with a population of 258,912. One in five of the population is aged between 0-19 years. There are higher numbers of children and young people under 19 years of age residing in the east of the borough. The largest numbers of 0-19 year olds are in the wards of Seven Sisters, Northumberland Park, and Tottenham Hale.

Haringey is one of the most diverse boroughs in London with 80.6% of children in our schools describing themselves as non-White British compared with London and England (65% and 23% respectively).

Nearly half of the school population in the borough has a first language which is known or believed to be other than English (47.7%).

The overall picture in Haringey is one of increasing demand at a time when funding for public services is reduced and family incomes are under pressure. Health services and schools are seeing increased demand from the growing number of births and school age children and young people and increases in numbers of children and young people with disabilities.

The council is facing significant budgetary challenges with the need to reduce expenditure over the next three year budget cycle. The council will deliver more services through commissioning. The level of budgetary reduction will be achieved through transformational change and not by cutting existing services with the focus on improving the experience for service users through a more seamless model of support and care by greater integration of services.

There has been good progress in developing the Early Help offer, including (but not exclusively):

- Regular Early Help Forums taking place in each Network Learning Community
- Established Early help team within the Council

- Initial training for practitioners across the whole system to support new ways of working
- Comprehensive needs assessment of who requires early help services, and what their presenting needs are.

Needs assessment: key messages

Deprivation was negatively associated with behaviours such as domestic violence, birth weight, parental mental and physical health and educational attainment, with higher rates of deprivation in the east and centre of the borough. in particular Seven Sisters, White Hart Lane, Northumberland Park, Noel Park, Bruce Grove, Tottenham Hale and Tottenham Green.

Residents from most ethnic minority groups are generally more likely to be deprived in terms of socio-economic status. Greater support needs to be provided in particular to families with children from the following communities: White Irish Travellers, Somalis, Kurdish, Kosovan and Turkish.

Providing more appropriate early help and support to families with children from conception to the age of five strongly influence positive outcomes in later life. This age group has high levels of vulnerability as they make up a significant number of contacts to children's social care. Early help assessments using the common assessment framework (CAF) were noted to be comparatively low.

Physical abuse (including neglect), domestic violence, mental health and drink/drug dependency, housing, family support and behavioural issues are consistently among the principle reasons for contacts and referrals to social care.

Pregnant teenage mothers, young women (16-24 years) and those with long term illness or disability are more likely to experience domestic violence. Wards with the highest repeat offence rate for domestic violence are Northumberland Park, Tottenham Hale and Bruce Grove.

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More crime is committed in Noel Park, Tottenham Green, Northumberland Park, Tottenham Hale and Bruce Grove with domestic violence accounting for a third of all violent crime.

Perpetrators of domestic violence are more likely to be young males between 18-34 years and are over-represented among the Black Caribbean, White Other and White British communities. In addition, perpetrators are more likely to have substance and/or mental health issues.

Young people who are not in education, employment or training are more likely to be persistently absent from school and/or be excluded from school permanently or more than once on a fixed term basis at secondary school. White Hart Lane, Northumberland Park and Tottenham Green have the highest number of young people not in education, employment or training (NEET).

Nearly one in three children lives in poverty; children in lone parent households are more likely to be in this category. Northumberland Park has more lone parents than any other ward.

Poor parental mental and physical health increases childhood vulnerability for developing poor mental health and substance misuse and exposure to domestic violence. Common mental health disorders in children are behavioural conduct and anxiety disorders, attention deficit hyperactivity disorder and depression.

Children with poor mental health are three times more likely to have special education needs.

Young offenders are also at higher risk of experiencing mental ill health.

Although teenage conception rates are reducing, they remain higher than London and England levels with the highest rates in Bruce Grove, Tottenham Green and Harringay.

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Neglect (which includes physical harm/abuse according to the legal definition) is associated with issues such as domestic violence, mental health and substance misuse. Ofsted's inspection report (May 2014) identified the need to pick up chronic neglect more quickly and provide services in a timely way.

The number of children with statements is rising; 1,451 children have been provided with a statement. Families with children who have special education needs are more likely to be in receipt of housing benefit and free school meals.

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Annex 4 : Links with key strategies and programmes

An effective early help offer cannot be provided by any one organisation or group in isolation. We know that effective public services, such as good schools, a prosperous economic environment, accessible open spaces and safe housing all contribute to creating healthy, thriving and resilient communities.

This means that we recognise the value of working in partnership, not only with statutory organisations, but particularly with the voluntary and community sector, recognising their knowledge and experience of working directly with our communities.

Organisation	Commitment
Haringey Council's draft Corporate Plan 2015-2018	Priority 1: **Enable every child and young person to have the best start in life, with high quality education** **Outcomes in this priority:** • All children will have the best start in life • Children and young people across Haringey excel at school, making the most of their potential • Children and young people will be healthier, happier and more resilient and those who need extra help will get support at the right time • Children and families who need more support earlier will be helped before issues escalate • All children and young people will be safeguarded

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Organisation	Commitment
	from abuse Cross-cutting principle: Prevention and early help: Preventing poor outcomes for children, young people and adults and intervening early when help and support is needed
Haringey Clinical Commissioning Group's prospectus 2013	Priority: Prevention - Helping people to live healthier lives is one of the CCG's biggest priorities.
Barnet, Enfield and Haringey Mental Health Trust Strategy 2013-18	Focus: is on actively promoting holistic mental and physical well-being, prevention of ill-health, recovery and enablement, delivered as close as possible to patients' homes.
Haringey Police Safer Neighbourhoods teams	Way of working: Haringey Police has strong links with the community, local authority and other partner agencies, working with them to find long-term solutions to tackle crime and antisocial behaviour at a local level.

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Organisation	Commitment
Haringey Probation Service Business Plan 2013-14	Commissioning activity: will focus on the development of Intensive Alternatives to Custody (IAC), extending the provision for Restorative Justice (RJ) and mentoring across London.

Partnership	Commitment
Children and Young People's Plan 2013-15	Principle: Promoting prevention, Early Help and intervention Prevention, Early Help and intervention both in the early years of a child's life and at any time a problem arises can have a significant positive impact for a child's later life. This approach can help avert emotional and behavioural difficulties; under-attainment at school; truancy and exclusion; criminal behaviour; drug and alcohol misuse; teenage pregnancy, and the need for statutory social care.

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Partnership	Commitment
Community Safety Strategy 2013-17	Principle: An early intervention and prevention approach: Commissioning projects that help to prevent crime in the first place, by working closely with Children's Services, Public Health, other departments and agencies to evaluate crime prevention programmes. Identifying and co-ordinating prevention work across all services including schools and families via the Families First Initiative. Recognising that prevention is wider than young people and will continue to explore interventions such as target hardening.
Health and Wellbeing Strategy 2012-15 (under review: strategy will be refreshed for 2015-18)	Principle: Prevention which describes those interventions that occur before the initial onset of illness or a specific condition. They can be divided into: *Universal interventions which aim to prevent ill-health before its onset*; at any stage of the life course, they can improve quality of life and prevent problems escalating thus avoiding or delaying the need for intensive and

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Partnership	Commitment
	more costly interventions or services later on. *Interventions aimed at detecting and treating pre-symptomatic disease* that, if left undetected, could become harmful. *Interventions aimed at improving the quality of life* for people with various conditions by limiting complications and disabilities, reducing the severity and progression of disease, and aiding rehabilitation or recovery.

Haringey 54,000 Programme

Early help is a core project within the Haringey 54,000 children's transformation programme. This sets out how partners will work differently with children, young people and families in the future.

The early help strand sets out the principles that will determine the approaches and practices to improve the organisation and delivery of provision for children, young people and their families.

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Annex 5: Enablers

Joint Commissioning

We recognise that good joint commissioning between key partners is a fundamental means of driving whole system change, and ensuring optimal and effective use of the available resource. We will commission pathways of care/support to ensure that families receive the right help, in the right place and at the right time**.**

Performance monitoring/service review

It is essential that services deliver high quality interventions and provide value for money. We will establish robust systems to monitor the quality and outcomes that our services deliver. Where services are not delivering effectively or efficiently we will disinvest to allow us to invest elsewhere**.**

Data and intelligence

There is an abundance of data and information across all sectors. We will work towards the development of integrated information systems, and build our analytical capacity so that we can translate the information we have into meaningful intelligence about the needs of families, their outcomes and our services.

Governance

Early Help is everybody's business and as such is reliant on the full engagement and commitment of all partners. We will implement a robust governance framework so that all local leaders and organisations have key lines of accountability and reporting that link directly to the relevant strategic groups.

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Agenda Item 17

Haringey Council

Report for:	**Cabinet 17th March**	**Item Number:**	

Title:	**Delivering Children's Centres in Haringey: 2015 - 2018**

Report Authorised by:	**Zina Etheridge, Deputy Chief Executive**

Lead Officer:	**Jon Abbey, Interim Director of Children's Services**

Ward(s) affected: All	**Report for Key Decision: No**

1 Describe the issue under consideration

1.1 Cabinet is asked to note the engagement which is underway with a range of stakeholders to develop the model for Children's Centres prior to statutory consultation getting underway in June 2015.

2. Cabinet Member introduction

2.1 Haringey Children's Centres are a key part of our approach to delivering early help in the borough. We need to change the way we deliver Children's Centres to ensure that, even with reduced levels of resources, parents and carers have good information about what is available in their community and are able to access high quality services that make a difference to them and improve the outcomes for their children. We are working with parents, carer and communities to develop this future picture and set out in this report our commitment to doing this.

3. Recommendations

3.1 Cabinet is asked to:

a. note the high level model for Children's Centres set out in 6.3.
b. note the engagement underway with a range of stakeholders to develop the detailed model for Children's Centres.

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c. agree that the detailed proposed model for Children's Centres will return to Cabinet in June for approval for statutory consultation commencing in June 2015.

4. Alternative options considered

4.1 The engagement process is exploring a range of options for the future design of Children's Centres with key stakeholders. The final set of proposals will return to Cabinet before statutory consultation gets underway.

5. Background information – national landscape

5.1 Section 1 of the Childcare Act 2006 places a duty on local authorities to improve the **well-being** of young children in the following areas:

a. physical and mental health and emotional well-being
b. protection from harm and neglect;
c. education, training and recreation:
d. the contribution made by them to society; and
e. social and economic well-being.

5.2 There is also a requirement to reduce inequalities between young children in those areas and to make arrangements to ensure that early childhood services in their area are provided in an integrated manner which is calculated to facilitate access to those services and maximise the benefits to children and families.

5.3 It follows from the statutory definition of a children's centre that Children's Centres are as much about making appropriate and integrated services available, as it is about providing premises in particular geographical areas.

5.4 The new Ofsted Inspection Framework for Children's Centres was introduced from April 2013 and covers four judgements:

1. Access to services by young children and families, including targeted groups, and the effectiveness of strategies for encouraging take-up
2. the quality, range and relevance of the universal and targeted services provided, and the impact they have
3. The effectiveness of governance, leadership & management - specifically performance management arrangement and availability of resources
4. Overall effectiveness – whether they are meeting the needs of families and achieving outcomes.

5.5 Across London and nationally, many authorities are re-modelling their Children's Centre models in order to maximise reach and ability to support the most vulnerable families. Officers from the Council are working to understand

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the benefits and risks being put forward in other authorities as part of the redesign process.

6. Engagement and emerging model

6.1 The development of the Early Help Strategy has underlined the key role Children's Centres play in delivering both a universal offer and early help to families. There are 16 Children's Centres in the borough: five are directly managed by the Council and 11 managed by and located in schools. They vary in quality, reach, size and offer. Eight of the Centres also deliver childcare – of which four are council run and four are run by schools.

6.2 To strengthen the offer for all families, there are proposals to remodel Children's Centres which are integral to the early help model with a revised offer which maintains a core of universal provision and offers targeted help for those who need it. This will be supported when commissioning of Health Visitor services transfers to the Council in September this year.

6.3 Officers are working with a group of stakeholders from across the Children's Centres system to ensure that the future model is sustainable and improves outcomes for all families in the borough. The current proposals are that:

a. Children's Centres operate on an integrated locality model fully aligned to Early Help around the Network Learning Communities
b. Children's Centres are transformed into hubs which support families from conception to 19 years (25 years for SEN) and build sustainable local capacity to respond to need
c. Reduced number of hub centres and key outreach sites
d. Strong, but thin, universal offer for all parents, built on strengthened information, advice and guidance and the opportunity to embed the Universal Healthy Child Programme (a core health visiting programme) from October 2015
e. Locality team with range of roles including reception, information and advice, family support, health visiting and midwifery, housing, benefits and finances, specialisms such as health, social care and early help
f. Strong emphasis on peer support and community development.

6.4 The proposals for the future model for Children's Centres will be shaped by the requirements of the statutory guidance and will be linked to the proposals for a revised Childcare Policy for the Council (covered in a separate Cabinet paper). The stakeholder group is therefore working on both elements of the proposals to ensure congruence of approach and model.

7. Comments of the Chief Finance Officer and financial implications

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7.1 The Medium Term Financial Strategy approved by Council on 23rd February included £16.7m of savings to be found within the Priority one budget area. This included £1.44m savings to be found from changes to the Early Years Service, including changes to Children's Centres. This report sets out the principles for delivering these savings.

7. **Assistant Director of Corporate Governance Comments and legal implications**

8.1 The Assistant Director of Corporate Governance has been consulted on this Report.

8.2 Under the Childcare Act 2006, the Council has a general duty to improve the well-being of children in their area, and reduce inequalities (Section 1).

8.3 The Council must make arrangements to secure that early childhood services in its area are provided in an integrated manner in order to facilitate access and maximise the benefits of those services to young children and their parents (Section 3). The definition of early childhood services include a) early years provision; b) the functions of the Council, so far as relating to young children, parents or prospective parents; c) health services relating to young children, parents or prospective parents; d) information and advice services for parents and prospective parents. The arrangements made by the Council, must, so far as is reasonably practicable, include arrangements for sufficient provision of children's centres to meet local need (Section 5A). "Local need" is the need of parents, prospective parents and young children in the authority's area.

8.4 The Council must ensure that appropriate consultation is carried out before a) any significant change is made in the services provided through children's centre; or b) anything is done that would result in a children's centre ceasing to be a children's centre (Section 5D). A change in the manner in which, or the location at which, services are provided is to be treated as a change in the services.

8.5 The Department for Education has issued statutory guidance titled 'Sure Start Children's Centre April 2013' which the Council is obliged to have regards to. The guidance provides that authorities should have sufficient children's centre to meet local needs and should "not close an existing children's centre site in any reorganisation of provision unless they can demonstrate that, where they decide to close a children's centre site, the outcomes for children, particularly the most disadvantaged, would not be adversely affected and will not compromise the duty to have sufficient children's centres to meet local need. The starting point should therefore be a presumption against the closure of children's centres" (pg 9).

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8.6 The guidance further provides that “Local authorities should consult everyone who could be affected by the proposed changes, for example, local families, those who use the centres, children’s centres staff, advisory board members and service providers. Particular attention should be given to ensuring disadvantaged families and minority groups participate in consultations. The consultation should explain how the local authority will continue to meet the needs of families with children under five as part of any reorganisation of services. It should also be clear how respondents views can be made known and adequate time should be allowed for those wishing to respond. Decisions following consultation should be announced publically. This should explain why decisions were taken” (pg 10). The Council must meet the requirements of the Act and the statutory guidance in taking forward the proposals relating to children centres."

9. Equalities and Community Cohesion Comments

9.1 We know that often the most socially excluded residents predominantly have the protected characteristics defined in the Equality Act 2010 and our future operating model has been designed to ensure that services are made clear and accessible to all groups in the borough, including those that are socially excluded and require either support or protection.

9.2 It is not thought that there will be any differential impact upon any of the protected groups outlines in the Equalities Act 2010, as a consequence of the Future Operating Model – however we will ensure that we gather data and undertake analysis to provide assurance that the new model does not impact upon protected groups.

10. Head of Procurement Comments

10.1 If any of the outcomes need to go through a competitive procurement process the timescales need to be built in to the implementation of the model.

10.2 New Procurement regulations come into effect on the 26th Feb and this specifies that social care opportunities now need to be advertised for open competition if they are valued at over 700,000 Euros over a four year period. Waivers will no longer be allowed under these regulation for spend over 750,000 Euros.

11. Policy Implication

This paper sets out engagement which will lead to detailed proposals for a revised model for Children’s Centres, a fundamental element of our early help approach.

12. Reasons for Decision

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12.1 This proposal is to enable engagement with stakeholders to continue so that detailed proposals for changes to children's centres can be considered by Cabinet in June, to enable consultation to take place.

13. Local Government (Access to Information) Act 1985

NA

14. Use of Appendices: Not used

Agenda Item 18

Haringey Council

Report for:	Cabinet 17th March 2015	Item Number:	

Title:	Haringey's Childcare Policy 2015 -2018: Improving the Sustainability of Council Maintained Childcare

Report Authorised by:	Zina Etheridge, Deputy Chief Executive

Lead Officer:	Jon Abbey, Interim Director of Children's Services

Ward(s) affected: All	Report for Key Decision: No

1. Describe the issue under consideration

1.1 Cabinet is asked to note the engagement which is underway with a range of stakeholders to develop Haringey's Childcare Policy prior to consultation getting underway in June 2015.

2. Cabinet Member introduction

2.1 The availability of affordable and accessible childcare for parents and carers is fundamental to supporting our aspirations for strong, resilient children, families and communities across Haringey. We know that the availability of, and access to, high quality childcare is not the same for all across the borough and one of our priorities over the next three years is to address some of these challenges; including how we are better able to ensure that our most vulnerable and disadvantaged children are able to access provision that will make a difference to their outcomes. We need to ensure that parents and carers have good information about what is available in their community.

2.2 We are working with parents, carer and communities to develop this future picture and set out in this report our commitment to doing this.

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3. Recommendations

3.1 Cabinet is asked to:

a. note the engagement underway with a range of stakeholders to develop a sustainable Childcare Policy for Haringey.

b. agree that consultation on the Childcare Policy for Haringey will return to Cabinet in June for approval.

4. Alternative options considered

4.1 The engagement process is exploring a range of options for Haringey's Childcare Policy. The final draft of the Policy will return to Cabinet before consultation takes place.

5. Background information

5.1 The development of the Early Help Strategy has underlined the key role childcare plays in delivering prevention and an early help approach to families. Of the sixteen Children's Centres in the borough, five are directly managed by the Council and eleven managed by and located in schools. Eight of the Centres also deliver childcare - of which, four are council run and four are run by schools.

5.2 Officers are working with a group of stakeholders from across the Children's Centres system to ensure that the future model for delivery of childcare is sustainable and improves outcomes for all families in the borough. As the proposals for the future model for Children's Centres and a Childcare Policy for the Council are linked the stakeholder group is working on both elements of the proposals to ensure congruence of approach and model.

5.3 The current model of delivery and funding of childcare varies across Centres with a split between those which provide childcare and those that do not.

5.4 There are a number of options to be considered in developing the Childcare Policy but any changes proposed will be shaped to achieve greater equity, responding to need and quality improvements for all childcare settings in the borough. The Council's statutory obligation under the Childcare Act 2006 is to ensure sufficiency of quality childcare for all local residents. The Council has to ensure access to free childcare places for Children in Need and 15 hours per week free entitlement for 2, 3 and 4 year olds. There is a presumption against the local authority directly delivering childcare. If the Council's policy position were to focus on the statutory obligations, a number of areas could be affected, including:

- Role as direct deliverer of childcare – this would directly affect the four council managed Children's Centres delivering childcare

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- Role to ensure sufficiency of quality childcare for all working parents and concentrate on managing the market.

6. Comments of the Chief Finance Officer and financial implications

6.1 Funding for Childcare and Early Years Education is provided by the Department of Education and forms part of the Dedicated Schools Grant Early Years Block. As reported in the MTFS paper, there are medium term pressures forecast within this block which must be addressed as part of ensuring the sustainability of childcare provision. This report informs the Cabinet about the engagement activity supporting the development of a revised Childcare Policy prior to any statutory consultation. In particular the Authority must consult Schools Forum on the allocation of funding for Early Years provision as set out in the School and Early Years Finance (England) Regulations.

7. Assistant Director of Corporate Governance Comments and legal implications

7.1 The Assistant Director of Corporate Governance has been consulted on this Report.

7.2 The Childcare Act 2006, The Local Authority (Duty to Secure Early Years Provision Free of Charge) Regulations 2014 and the Early Education and Childcare Statutory Guidance September 2014 sets out the requirement of the Council to secure sufficient childcare and free early years education for two, three and four year olds in its area.

8. Equalities and Community Cohesion Comments

8.1 Our proposals are designed to ensure a more equitable approach to access to quality childcare for all families in the borough.

8.2 It is not thought that there will be any differential impact upon any of the protected groups outlined in the Equalities Act 2010, as a consequence of developing Haringey's Childcare Policy. We will, however, ensure that we gather data and undertake analysis to provide assurance that the Policy does not have a differential impact upon protected groups.

9. Head of Procurement Comments

9.1 If any of the outcomes need to go through a competitive procurement process the timescales need to be built in to the implementation of the model.

9.2 New Procurement regulations come into effect on the 26th Feb and this specifies that social care opportunities now need to be advertised for open competition if they are valued at over 700,000 Euros over a four year period. Waivers will no longer be allowed under these regulations for spend over 750,000 Euros.

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10. Policy Implication

The work outlined in this Cabinet report will lead to a sustainable Childcare Policy for Haringey prior to consultation.

11. Reasons for Decision

Cabinet is being asked to note the development of a sustainable Childcare Policy for Haringey through the engagement of a range of stakeholders. The engagement on the Childcare Policy for Haringey will return to Cabinet in June for approval prior to consultation getting underway in June 2015.

12. Local Government (Access to Information) Act 1985

13. Use of Appendices: Not used

Agenda Item 19

Haringey Council

Report for:	**Cabinet 17 March 2015**	**Item Number:**	

Title:	**Young People's Strategy 2015-18**

Report Authorised by:	**Jon Abbey** Interim Director of Children's Services

Lead Officer:	**Gill Gibson** Assistant Director, Quality Assurance, Early Help and Prevention

Ward(s) affected: All	**Report for Key Decision: Yes**

1. Describe the issue under consideration

1.1 Cabinet is asked to note the draft Young People's Strategy, in line with the Corporate Plan, to give high level strategic direction and focus in enabling young people to achieve their potential and thrive within our communities.

1.2 The Young People's Strategy will contribute to delivering key objectives, in partnership with the community, within the wider vision for children, young people and families in Haringey.

2. Cabinet Member introduction

2.1 Haringey Council and its partners facilitate and provide a range of services to young people. This draft strategy sets out the framework by which this can happen more effectively and so improve the lives of young people in the borough.

2.2 The Young People's Strategy is aligned to our Early Help ambition which will enable us to transform our model for delivering services to young people as part of a whole-system approach.

2.3 Young people and other stakeholders will be asked to provide feedback on this draft Strategy. The final version will need us to work in partnership with

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all stakeholders - including young people - to harness a wide range of resources, maximising the impact of our collective actions to support all young people including those who are most vulnerable.

3. Recommendations

3.1 Cabinet is asked to agree the draft Strategy for further engagement and discussion with young people and stakeholders.

3.2 Cabinet is asked to agree that the final Young People's Strategy will be brought back to cabinet in June 2015 for approval.

4. Alternative Options

There is a need to provide a Framework by which services for young people can work with coherence, increasing effectiveness of partnership and collaboration and so improving the outcomes of young people. This can only be agreed through this Corporate Strategy.

5. Background

5.1 Haringey Council and its partners facilitate and provide many services to young people. This strategy will provide the basis for the delivery plans to increase successful partnerships and cooperation leading to improving the lives of young people in the borough. The strategy will set out the principles and priorities for improving the lives of young people.

5.2 It is recognised that Haringey is in one of the most vibrant cities in the world and that there is a wealth of opportunity and activity for our young people. It is the shared responsibility of all those working with young people to enable them to identify, access and benefit from these opportunities.

5.3 The strategy recognises the contribution that young people make in the community and the importance of their voice in designing and deciding upon the range of services and activities that promote their success and well being.

5.4 The Young People's Strategy is an integral part of the Early Help approach as it reflects the widespread recognition that it is better to identify and deal with problems early, rather than respond when difficulties have become acute and may require more specialist interventions that may be less effective and more expensive.

5.5 The Strategy has also taken account of:

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- Early Help needs analysis – 2014
- OfSTED Review – June 2014
- Post 16 Education review 2014
- Health and Wellbeing Strategy
- Physical Activity Framework
- Education and Inspections Act 2006
- Participation of young people in Education, Employment or Training - Statutory guidance for local authorities, DfE, September 2014.

5.6 The following are the key headlines:

- Haringey has a relatively low number of jobs per resident compared to other parts of London, so our young people need to be equipped to access work across the capital;
- The Post-16 education review highlighted a lack of good quality careers education;
- The number of 'unknowns' (in terms of employment, education and training) is too high - 21.7% Jan 15 and projected to be 7% by March 15 (Haringey Stat). This is a marked reduction from June 2012 where Haringey was 37.6% and sixth highest in the country;
- There are high rates of sexually transmitted infections amongst young people;
- 73% of offenders who have been released from custody are likely to reoffend;
- Young males in particular find it difficult to access appropriate services;
- Vulnerable young women are at risk of sexual exploitation and violence;
- children and young people in Haringey are potentially at greater risk of developing mental health problems than those living in both London and England as a whole;
- Service delivery is not always based in the most appropriate place to reach the most vulnerable young people e.g. those affected by Child Sexual Exploitation (CSE) or gang-related issues;
- Ofsted 2014 review judged that Haringey needs to improve its ability to access 'hard to reach' young people;
- London is forecast to see rises in employment in 2014, 2015 and 2016. Jobs in London are projected to grow by more than 850,000 by 2036; and
- Employment growth is projected in some service sectors, including the professions, scientific & technical, information & communication, admin & support, and accommodation & food service (GLA Economic Report).

6. Proposal

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6.1 The Strategy will influence how both the Council and wider partners shape their services to achieve our vision that 'Haringey will create communities that enable young people to thrive and flourish: to be safe, sociable and successful'.

6.2 This will be delivered through four priorities:

1. Ensure that young people in Haringey are valued for the positive contribution they make to communities and the economy

2. Ensure clear pathways into attractive and relevant breadth of employment, learning and enterprise opportunities

3. Improve health and wellbeing for all our young people

4. Co-ordinate engagement to reach vulnerable young people and intervene to ensure `their safety and wellbeing.

6.3 The strategy will be further refined through discussion and engagement with young people to agree outcomes, targets and key activities in line with each of the four priorities. The aim is to produce a live strategy that is informed by people who will be affected by it and who can help to put it into action and monitor our progress.

6.4 This strategy incorporates the statutory duties on local authorities to encourage, enable and assist young people to participate in education or training [Participation of young people in education, employment or training - Statutory guidance for local authorities, DfE, September 2014 Crown Copyright 2014) In particular:

- To secure sufficient suitable education and training provision for all young people aged 16 to 19 and for those up to age 25 with a, Education, Health and Care plan (ECH).
- Make available to all young people aged 13-19 (up to 25 with EHC), support that will encourage, enable or assist them to participate in education or training.
- To promote the effective participation in education and training of 16 and 17 year olds with a view to ensuring that those persons fulfil the duty to participate in education or training.
- Local authorities must make arrangements - i.e. maintain a tracking system - to identify 16 and 17 year olds who are not participating in education or training. Putting in place robust arrangements to identify young people who are not engaged in education or training or who have left provision enables local authorities to offer support as soon as possible.

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- LA responsibilities outlined in the Crime and Disorder Act 1998 to prevent offending by young people. This requires every local authority to have in place a Youth Offending Team including social workers, probation, education, health and Police.

7. Comments of the Chief Finance Officer and financial implications

The Medium Term Financial Strategy approved by Council on 23rd February included £16.7m of savings to be found within the Priority one budget area. This included £2.1 m savings to be found across services for young people. This report sets out the high level priorities for the strategy for young people to deliver in partnership the most effective services within the budget.

8. Comments of the Assistant Director of Corporate Governance and legal implications

8.1 The Assistant Director of Corporate Governance has been consulted on this Report. There are no legal implications arising from the recommendations.

9. Equalities and Community Cohesion Comments

9.1 Our proposals will successfully align with Early Help to form a holistic, whole system redesign, the impact of which will be positive by enabling young people to access support at the earliest opportunity.

9.2 We do know that often the most socially excluded residents predominantly have the protected characteristics defined in the Equality Act 2010 and our delivery model will be designed to ensure that services are made clear and accessible to all groups in the borough, including those that are socially excluded and require either support or protection.

9.3 It is not thought that there will be any differential impact upon any of the protected groups outlines in the Equalities Act 2010, as a consequence of the new operating model – however we will ensure that we gather data and undertake analysis to provide assurance that the new model does not impact upon protected groups.

10. Head of Procurement Comments

There may be a commissioning component in delivering the strategy and relevant procurement processes will be considered at that stage.

11. Policy Implication

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The Education and Inspections Act 2006 (Section 507B), Chapter 40 Crown Copyright 2006) which states that:

> "*A local education authority in England must, so far as reasonably practicable, secure for qualifying young persons in the authority's area access to sufficient educational leisure-time activities which are for the improvement of their well-being, and sufficient facilities for such activities".*

12. Reasons for Decision

To agree a draft Young People' strategy for further engagement and discussion with young people prior to Cabinet considering the final strategy in June..

13. Use of Appendices

Appendix 1: Young People's Strategy 2015-18

14. Local Government (Access to Information) Act 1985

Education and Inspections Act 2006 Chapter 40 Crown Copyright 2006

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Appendix 1
Young People's Strategy 2015 - 2018 (DRAFT)

Introduction

Haringey Council has produced a Corporate Plan in which it sets out priorities for the borough over the next three years. The Corporate Plan is aimed at all people within our communities. The council also wishes to develop a Young People's Strategy, in line with the Corporate Plan, that will give direction and focus to all partners in enabling young people to achieve their potential and thrive within our communities. Haringey Council and its partners facilitate and provide many services to young people. This strategy will provide the basis by which this can happen with coordination, increasing successful partnerships and cooperation and so improving the lives and outcomes of young people in the borough. The strategy will set the principles and priorities for improving the lives of young people.

In producing the strategy and future delivery plans the Council wishes to have discussion and engagement with young people, local stakeholders and council departments to:

- Confirm priorities
- Identify key activities to support the delivery of a strategy for young people

The aim is to produce a live strategy that is informed by people who will be influenced by it and who can help support put it into action.

Purpose

To provide a high level vision statement and strategic framework for improving outcomes for all young people in Haringey.

Our Corporate Plan outlines 3 overall outcomes for the borough:

1. Outstanding for All - children, young people and adults are healthy, thrive and achieve their potential
2. Clean and safe - a place which is clean well maintained and where everybody feels safe and is proud to live and work
3. Sustainable housing, growth and employment - building a base for communities to thrive.

In addition to this the Council must ensure that it meets statutory responsibilities with regard to:

- Delivering the September Guarantee;
- Tracking young people Not in Employment, Education and Training (NEET);
- Preventing offending by young people (under the Crime and Disorder Act 1998) through provision of a Youth Offending Team.

Young people have an important contribution to make in realising the ambitions in the Corporate Plan.

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Our vision is that:

Haringey will work with local communities and partners to enable young people to thrive and flourish: to be safe, sociable and successful.

We recognise that we are building on the progress already made and are taking this opportunity to strengthen our partnership approach in enabling better outcomes. Many services across the council and our partnership have the potential to contribute to this strategy and improve outcomes for young people.

Principles that underpin our vision

To help us to achieve the outcomes set out in the Corporate Plan we need to work differently with and for young people and we are therefore committed to the following principles:

1. **We recognise that young people need to be engaged and remain in employment, education and training in order to gain the relevant skills for future employment which enables them to thrive and achieve. This is an underlying principle of everything that we do.**
   This means...
   - Young people across Haringey will have choice and quality pathways that also link with regeneration opportunities such as those available in Tottenham

2. **We will work with young people to design and deliver support and services and encourage their participation in decisions that affect them.**
   This means...
   - Young people are active participants in all personal decisions which affect them
   - Young people will help to define the outcomes which are important to them and identify how best to support those needs
   - Young people will be involved in decision-making relating to services that affect them
   - Young people will be involved in the commissioning and quality assurance of services
   - Working with young people to promote peer support

3. **We will ensure that the needs of our young people are met at the earliest opportunity.**
   This means...
   - We will build family resilience in line with the Early Help Strategy
   - An early help approach which moves away from crisis management to one that focuses on strengths and enables young people and families
   - Effective signposting to appropriate activities

4. **We will build strong partnerships with a wide range of stakeholders to invest in Haringey's young people.**

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This means...

- Increasing the inward investment from alternative sources to enhance the range of opportunities available to young people; The council will work together with local voluntary and community organisations to ensure they have an influential role in delivering the strategy

Achieving our vision: Four strategic priorities

We have developed four strategic priorities to help the public, voluntary, community and commercial sectors work together to deliver this vision.

Strategic Priority 1 - Ensure that young people in Haringey are valued for the positive contribution they make to communities and the economy

What this means?

- Activities such as volunteering and peer mentoring are recognised and valued
- Increasing the positive images and promotion of young people
- Increased sense of belonging, self worth and self esteem leading to improved confidence and aspiration
- Young people as leaders and making a positive contribution within the borough
- Young people actively contributing to the decision making within the borough & council

Why is this important?

- That society does not miss the contribution that young people make to communities and the economy
- To encourage the take up of vulnerable young people in those opportunities
- To promote positive perceptions of self and improve self esteem
- To engage all young people in decision making and commissioning
- To ensure young people are ambitious for their future

What will it take to do better through working together?

- Adults are willing to change their perception of young people away from negative stereotypes and recognise the strength and energy that young people bring
- Creating a range of opportunities through which young people can participate in influencing ideas and decision making
- Improved partnership framework for involving and engaging young people with councillors and officers
- Supporting positive self esteem and a strengths-based approach equips young people to benefit from the opportunities
- Promoting skills for life and world of work curriculum which meets the needs of employers, this could also include activities such as peer mentoring and volunteering.

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Strategic Priority 2 - Ensure clear pathways into an attractive and relevant range of employment, learning and enterprise opportunities

What this means

- All young people are engaged in learning, employment or enterprise
- All young people have aspirations and the employability skills to achieve them
- A curriculum which gives young people the skills to meet their career aspirations
- All young people will have greater access to apprenticeships, traineeships and work experience
- The quality in pathways (particularly in Tottenham) will enable young people to continue their studies into higher education and Russell Universities

Why is this important?

- Haringey is part of a global city and we want our young people to benefit from the opportunities that this provides including in science, technology, engineering and maths
- Young people will be equipped to access the new employment and enterprise opportunities being opened up through Tottenham regeneration and the capital.
- Good quality careers advice enables young people to make good choices
- Those Not In Education Employment or Training (NEET) are more susceptible to risky behaviours such as offending
- Appropriate ambitious pathways retain young people in education, training and employment

What will it take to do better through working together?

- High quality training, advice and guidance for careers delivered in and by schools.
- Earlier identification of potential NEET and unknowns in schools takes place so they can be supported to make proactive choices about appropriate pathways
- Providing quality pathways and skills to develop and support aspiration in order to help all young people to take up learning, employment and enterprise opportunities.
- Information advice and careers services delivered where NEETs and pre NEET young people are.
- Partnerships and engagement with employer and higher education networks to promote internships, apprenticeships, work experience and other opportunities
- Better informing parents and carers about the range and implications of individual pathway choices on future opportunities
- Promoting high quality provision and choice for all young people and their families
- All young people provided with an offer of learning through the September Guarantee process

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Strategic Priority 3 – Improve health and wellbeing for all young people

What this means

We want all young people growing up in Haringey to:

- be able to make the best choices in order to enjoy good mental health and wellbeing
- choose healthy lifestyles
- to have the confidence to engage in positive relationships
- to know how to stay safe

Why is this important?

- peer pressure, lack of knowledge and the desire to experiment can put young people's health at risk.
- There are high rates of obesity and this limits life chances
- Promoting good sexual health enables young people to stay safe
- Young males in particular find it difficult to access appropriate services and this has an impact on their health
- Poor mental and physical health and wellbeing impacts on young people's self esteem, achievement and access to opportunities and can have lasting effects beyond adolescence.

What will it take to do better through working together?

- We will support young people to develop a health and wellbeing strategy which has genuine meaning for them
- There is a shared ownership to engage more young people in physical activity
- A better understanding of young people's changing health needs
- Prevention and Early intervention through health awareness education
- Ensure early identification and intervention of health and wellbeing needs as part of the early help approach
- Ensure we all are working together in partnership to develop and deliver the health and wellbeing strategy and physical activity framework
- Schools and partners are proactive in raising awareness around issues such as child sexual exploitation, female genital mutilation and violence against women and girls - taking appropriate action when vulnerable young people are identified.

Strategic Priority 4 – Co-ordinate engagement to reach vulnerable young people and intervene to ensure their safety and wellbeing

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What this means?

- There is a multi-agency response to wrap support around vulnerable young people and their families
- More young people are accessing appropriate support and advice before they reach crisis point
- Reduction in the pattern of high risk behaviours with appropriate and timely interventions for vulnerable young people
- Vulnerable young people will be identified for appropriate provision which includes accessing and maintaining learning, employment and enterprise opportunities
- Dedicated response focused on youth justice to prevent re-offending.

Why is this important?

- To reduce the number of offenders released from custody who are likely to reoffend
- Risky behaviour can affect future life opportunities and choices
- Young people who are supported into positive activity after interventions are more likely to sustain that change and thrive
- To build resilience and support vulnerable young women to move away from the risk of sexual exploitation and violence
- Unmet need prevents young people accessing employment, enterprise, and learning.

What will it take to do better through working together?

- All partners adopting a strength-based focus on the vulnerable child within a holistic family context to intervene effectively with the most vulnerable young people and effect change
- Raising awareness of risk factors across all partners to better identify and address unmet need earlier
- Developing a multi-agency assertive outreach approach to engage with young people on the edge of offending, exclusion, gangs, and at risk of child sexual exploitation
- Providing holistic family support for young offenders to prevent re-offending and promote access to skills and life opportunities
- Improved networking and access to partner and community assets.

Agenda Item 20

Haringey Council

Report for:	**Cabinet (17 March)**	**Item Number:**	

Title:	**Options appraisal for the future of the Council's Outdoor Education Centre, Pendarren House in Powys, Wales**

Report Authorised by:	**Zina Etheridge, Deputy Chief Executive**

Lead Officer:	**Anji Phillips, Interim Assistant Director for Schools and Learning**

Ward(s) affected: **All**	**Briefing Report**

1. Describe the issue under consideration

To inform Members about options under consideration for future trading activity affecting the Pendarren House outdoor education centre and recommend a course of action to secure the required elimination of the council revenue subsidy of £220k by 2016-2017,as part of the Medium Term Financial Strategy. The preferred option should also eradicate the annual capital maintenance funding allocation of £49,000.

2. Cabinet Member Introduction

This paper informs Cabinet about the initial feasibility study on Pendarren House and sets out a recommended approach to examining options for future trading and hosted activities undertaken at the Council's Outdoor Education Centre. The paper outlines:

- Our overall response to the four alternative options in the feasibility study to eliminate the high cost of subsidy currently required to maintain and operate the Centre.
- The need for a programme of robust analysis, a further assessment of trading performance and the lifetime liabilities associated with the site following the findings of the initial feasibility study, attached to this report.

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3. Recommendations

The Cabinet is recommended to consider the feasibility study and:

- implement Option 1 immediately in partnership with the Friends of Pendarren to reduce the subsidy in 2015/16;
- implement Option 3, to agree that the Council goes 'out to market' to procure an external partner organisation through a leasing arrangement for the provision of Outdoor Education at Pendarren House to eradicate the subsidy from 2016 and this matter be brought back to Cabinet for a final decision once the marketing exercise has been completed.

4. Alternative Options considered

4.1 The feasibility report draws out four options for the Council to consider: retaining the status quo, establishing Pendarren as an independent trust, procuring an external partner organisation to manage Pendarren and consideration of closure with sale of the site.

4.2 These are detailed below with a response to mitigate risk and inform the Cabinet recommendations:

1. **Retain status quo and remain as part of Haringey Council. There is the option to transfer the management responsibility to Environmental Services who have the responsibility of client managing the Council's leisure contract with Fusion Lifestyle.**
   This option will require robust leadership and management of the service, market testing of the current and future service and a review of fees and transport. The Friends have provided a strategy in their helpful response which could reduce the subsidy by an estimated £140,000, over a few years, subject to the risks associated with price increases. Their proposed strategy does not account for the ongoing and lifetime maintenance costs of the premises. However, in meeting with the Friends group, we were able to generate a variety of ideas to support their strategy. These are already being implemented to explore opportunities and measure impact in 2015-16. The proposals within the feasibility study and the letter from the Friends show that this option could be part of the future solution, but will certainly not stand alone to eradicate the subsidy by 2016/2017.

2. **Establish Pendarren as an independent trust. This would mean that Pendarren would become its own legal entity and with its own governance structure and management responsibilities.**
   This option has been explored but provides no guarantee for the long term future of Pendarren. The process also incurs expenditure of between £50,000 and £100,000 to establish an independent trust. An effective independent trust arrangement may possibly cover the revenue costs but makes no provision for the lifetime maintenance costs and asset management.

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3. **Allow a separate management body to take-over the running of Pendarren. There are a range of bodies which could be approached. These include other large outdoor centre operators, from Outwards Bounds Trust, Kingswood, PGL or leisure organisations such as Fusion Lifestyle.**
   This option could enable a robust organisation to enter into a lease arrangement for 25 or more years with the Council, operating under a Service Level Agreement that would be kept under review. The partner would continue to prioritise Haringey children and their families and retain the strong ethos that makes Pendarren House provision so special for many Haringey schools. The partner would also be required to report on outcomes and social impact. The Council would expect the fees to be affordable, exploring subsidies or bursaries for our most vulnerable pupils. The partner would also accept liability for the condition of the premises, ensuring it is repaired and maintained during the lifetime of the lease arrangement. At the end of the lease, the property would return to the Council. Soft marketing of this option has already drawn interest from possible partners.

4. **Consideration of closure if all else fails.**
   This option would only be considered as a last resort, if all other options failed and the Council had no choice. However, it is important to recognise that this must be given serious consideration if the other options do not eradicate the subsidy required in the Council's MTFS for 2016-2017. This option would include sale of the site.

5 Background Information

5.1 Pendarren House has operated with Haringey Council since 1975. July 2015 will see the 40th Anniversary of the Centre working with children from Haringey in an outdoor setting in Powys, Wales. The Centre provides a high quality service which is well regarded by schools and Members and is particularly well used by primary schools. However, the Centre has not been robustly managed to secure a reduction in subsidy over the last five years, since the Council identified this as a key issue in 2010. Pendarren has no proper governance arrangement and lacks a proper marketing strategy to ensure the centre is effectively focused on providing a high quality value for money service.

5.2 The Centre currently trades with a substantial trading deficit and an ongoing annual subsidy of approximately £220,000, plus annual capital costs of £49,000 is required to keep the Centre open. The financial position is becoming increasingly unsustainable for the Council in the current economic climate and alternative options are now under consideration to meet the revenue savings of £220,000 for 2016-2017required in the Medium Term Financial Strategy.

5.3 An initial report has been commissioned by the Council to examine the feasibility of

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alternative trading options. An executive summary of this feasibility study is attached as Appendix A. A copy of the full report can be obtained from the Committee Clerk.

5.4 It is clear that the feasibility report does not assess the expected lifetime maintenance costs nor the financial viability of the options under consideration. For example, there has been limited discussion with schools 'to market test' the possible increased charging implications. It is clear that existing operations are not sustainable in the longer term and the financial position cannot continue be maintained within the council's 'Outstanding for All' Priority One budget savings of £220,000 for Pendarren.

5.5. Some elements of further work are already under way to provide robust information to inform the options appraisal and define the viability of the preferred course of action for future operations at Pendarren House. These include:

- The commissioning of an audit review of the current trading and budget position. This work is currently underway to ensure financial probity.
- A need for more detailed knowledge and assessment of the site and premises condition and ongoing estate maintenance issues which can be expected to arise in the future. An up-to-date premises review is planned and this work will inform any lease arrangement and service level agreement for the future operation of the site.
- A robust review of the operation and leadership of the Centre to make changes which can be introduced to start to reduce the subsidy in 2015 -2016.
- Whilst the Centre is currently operated as part of the Schools and Learning service, its operation is closely aligned with services provided by the Council's Environmental Services. Their management expertise and commercial acumen could support a more robust review and analysis of future trading options.

Future Direction of Travel

5.6 The Council will work closely with the Head of Centre and the Friends of Pendarren to actively explore further options to increase demand for the site and its facilities and thereby increase occupancy and income, together with reviewing operational management to increase efficiency and reduce costs.

5.7 The Children and Young People's Scrutiny Panel requested an update on the Options affecting future trading activity at the council's Outdoor Education Centre. At their meeting on Thursday 22 January the panel favoured any option that would maintain the status quo, which is not feasible without considering a partnership option.

6 Comments of the Chief Finance Officer and financial implications

In the Medium Term Financial Strategy proposals presented to Cabinet, a proposed saving of £220k from Pendarren in 2016-17 was included in the draft priority one. This report sets out the options considered and recommends the adoption of options one and three. Based on the evidence presented in this report these options appear to offer the most

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secure path to achieving the saving. A further assessment of the financial implications must be undertaken once the market exercise has been completed.

7. Comments of the Assistant Director of Corporate Governance and legal implications

7.1 The Assistant Director of Corporate Governance has been consulted on the content of this report and comments as follows.

7.2 In the Medium Term Financial Strategy proposals presented to Cabinet, a proposed saving of £220k from Pendarren in 2016-17 was included in the draft priority one. This report sets out the options considered and recommends the adoption of options one and three

7.3 The recommendation in paragraph 5 above is to implement options one and three which are aimed to achieve a proposed saving of £220k from Pendarren in 2016-17 that was included in the draft priority one in the Medium Term Financial Strategy proposals presented to Cabinet.

7.4 If Cabinet approves the recommendations then any arrangements under option one for example with the Friends of Pendarren should be captured in a formal agreement. The implications flowing from the adoption of option three would require compliance with the Contract Standing Order, EU Competition requirements on procurement and the new Public Contracts Regulations 2015 which are effective from 28 February 2015. Consideration would also need to be had given to employment implications and possible TUPE transfer.

7.5 Implementation of option three involving any lease arrangements will require best consideration and this matter should be brought back to Cabinet once the marketing exercise has been completed.

7.6 An Equalities Impact Assessment will also have to be carried out and the result provided to Cabinet the next time this matter is brought back to be considered.

8. Equalities and Community Cohesion Comments

The provision at Pendarren provides places for all children and young people, with places subsidised through the differentiated fees and charges as well as the use of the Pupil Premium held at school level. The proposed options seek to embed this strategy as part of the requirements within a proposed lease and service level agreement.

9. Head of Procurement Comments

Pendarren House in Wales has been perceived as a benefit to Children in Haringey for many years. There are a range of options that should be considered to avoid the last resort mentioned in 3.5 para 4 and the Corporate Procurement Unit will provide support to test the market and seek a new sustainable solution that will meet Priority 1 of the

Haringey Council

Council's Corporate Plan. The support provided will be in compliance with the new Public Contracts Regulations 2015 that become effective on 28 February 2015.
The solutions to be reviewed will also meet the Council's Medium Term Financial Strategy.

10. Policy Implication

Changes in the policy for funding Councils, moving funding from Local Authorities to schools, through delegation and the Pupil Premium, provide a rationale for reviewing the current arrangements for the subsidy currently provided for Pendarren. This option seeks to achieve value for money for the Council.

11. Reasons for Decision

The Cabinet has agreed a proposed saving of £220k from Pendarren House in 2016-17 as part of the Medium Term Financial Strategy linked to Priority 1 of the Corporate Plan.

12. Use of Appendices

Feasibility Report on Pendarren. Executive summary report attached.

13. Local Government (Access to Information) Act 1985

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Appendix A

Pendarren House Outdoor Education Centre

Feasibility Study
Summary

9th January 2015

MAX associates

Haringey Council

Executive Summary

1. Introduction and Background

Haringey Council has requested a feasibility study of Pendarren House Outdoor Education Centre (Pendarren).

Pendarren House is located in the Brecon Beacons in Wales and has been owned by Haringey Council since 1972 to provide outdoor education courses to its schools. It comprises a large country house, a range of outbuildings and 16 acres of land.

Haringey Council currently provides a subsidy of approximately £250,000 pa to support the annual running costs of Pendarren. As public sector funding levels are reduced, and budgets are redirected from Councils to schools through core funding and a Pupil Premium for vulnerable children, Haringey needs to consider ways to eliminate this subsidy and for Pendarren to be self-funding.

Haringey Council has therefore commissioned Max Associates to produce a feasibility study to examine the existing performance of the Centre and how it might be improved, as well as investigating options for future management including the existing approach. Specifically the study should consider the following aspects:

- How current performance could be improved
- The financial benefit this would produce
- Alternative management options available to operate the existing facility and the key characteristics of these options.
- Alternative service delivery models together with commentary on the associated financial and service performance levels that these could provide
- Key Conclusions and recommendations.

2. Methodology

The production of this feasibility study has incorporated the following stages:

Stage 1: Background research. A range of documents were provided by the council on historical financial performance of the centre, staffing levels and building works recently undertaken. These have been thoroughly reviewed.

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Stage 2: Visit to Pendarren House. Our Consultant visited Pendarren House on 13th -14th November 2014.

Stage 3: Benchmarking against other Centres. A range of indicators from Pendarren were benchmarked against other Outdoor Centre to compare its performance.

Stage 4: Service review. An analysis of all areas of income and expenditure has been completed, to include; pricing structure, occupancy levels, budget control and analysis of expenditure.

Stage 5: Development opportunities. Utilising the results of the service review, there has been an assessment of the different development opportunities available to Pendarren.

Stage 6: Governance. The report presents the management options for the centre and their ability to best deliver the development opportunities.

3. Activities

Pendarren offers a diverse activity programme to schools and youth groups, with a good mix of both on and off-site activities.

Its activity sessions are of very high quality, with excellent equipment in use and they are well received by the young people. The centre employs a long standing and highly experienced staff team and this allows them to fully adapt the activities according to the young people's precise needs and abilities and relate sessions to the national primary curriculum..

The centre is able to offer activities all year round and this is evidenced by the unusually high volume of winter bookings.

Over the course of the visit, there was lots of anecdotal evidence about the quality of the centre and the high regard it is held in by visiting teachers. Teachers talked of the children experiencing a overwhelming confidence boost over the course of the week; strong links are made with academic learning and are experienced first- hand. For some children, the opportunity to take part in a residential visit was priceless.

4. Accommodation

The centre can accommodate a total of 85 people in 3 different accommodation blocks; the main house accommodating 40 children and 7 leaders, the Annex accommodating 20 children and 2 leaders and The Firs self- catering block for 14 children and 2 leaders.

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The accommodation size amply provides for 2 classes to attend at any one time, given a standard class size of 30 children. The Firs is also superbly adapted to allow it to take different styles of groups, including families and community groups, providing the centre with a weekend offer.
The Centre can accommodate a small number of tents, usually 6-8 tents, suited to Duke of Edinburgh groups and they are based in a small piece of land to the side of the site.
Whilst there is a vast amount of land owned by the centre on the fringes of the site, most of this is heavily sloped and this hinders the development of further camping areas.

5. Quality of accommodation

Overall, the accommodation is of sufficient quality to cater for children and young people's groups, but does not easily lend itself to adult and corporate groups. The centre holds a large number of classroom spaces. There is a large and separate field studies centre, and within the main house there are 2 common rooms and 2 classrooms. In addition, there is also a Victorian greenhouse which whilst currently dilapidated, does provide opportunities for development.

These classrooms allow the centre to consider a diversity of opportunities including adult courses and environmental studies, particularly on a non-residential basis.

6. Catering and Cleaning

The centre provides 3 meals each day to visiting groups and all visitors share a dining room, which operates at full capacity.
Recently a new Domestic Bursar has been recruited, following a 2 year vacancy. Whilst this post brings long awaited management capacity, it does mean that there are now more domestic hours in place than required and a restructure should be implemented to realise the potential cost savings included in the report.

7. Analysis of Current Bookings

The centre enjoys high occupancy mid-week during the term time, with the main house almost full to capacity. In 2014/2015, there is remaining capacity in the Annex and The Firs of 16 and 30 weeks respectively.

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There is limited use of the site at both weekends and during school holidays, which provides the greatest opportunity for growth in non – schools income.

Pendarren predominately caters for Haringey Schools and particularly primary schools, and 87% of its income is from this source. This demonstrates the scale of the task reaching into new markets.

8. Summary Budgets

The forecast for the end of year 2014/15, based upon the financial information available, which was not comprehensive, is presented with a reasonable level of accuracy. The 2014/2015 forecast shows total expenditure of £672,163, with a projected deficit of around £250,000, taking into account the annual replacement of equipment.

To date there are no strong financial controls and management in place. The consequence is that producing a financial forecast was very difficult and expenditure cannot be easily managed.

9. Eliminating the Subsidy

The brief from Haringey Council was to consider methods by which the subsidy of around £250,000 could be eliminated.

A number of options were considered:

1. Altering the pricing structure
2. Increasing the occupancy levels
3. Generating more fundraised income through the “Friends of Pendarren” Group.
4. Reducing costs
5. Growing the capacity of the site

Altering the pricing structure

The current summarised pricing structure, detailed below, was analysed to inform the recommendations.

- Haringey Schools £204 per week, with a concessionary rate of £122 for children on Free School Meals.
- Other Schools £244 per week
- Weekend Booking for Haringey Schools £87
- Weekend Booking for others £102

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The analysis highlights the anomalies in the Pendarren price structure and the use of subsidy, which is not part of the pricing structure for any of the competitors considered in this study. The prices charged for all other Outdoor Education Centres are significantly higher. The transport costs operated by Pendarren also make a loss.

However, proposals to implement a price rise for Haringey Schools from £204 to £220 in Year1 and £230 in Year 2 and to eliminate the subsidy for children on Free School Meals could deter existing customers. This would need to be implemented in parallel with increased charges for transport to secure financial viability.

Assuming booking levels remain equal and all 3 amendments to the price were introduced, the impact on income would reduce the subsidy by a projected £114,000 by 2016/2017. This demonstrates the significant challenge that remains to eliminate the subsidy of £250,000.

10. Property costs

Over the last few years, substantial improvements to the fabric of the centre have been made and these have been primarily paid for separately to the annual subsidy. Projects have included replacing the heating and some roofing repairs. Lottery funding has also enabled the conversion of a Bungalow into the Firs self-catering accommodation and the installation of the high ropes courses. Now the property is in a reasonable condition but the significant issues it faces are merely those associated with managing an old building.

It is beyond the scope of this report to budget for lifetime maintenance costs, but it is possible that there could be large property costs in the future. Some of these projects, such as the Greenhouse, could be achieved using income from fundraising grants. To fully understand the potential costs, a full stock condition survey will need to be undertaken.

11. Recommendations

This report reviews the governance, financial performance of the centre, its client base and price structure, explores options for eliminating the subsidy and uses these to support the following recommendations.

- Amend the price structure by taking the following actions:

Haringey Council

  - Removing the concessionary rate offered to children on Free School meals.
  - Increasing the transport costs
  - Uplifting the core price charged on both school visits and private community bookings
- Increase marketing to school groups
- Broaden the range of private community bookings and implement a marketing plan to generate these
- Manage costs
- Restructure the domestic team

In total, these actions, if implemented effectively, could substantially reduce the subsidy required, with a subsidy of only £120K required in 2015/16. By 2018/19, the subsidy could be almost eliminated with only a £9k subsidy required.

Whilst the building appears in reasonable condition for a property of its age, further exploration of the building structure should be undertaken. A full stock condition survey would better inform this process and ascertain whether alternative property funding arrangements need to be put into place.

The virtual elimination of the subsidy can be achieved whilst retaining Pendarren Centre within the control of Haringey Council. However, the plan is dependent on schools accepting the proposals and significant price increases. Whilst other options have been explored, it is felt that the benefits of remaining within the council particularly around sustaining its educational focus, cashflow management and accessing marketing contacts currently outweigh the alternative options.

There are 3 alternative management options for the Council to consider going forward:

8 Retain status quo and remain as part of Haringey Council. There is the option to transfer the management responsibility to Environmental Services who have the responsibility of client managing the Council's leisure contract with Fusion Lifestyle.

9 Establish Pendarren as an independent trust. This would mean that Pendarren would become its own legal entity and with its own governance structure and management responsibilities.

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10 Allow a separate management body to take-over the running of Pendarren. There are a range of bodies which could be approached. These include other large outdoor centre operators, from Outwards Bounds Trust, Kingswood, PGL or leisure organisations such as Fusion Lifestyle.

A detailed assessment of each option is detailed in the report. The preferred option is for the Council to enter into negotiations with Fusion Lifestyle, the Council's leisure partner. Fusion Lifestyle have shown an initial interest from consultation undertaken as part of this study, to provide support either through marketing the centre or potentially managing and operating it on behalf of the Council.

Should these discussions not lead to a viable partnership going forward, the Council has a fall-back position to tender the management arrangements on the "open market". However, this study has shown that the core market for the centre is from local Haringey schools and any future management arrangement must not put this at risk. Furthermore the intrinsic links with local people in Haringey must also not be compromised. If all else fails, the Council could consider as the last resort a complete disposal of the site, pending the asset management assessment and market testing of the proposals.

Agenda Item 21

Haringey Council

Report for:	Cabinet	Item Number:	

Title:	Proposed School Expansions

Report Authorised by:	Anji Phillips, Interim Assistant Director, Schools and Learning

Lead Officer:	Jennifer Duxbury, Head of Education Services Eveleen Riordan, Deputy Head of Education Services

Ward(s) affected: The wards within which the affected schools sit (Bounds Green ward and Hornsey ward and their adjacent wards are primarily affected, but the provision of school places has the potential to impact on all wards in the borough as the benefits of local place sufficiency ripples out across the borough	**Report for Key/Non Key Decisions:** Key

1. Describe the issue under consideration

1.1. Demand for primary reception places in our borough is increasing. Information published in our annual School Place Planning report (SPPR) shows that we will need additional places from 2015 if we are to continue to meet our statutory duty to provide sufficient school places. The 2014 SPPR is available to view on line at www.haringey.gov.uk/schoolplaceplanning

1.2. This report seeks a final decision on whether or not to permanently expand the following two schools:

- **Bounds Green Infant and Junior School** – to expand from two forms of entry (60 children admitted into the reception cohort each September) to three forms of entry (90 children) with effect from the September 2016 intake

- **St Mary's Infant and Junior School** – to expand from two forms of entry (60 children admitted into the reception cohort each September) to three forms of entry (90 children) with effect from the September 2015 intake

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1.3. Recommendations on whether or not either or both of these schools should be expanded are set out in paragraph 3 below.

2. Cabinet Member introduction

2.1. The proposed expansions of these two primary schools – Bounds Green and St Mary's – have been the subject of considerable engagement with the Governors, Head Teachers, parents and carers of the children at the schools and local residents.

2.2. It is most encouraging that in both cases the governing bodies are very supportive of the proposals and that the majority of respondents have also supported them, although it is of course disappointing that only a small proportion of interested parties have responded.

2.3. The response in relation to both schools has reflected concern about local traffic management and school access as the number of pupils attending the schools expands and this will need careful attention as work on expansion goes forward.

2.4. Overall these areas of the borough need more primary school places, these schools have the leadership and management to manage the expansion without significant disturbance to the schools while maintaining their high standards and I recommend that both expansions proceed as proposed.

3. Recommendations

3.1. Cabinet is asked to:

1) Note the views, opinions and evidence received in response to the representation period carried out between 9 January and 5 February 2015 on the statutory notices published to permanently expand the following schools by one form (30 pupils) of entry each:

   Bounds Green Infant and Junior School N11
   St Mary's CE Primary School N8

2) Note the:

- Analysis of the views, opinions and evidence of the representations received;
- Analysis of other factors including the demand for and supply of reception places in the borough, with particular reference to the demand for and supply of places in Planning Application 2 and Planning Application 5;
- The projections for school rolls in our borough for up to ten years ahead and based on actual and projected birth rates.

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3) In considering 1 and 2 above, approve the proposals without modification (Stage 3 of the statutory steps outlined in the Department for Education's statutory Guidance[1]) the expansions of Bounds Green Infant and Junior School N11and St Mary's CE Primary School N8.

4) Agree that implementation of the proposals can begin, noting that work on the design of how the additional form of entry will be delivered on-site at each school is ongoing and that planning permission will be sought as required.

4. Alternative options considered

4.1. This report seeks a final decision on the permanent expansion of Bounds Green Infant and Junior School N11and St Mary's CE Primary School N8.Previous reports (July 2013 and 2014 and a Cabinet member signing report dated 11 December 2014) have set out why additional school place are required in these areas of the borough and why these specific schools were identified for consultation. The identified reports summarise the results of the pre-statutory consultation carried out between September and November 2014.

4.2. The Education Act 2011 changed the arrangements for establishing new schools and introduced section 6A (the academy/free school presumption) to the Education and Inspections Act 2006.

4.3. Local authorities are not able to set up new schools in this way and there are currently no known free school providers proposing a school in this area. Any proposals would be subject to central government approval and subject to a site being indentified.

5. Background information

5.1. Our annual School Place Planning Report (SPPR) sets out that we need more school places (see para 1.1 above) to ensure that every child is the borough will have access to a place. Where we seek to expand existing schools we will use our agreed Place Planning Principles (Appendix 2) to ensure that we propose to expand schools :

- in areas where there is proven demand,
- that have proven standards, leadership and management to drive through a successful expansion
- that meet the needs of local families and do not unnecessarily impact on demand for other local schools,

[1] The Department for Education's Guidance – School Organisation: Guidance for proposers and decision makers January 2014

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- and that there is sufficient space to make the best use of scarce capital resources.

5.2. In 2013 we carried out feasibility work that identified both Bounds Green Infant and Junior School and St Mary's CE Primary School as two schools that best met the Place Planning Principles, to meet identified unmet local demand for places.

Consultation

5.3. Consultation on the possible expansion of Bounds Green Infant and Junior School and St Mary's CE Primary School was carried out between September and November 2014 and a Cabinet member report was prepared outlining the feedback from the consultation and recommending next steps.

5.4. The 11 December 2014 Cabinet member signing report (Appendix 1) sets out in detail why we are considering an increase in the provision of school places (para 5.1 – 5.2 of the report), how we will meet future demand (paras 5.3 – 5.4) and signposts more detailed information on the supply of and demand for reception places in our borough. The December report also summarises the wide ranging eight week period of (non statutory) consultation that was carried out on the possible expansion of Bounds Green Infant and Junior School (hereafter called Bounds Green) and St Mary's CE Primary School (hereafter called St Mary's) and recommends that a statutory notice is published setting out the Council's intention to expand both schools.

5.5. Paragraph 10 of the Department for Education's statutory Guidance[2] acknowledges that there is no requirement for a "pre-publication consultation period" but does say that there is a strong presumption that a local authority will consult interested parties in developing their proposals prior to publication as part of their duty under public law to act rationally and take account of all relevant considerations.

5.6. The Council's Education Service carried out an eight week period of consultation on both schools between 15 September and 7 November 2014. There was support for and against the expansion of both schools and these views were considered alongside the need to increase local reception places and a recommendation made (in the December 2014 report) to proceed to the publication of statutory notices on both schools. In the same report a recommendation was made and agreed <u>not</u> to publish a statutory notice for the expansion of a third school, St James C of E Primary, but instead to carry out a wider consultation on how additional reception places might be provided in the Muswell Hill area.

[2] The Department for Education's (DfE) School Organisation: Guidance for proposers and decision makers

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5.7. Appendix 12 provides the most up-to-date information we have for the demand for reception places for September 2015.

The statutory process

5.8. Where a local authority wants to expand a maintained school (increase the number of children admitted each year) and the expansion involves physical building works a statutory process must be followed. The Department for Education's (DfE) School Organisation: Guidance for proposers and decision makers sets out that the following statutory stages must be followed:

- **Stage 1:** Publication (of a statutory proposal)
- **Stage 2:** representation (formal consultation – fixed four week period that cannot be shortened or lengthened)
- **Stage 3:** Decision (must be within two months of the end of the representation period)
- **Stage 4:** Implementation (when the first intake of the expanded cohort starts at the school)

5.9. **Stage 1** - On the 9 January 2015 statutory notices were published in the Haringey Independent setting out the Council's intention to expand Bounds Green by one form of entry (30 children) with effect from the September 2016 reception intake and expand St Mary's by one form of entry (30 children) with effect from the September 2015 reception intake. The statutory notices set out that the expansions would be incremental, with the reception intake being 90 children for each school year on year until Bounds Green has three form entry across all year groups by 2022 and St Mary's has three form entry across all year groups by 2021. The full statutory notices for both schools are attached at Appendix 3.

5.10. **Stage 2** - The publication of the notices (9 January) marked the beginning of a fixed statutory four week representation period to gather views on the proposals set out in the statutory notices. Full details of how the consultation on this representation period was carried out are available to view in the Consultation Report at Appendix 4 of this report. A summary of the demand for school places in the local area around Bounds Green and around St Mary's and a summary of the presentations received between 9 January and 5 February 2015 is set out below. The schools are considered in alphabetical order.

5.11. **Bounds Green Infant and Junior School (Statutory Stage 1 and 2)**
For the purposes of school place planning we divide the borough into planning areas (PAs). A map of the PAs is included at Appendix 5 of this report. Bounds Green falls into PA1 for the purposes of place planning, but the school rolls for Bounds Green show that the demand for and supply of school places in the adjacent PA5 (comprising of Noel Park, West Green, Woodside and the south half of Bounds Green ward) has the most impact on how uptake of places at

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Bounds Green is determined. So, for the purposes of determining place sufficiency in and around Bounds Green, the data for PA5 has been used. PA5 data (Appendix 6) shows that demand for reception places is expected to outstrip local supply in 2015 by one form of entry (1fe) , rising to 2fe by 2018 and 3fe by 2021. This is based on a published admission number (PAN)[3] of 3260 reception places across the borough.

5.12. Demand for school places is also monitored in boroughs that border with Haringey. In the case of Bounds Green the London Borough of Enfield is very close to the school and we know that demand for places on the south-western side of Enfield is high and that Enfield has already increased provision of reception places to meet rising demand. This rise, coupled with regeneration projects close to the borough boundary with Haringey (and Bounds Green Infant and Junior School) will mean a continued rising demand for places which both Enfield and Haringey will need to address to ensure continued place sufficiency in the local area, providing enough local places for local families.

5.13. Below is a summary of representations received in respect of Bounds Green Infant and Junior School between 9 January and 5 February 2015. Further details on the representation period, including full details of how consultation was conducted during the representation period, of the representations received, and details and minutes of public meetings held are available to view in Appendix 10 of this report.

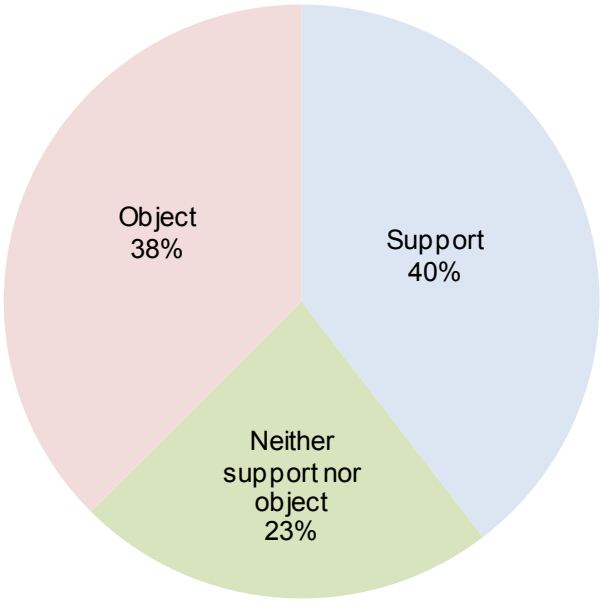
5.14. 40% of respondents to the consultation (19) said they supported the proposal to expand the school compared with 38% (18) who objected to it (see Figure 1 below for complete results). 23% of respondents (11) said they neither supported nor objected to the proposal.

5.15. We received 40 electronic and 8 paper consultation responses. The most popular respondent type was parent /carer of pupil(s) at Bounds Green (30) followed by local resident (21). Respondents could tick as many categories as were applicable to them.

[3] PAN – Published admission number – the number of reception places the authority expects to admit each September

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Figure 1: Support for proposed expansion (Bounds Green)
Source: LBH Consultation survey 2015



Note 1: Totals may not sum to 100% due to rounding
Note 2: For the precise questioning used for each survey please refer to the survey forms given in the appendices.

5.16. The most commonly cited reasons for opposing the expansion of Bounds Green were parking/safety/crossing (16), the loss of the character of the school (9) and (joint third) less space/too disruptive. The most commonly cited reasons for supporting the expansion of the school were more school places (17), this school is a good one (4) and enhancement of the community (3).

5.17. Conclusions on the recommended next step for Bounds Green are set out below in paras 5.30 to 5.35.

St Mary's CE Primary School (Statutory Stages 1 and 2)

5.18. St Mary's falls within PA2 for the purposes of place planning (see Appendix 7 for a map of the planning areas and Appendix 5 for more detail on the data on demand for places in PA2). In this PA we expect demand to outstrip supply by 2fe in 2015/6 and 1fe from 2016/17 onwards.

5.19. Below is a summary of representations received for St Mary's CE Primary School between 9 January and 5 February 2015. Further details on the consultation, including full details of how consultation was conducted during the representation period, of the representations received, and details and minutes of public meetings held are available to view at Appendix 10 of this report.

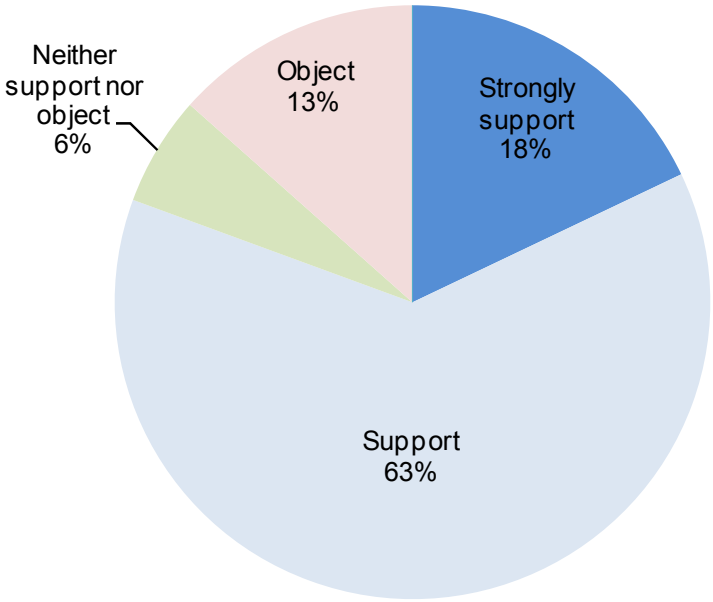
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5.20. 81% of those who responded to the consultation (54) said they supported or strongly supported the proposal compared to 13% (9) who objected to it (see Figure 1 below for complete results)[4]. Some 6% (4) neither supported nor objected to the proposal.

5.21. We received 11 electronic and 42 paper consultation responses for St Mary's, together with a further 14 consultation forms which were developed by the school (see Appendix 9). The most popular respondent type was parent/carer (22) followed by member of staff/governing body at St Mary's (20) and local resident (17). Respondents could tick as many categories as applicable.

Figure 1: Support for proposed expansion (St Mary's CE)

Source: LBH Consultation survey 2015



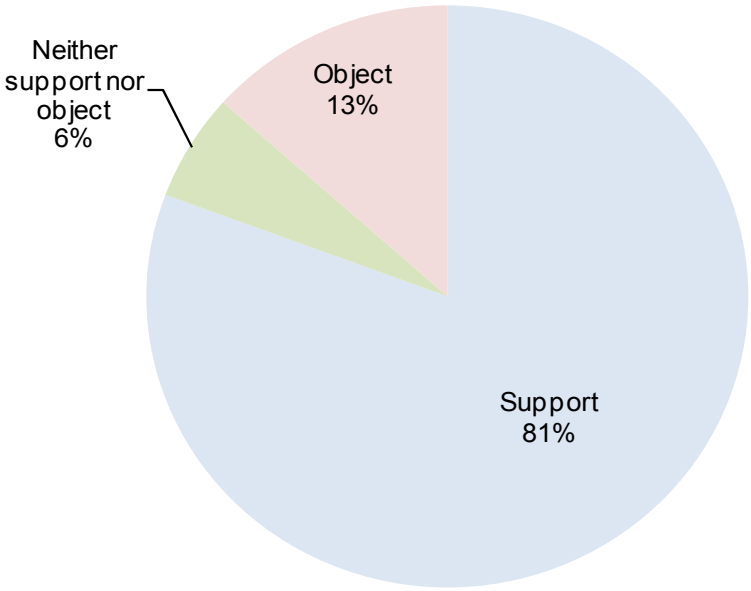
Note 1: Totals may not sum to 100% due to rounding
Note 2: For the precise questioning used for each survey please refer to the survey forms given in the appendices.

5.22. Figure 2 shows that the support for the proposed expansion using the original questioning. Please see above footnote for more details.

[4] Two types of response form were received, the original consultation form (53 received) as issued by the local authority and an amended form developed by the school (14 received) that replaced the 3 options for a response with 5 options which were: Strongly support, Support, Neither support nor do not support, Do not support, Strongly do not support. For the purposes of Figure 2, data from both response forms was aggregated to allow an analysis using the original questioning. Strongly support and Support was aggregated into Support whilst Do not support and Strongly do not support was aggregated to Object.

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Figure 2: Support for proposed expansion (St Mary's CE) - original questioning
Source: LBH Consultation survey 2015



5.23. The most commonly cited objections to the expansion of St Mary's were that the school needs more time to consolidate from recent changes before more are made (5), too disruptive (4) and loss of character (4). The most commonly cited reasons for supporting an expansion of the school were more school places (33), this school is a good one (20) and better prospects for staff (8).

5.24. Conclusions on the recommended next step for St Mary's are set out below in paras 5.40 to 5.44.

Conclusions on both schools

5.25. We have seen an overall upward trajectory in birth rates in our borough in recent years and this has led to a rise in the demand for reception places. This trend reflects a national upward trajectory in births (up 18% in England and Wales in the last ten years).[5] In London the pressure for places is even more acute. The Local Government Association (LGA) have shared the results of a survey which states that an extra 90,000 primary places had been created nationally in 2013 and forecast that a further 130,000 will be needed by 2017/18.

5.26. Our latest projections (Appendix 6 and 7) reflect the upward trend in births and in demand for places and sets out that we expect year on year birth rates to increase by 295 between now and 2024.

[5] Source: The Independent, February 2014

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5.27. In response to rising birth rates we have, over a number of years, expanded a number of our primary schools to increase capacity, and capacity has been further increased through the provision of free school places across several settings. The number of children in our reception cohort has risen steadily. In 2003/04 there were 2820 reception children in schools across Haringey: by 2013/14 this figure had risen to 3139 representing an increase of 11 forms of entry.

5.28. As with the period of consultation carried out in the latter half of 2014, the period of representation which ran from 9 January to 5 February inclusive has garnered differing views both in favour of and against both expansions, as well as views that support the expansions but where there are concerns about the impact of their delivery on the education of children.

5.29. The conclusions on the representations we have received are set out in the following paragraphs:

- Bounds Green Infant and Junior School - Paras 5.30 to 5.35 inclusive
- St Mary's CE Primary School - Paras 5.40 to 5.44 inclusive

5.30. **Bounds Green Infant and Junior School** – Paras 5.11 above sets out the demand for reception places in the area around Bounds Green and shows a deficit of three forms of entry (90 places) in the coming years if action is not taken to increase local capacity.

5.31. Paras 5.13 to 5.17 above provides a summary of the representations we have received during the four week statutory representation period. A full account of all representations and details of public meetings can be viewed at Appendix 6 and 7. Of those who supported the expansion the main areas of support were the provision of new places, that the school is a good one (this ties into our Place Planning Principle and government guidance that, where expansion needs are identified, only good or outstanding schools should be expanded) and the enhancement of the community.

5.32. There was also opposition to the expansion of the school based on parking and safety, the loss of the school's character and the disruption of the expansion on the school's life.

5.33. The expansion of any school, while bringing much needed additional places to a local area, is not without challenge, and concern about this challenge has quite rightly been reflected in the questions and comments that have been made during the representation period. Our Place Planning Principles reflect this acknowledged challenge and that we look to schools where successful leadership is proven. Bounds Green has an Ofsted rated "good" (July 2013) for the Infant School and "outstanding" (January 2013) for the Junior School in terms

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of leadership and management and both the Head teacher and governors have shown support for the expansion of their school at public meetings.

5.34. Before we even consider an expansion of a school we look at the Place Planning Principles and apply them to the school. We also talk to the senior leadership and governors of the school to ensure they support our proposal for its expansion. This dialogue with the school began as far back as 2013. The Governing Body of the school has challenged us across a wide variety of areas including the data we hold in terms of expected increasing demand and how an expansion can be delivered on the school's site. The Chair of Governors wrote to us during the representation period setting out that "the proposal for expansion was discussed exhaustively before it was agreed to support this development. The supporting data presented by Haringey Council staff was rigorously examined by governors on a number of occasions and a range of pertinent issues were raised especially in relation to the impact on the existing ethos and organisation of the school. However, the final decision in favour of the expansion was motivated by the evident future shortage of primary school places in this part of Haringey and a strong commitment to filling this gap".

5.35. On balance and having regard to representations received, their feedback and questions posed in public meetings held in January 2015, school roll projections, the impact of regeneration in the adjoining borough and close to the school, and the support of senior leaders and governors at the school, it is recommended that the expansion proposal as set out in the statutory notice dated 9 January 2015 is implemented. This would mean that the school would expand from two to three forms of entry with effect from the reception entry in September 2016. In the period between now and the admission of an increased number of pupils into the reception class in 2016 the local authority will continue its close collaborative work with the school's leaders and governors to provide an expansion that is fit for purpose and meets the identified needs of the school.

5.36. **Design progress to date** - Following the decision by Cabinet Committee to proceed formally with a period of statutory consultation the project team undertook to work closely with Stakeholders including the Head Teacher and Governors on developing the feasibility study into an outline design. Various site surveys have been undertaken during this period to inform the design which concluded with a RIBA stage 2 (C) design report being presented to key stakeholders on the 5th January 2015. Support was given to proceed with design development with materials selected for the formal Public Meeting held on the 12th January.

5.37. Presently the project is progressing with RIBA Stage 3 (D) - design development, with a design report scheduled for the end of March. If the decision to reinstatement Bounds Green Primary School to 3 forms of entry is made, it's intended to proceed with the following key project activities:

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- Present a RIBA stage 3 (D) design report to Stakeholders for approval by the end of March.
- Implement a 2 stage tender process where the Council will select a suitable contractor based on quality and cost to undertake detailed design and construction work.
- Formal submission of a planning application.

5.38. It's expected that on completion of the 1st stage tender process a report will be presented to Cabinet Committee seeking approval to enter into a pre construction contract based on a maximum value. Delegated authority will be requested within this report for the Leader or Director to finalise the award on completion of the 2nd stage tender process.

5.39. Construction activity would be expected to commence in January 2016 with completion in the autumn term.

5.40. **St Mary's CE Primary School N8** – paras 5.19 to 5.24 above set out a summary of the representations received in respect of St Mary's and includes both support and opposition to the expansion. A full account of the representations can be found at Appendix 10. Where there is opposition the single biggest reason cited is that the school needs more time to consolidate recent changes before further changes are implemented. In 2013 the age range of the Infant school was extended and the Junior school was closed to create the school now known as St Mary's CE primary (previously there were two separate schools – an Infant school and a Junior school). The changes were a result of an outstanding Ofsted rating for the Infant School and a Junior School that had been placed into special measures. This new school is led by the Head of the former Junior School, Fran Hargrove, under whose leadership and management the (then) Infant school was judged to be 'outstanding'.

5.41. In more recent years the school has taken two bulge classes to support the need for additional places locally. In September 2013 the school took an additional year 1 class due to the increasing demand within this year group in what was already a large cohort across the borough. In 2014 the school took a further bulge in the form of an additional or bulge reception class, again to meet high demand for local school places. The organisation and implementation of these additional classes underpinned the standard of the leadership within the school and provides an illustration of one of the reasons why St Mary's is considered a school capable of carrying a permanent expansion forward successfully and meeting the Place Planning Principles as set out in Appendix 2.

5.42. Governors have made a representation to us setting out that "overall and on balance there are strong advantages for proceeding with an expansion as against retaining the status quo". They set out that they have reached this conclusion following careful scrutinising of all plans and data and they invite

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parents and carers to work with the school in securing what they have concluded will be a successful expansion of their school.

5.43. Our data shows that without an expansion in PA2 we will have a deficit of 30 places in the coming years. Demand in the local area has been high for some years now and in recent years Coleridge Primary has expanded from two to four forms of entry and Weston Park Primary has provided two consecutive bulge reception classes (2012 and 2013). Bulge classes are a useful way to increase capacity in the short term but they do not provide a long term sustainable solution to increasing demand for school places and, critically, they do not give parents and carers the certainty they look for in planning to ensure that their pre-school aged children will be able to access a local school place when the time comes for them to start school.

5.44. On balance and having regard to all representations received in January and February 2015, comments and questions posed during the public meetings, the comments of the Head teacher and governors of the school, and the projections for school rolls in the area up to ten years ahead, it is recommended that the expansion as set out in the published statutory notice is implemented so that the school begins an incremental expansion from two to three forms of entry with effect from the reception intake in September 2015.

5.45. **Design progress to date** - Work has been undertaken with the school's senior leadership, governors and with parents and carers to ensure the delivery of the expansion meets the school's needs and provides a school that is fit for purpose and supports pupils, teachers and governors in their pursuit of an outstanding education of current and future children of the school.

5.46. Following the decision by Cabinet Committee to proceed formally with a period of statutory consultation the project team worked closely with Stakeholders including the Head Teacher and Governors to develop the feasibility study for St Mary's CE Primary into an outline design for the Rectory Gardens site and a detailed design for the Church Lane site. Outline designs have been presented to all stakeholders during the statutory consultation meetings.

5.47. Various site surveys have been undertaken during this period to inform the design which concluded with outline designs for Rectory Gardens and a RIBA stage 3 (D) design report for Church Lane being presented to key stakeholders on the 22nd January 2015. Support was given to proceed with design development and submission of a planning application, on behalf of the school in February 2015. This planning application is to allow the project to achieve programme targets to delivery additional nursery spaces by January 2016 if Cabinet approves the proposals to expand.

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5.48. Design development for Rectory Gardens is also in progress with a RIBA stage 3 (D) design report concluding this phase and being presented to key stakeholders at the end of March 2015.

6. Comments of the Chief Finance Officer and financial implications

6.1. Revenue Implications

The Dedicated Schools Grant (DSG) will provide for the revenue implications of school expansions. The Schools Block of the DSG is determined by the October school census preceding the financial year and therefore will not reflect September increases in roll until the following financial year. Individual school budgets are based on the same data but the School and Early Years Finance Regulations allow a schools forum to set aside a growth fund for in-year planned expansions covering the unfunded period from September to March. Haringey's Schools Forum have previously approved funding criteria for expanding schools on the basis of 7/12th of the relevant Age Weighted Pupil Unit (AWPU) funding plus £500 multiplied by the standard class number (30 in primary schools). Schools Forum on 4 December 2014 agreed a Growth Fund for 2015-16 that will cover the expansion at Bounds Green and St Mary's CE.

6.2. Capital Implications

The total estimated cost for the expansion of Bounds Green is £3.3m. The Council's approved capital programme includes budgetary provision for this project. The total estimated cost for the expansion at St Mary's is £3.5m. The Council's approved capital programme includes budgetary provision for this project. The current estimate for capital expenditure for both schools is shown below.

Spend Forecast	To end 14/15	Projected 2015/16	Projected 2016/17	Projected 2017/18	Projected 2018-21	Outturn forecast (all years)
Project	**£**	**£**	**£**	**£**	**£**	**£**
Bounds Green	196,631	1,624,000	1,479,369			**3,300,000**
St Mary's	219,220	1,577,044	1,181,065	253,236	269,435	**3,500,000**

7. Comments of the Assistant Director of Corporate Governance and Legal Implications

7.1. The Assistant Director of Corporate Governance has been consulted on the content of this report and comments as follows.

7.2. Cabinet is required to make a decision on the proposal to expand Bounds Green and St Mary's School. Before making this decision, Cabinet must not only take into account relevant primary and secondary legislation and statutory guidance, but must also ensure that they have been complied with. For this purpose,

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Cabinet must carefully consider all the relevant information contained in this report including the appendices.

7.3. The report covers the main statutory provisions and guidance. However, Cabinet should note the background legislative provisions contained in this paragraph 9.3 to 9.6. Section 13(1) of the Education Act 1996 imposes on the Council an obligation to contribute towards the spiritual, moral, mental and physical development of the community by securing that efficient primary education is available to meet the needs of the population of their area.

7.4. Section 14 of the Education Act 1996 provides that the authority must secure that there are sufficient schools for providing primary education in its area. The School Admissions Code dated 01 February 2012 states that admission authorities for admission in school year 2013/14 must provide for the admission of all children in the September following their fourth birthday.

7.5. Sections 18 and 19 of the Education and Inspections Act 2006 (the 'EIA') provide for alterations to schools. Section 19 relates to the publication of proposals to make alterations. This provision and the supporting regulations and statutory guidance are more pertinent to the decision under consideration.

7.6. The relevant regulations made under the EIA are The School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013 ("Regulations") under which the authority must, when bringing forward proposals to which the regulations apply, to expand a school, consult with interested parties and in doing so have due regard to the Secretary of State guidance as issued from time to time. The relevant guidance is for the School Organisation Maintained Schools, Guidance proposers and decision - makers issued January 2014 (the Guidance) is attached at appendix 11 to this report. The authority must also have regard to the Guidance when considering or determining proposals and making decisions in relation to their implementation.

7.7. Paragraph 10 of the Guidance provides that although there is no longer a prescribed 'pre-publication' consultation period for prescribed alterations, there is a strong expectation on LAs to consult interested parties in developing their proposal prior to publication as part of their duty under public law to act rationally and take into account all relevant considerations. Schools will also need to ensure that they have the consent of the site trustees and other relevant religious authorities (Including under the CofE Diocesan Board of Education) (where necessary).

7.8. Paragraph 11 of the Guidance provides that it is best practice to take timing into account when considering a significant change or prescribed alteration to a school. For example, by holding consultations and public meetings – either formal or informal – during term time, rather than school holidays. The location of any public and stakeholder meetings should also be planned to maximise

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response. The admissions cycle should also be taken into account, for changes that will impact on the school's admission arrangements.

7.9. Cabinet should note that in the case of Bounds Green, expansions at a mainstream school that do not require a physical enlargement to the premises of the school are not covered by the Regulations. An increase in pupil numbers may be achieved solely by increasing the PAN in line with the School Admissions Code. The School Admissions Code provides that for a community or voluntary controlled school, the local authority (as admission authority) must consult at least the governing body of the school where it proposes either to increase or keep the same PAN. In undertaking wider consultation the local authority will have discharged as part of their duty under public law to act rationally and take into account all relevant considerations.

7.10. The recommendation on expansion for Bounds Green and St Marys was that the Regulations are followed with regard to 'pre-publication' consultation.

7.11. Responses received as a result of the pre-publication consultation were considered by the Lead Member for Children's Service who made an informed final decision concerning the publication of the proposal for St Mary's and Bounds Green on 11 December 2014 following a report from Officers (Appendix 1).

7.12. Paragraph 12 of the Guidance provides that the publication of a statutory proposal must contain sufficient information for interested parties to make a decision on whether to support or challenge the proposed change. Annex A.2 of the Guidance sets out the minimum that this should include. Further the proposal should be accessible to all interested parties and should therefore use 'plain English'. Cabinet must also be satisfied that these requirements have been met. This is covered in paragraph 7.3 in the report under the heading Stage 2 – Publication and the Full Notices can be found at Appendix 3.

7.13. Paragraph 9 of Annex B of the Guidance sets out the factors which Cabinet should consider before making a decision on this proposal. This includes being satisfied that the published notices comply with the statutory requirements and that the statutory consultation and/or representation period has been carried out. Cabinet must have regard to the responses received and must consider all the views submitted, including all support for, objections to and comments on the proposal. These are dealt with in paragraphs 5.13 to 5.17 and 5.19 to 5.24 above and Appendix 4,6,7and 9.

7.14. Paragraph 31 of Schedule 5 to the Regulations and paragraph 22 of the Guidance states that in determining proposals to which the Schedule applies the local authority may –

(a) reject the proposals;

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(b) approve the proposals without modifications; or
(c) approve the proposals with such modifications as the local authority think desirable, having consulted the governing body (unless the modifications are proposed by the governing body).

7.15. Where proposals are approved by the authority (whether with or without modifications) the approval may be conditional on the occurrence of an event prescribed in paragraph 22 of the Guidance. Such specified events, cited in the Guidance, include, for example, the grant of planning permission. If the approval is expressed to take effect only if a specified event occurs then the event must occur by the date specified in the approval.

7.16. Paragraph 23 of the Guidance states that proposals may be withdrawn by the local authority which published the proposals provided that (a) such proposals are withdrawn before any determination is made and (b) written notice is given to the governing body and the schools adjudicator and placed on the website the original proposal was published on.

7.17. Paragraph 26 of the Guidance states that with regard to the implementation of proposals they must be implemented in the form in which they were approved, taking into account any modifications made by the authority.

7.18. Paragraph 26 of Annex B of the Guidance states that where proposals require capital resources for their implementation the funding for the proposals should be in place when the proposals are decided.

7.19. Paragraph 20 of the Guidance states that if the Local Authority must make a decision within a period of two months of the end of the representation period or they must be referred to the Schools Adjudicator.

7.20. Due consideration must be given to responses received as a result of the consultation before any final decision is reached concerning the proposals outlined. An overview of the consultation responses is set out at paragraphs 5.13 to 5.17 and 5.19 to 5.24 above and Appendix 4. Further information in relation to the consultation is provided in the Equalities and Community Cohesion at Appendix 13. Members attention is drawn to Appendix 9 and 10 which sets out the consultation representations and responses made. Attention is also drawn to paragraph 10 of Annex B of the Guidance which states ' The decision-maker must consider all the views submitted, including all support for, objections to and comments on the proposal.'

7.21. Cabinet must also give due regards to the public sector equality duty under Section 149 of the Equality Act 2010 when determining the proposal for expansion. An Equalities and Community Cohesion has been provided to consider the impact of the proposals on protected groups and measures to

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remove or minimise the disadvantage suffered as a consequence of the proposals. The Equalities and Community Cohesion is attached at Appendix 13.

8. Equalities and Community Cohesion Comments

8.1. The Council has a statutory duty to secure sufficient education provision within Haringey to promote higher standards of attainment and must ensure that all Haringey children of Reception age have a place at school. In this statutory role, the Council must respond to changes in demand for school places over time by increasing or removing capacity, as necessary.

8.2. Evidence set out in this report clearly demonstrates the need for additional reception places in School Planning Areas 1, 2 and 5 where the two schools – St Bounds Green and St Mary's – which are the subject of the expansion proposals in this report are located. (Please note Bounds Green is located on the Border of Planning Areas 1&5.)

8.3. The Council also has a general equality duty under section 149 of the Equality Act 2010 to have due regard to the need to, among other things, advance equality of opportunity and foster good relations between groups in Haringey.

8.4. Ensuring there is sufficient provision to enable all Haringey children of Reception age to have a school place is consistent with this duty. However, the duty also requires that the Council demonstrate due regard to the wider impact the proposal might have on persons or groups who might share any of the characteristics protected by sections 4 – 12 and 17 of the Equality Act 2010. To comply with this duty, the Council must seek to identify what impact the proposals may have, if any, and take steps to address any adverse impact they may have on any relevant protected characteristics.

8.5. Following the recommendation in the December report to complete an equality impact assessment, a full screening has been undertaken and the analysis provided in Appendix 12.

9. Head of Procurement Comments

9.1. Not applicable

10. Policy Implication

10.1. Our continued assessment of actual demand and projection for school places across all of our schools and settings helps to ensure that we are contributing towards planning to meet the projected demand for future places from both

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children who have already been born and for those children that it has been projected will be born over the coming years.

10.2. Our place planning principles contribute towards ensuring that this process is robust and considered. This underpins the Children and Young People Strategic Plan 2009 - 2020 which seeks to develop sustainable schooling (under the priority of Enjoy and Achieve) and empower families and communities through the provision of local school places (under the priority of achieving economic wellbeing). The provision of additional reception places to meet identified future unmet demand also contributes towards the 'Outstanding for All' outcomes and priorities as outlined in Haringey's Corporate Plan.

11. Reasons for Decision

11.1. This decision has been made to ensure that there will be future sufficiency of school places in identified areas of demand. The schools are been identified as best meeting the School Place Planning Principles. The projected demand has been balanced with the views of those who responding to periods of consultation and representation with local stakeholders.

12. Use of Appendices

12.1. See below

13. Local Government (Access to Information) Act 1985

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Appendices for Cabinet Report 2015

School Expansions

Appendix	Title
1	Cabinet Member Signing report December 2014
2	School Place Planning Principles
3	Full statutory notices
4	Consultation reports– contains detailed information on feedback received on all three schools during the consultation period together with consultation material, FAQs, and questions asked at public meetings/in correspondence.
5	Map of Planning Areas (PAs) 5 and 2
6	PA5 data on demand and supply of places, projections
7	PA2 data on demand and supply of places, projections
8	List of streets where fliers were delivered
9	Consultation documents (pamphlet) for each school and fliers
10	Link to DfE (School Organisation Maintained Schools - Guidance for proposers and decision-makers)
11	Demand for reception places (see email from Eveleen)
12	Equalities and Community Cohesion

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11	Demand for reception places
12	Equalities and Community Cohesion

Appendix 1

Cabinet Member Signing report December 2014

Report for:	Cabinet Member Signing	Item Number:	

Title:	School Expansions – outcome of stakeholder consultation held between September and November 2014 and recommendations on whether or not to publish statutory notices – Bounds Green Infant and Junior School N11, St James C of E Primary N10 and St Mary's CE Primary N8

Report Authorised by:	Jon Abbey – Interim Director, Children's Services Anji Philips – Assistant Director, Schools and Learning

Lead Officer:	Jennifer Duxbury – Head of Education Services Eveleen Riordan – Deputy Head of Education Services

Ward(s) affected: The wards within which the affected schools sit (Bounds Green ward, Hornsey ward and Muswell Hill ward and their adjacent wards are primarily affected, but the provision of school places has the potential to impact on all wards in the borough as the benefits of local place sufficiency ripples out across the borough	**Report for Key/Non Key Decisions:** Key

1. Describe the issue under consideration

1.1. On 15 July 2014 Cabinet agreed that Education Services could begin a public consultation on the how we might provide additional reception places in the borough to meet projected demand.

1.2. Between 15 September and 7 November 2014 consultation was carried out with stakeholders[1] on the possible expansion of three primary schools –

[1] parents, carers, schools, pupils, local residents, businesses and anyone who might have an interest in the provision of additional reception places

School	Expansion	Proposed implementation date
St James C of E Primary N10	Expansion from one form (30 pupils) to three forms (90)	Phased: September 2016 Reception cohort expanding from one to two forms September 2018 Reception cohort expanding from two to three forms
Bounds Green Infant and Junior School N11	Expansion from two forms (60 pupils) to three forms (90)	September 2016 reception cohort
St Mary's CE Primary N8	From two forms (60 pupils) to three forms (90)	September 2015 reception cohort

1.3. This report provides comprehensive details of the feedback on the responses we received from all stakeholders on the consultation including together with the latest available data on demand for school places in the borough. Having regard to all of the material information as outlined above this report makes a number of recommendations and these are set out in paragraph 3 below.

2. Cabinet Member introduction

2.1. This is a report for sign off by the Cabinet Member for Children and Families: therefore there is no Cabinet Member introduction

3. Recommendations

3.1. The Cabinet Member for Children and Families is asked to:

1) Note the views, opinions, and evidence received in response to consultation carried out between 15 September and 7 November on the possible expansion(s) of:

Bounds Green Infant and Junior School N11

St James C of E Primary School N10

St Mary's CE Primary School N8

2) Note the:

- analysis of the views, opinions and evidence of the feedback received;
- analysis of other factors including the demand for and supply of reception places across Haringey and in particularly in and around the wards within which the above three schools are sited;
- projections for school rolls in our primary schools for up to ten years ahead based on actual and projected birth rates;

3) In considering 1 & 2, agree to the publication of a statutory proposal (Stage 1 of the statutory steps outlined in the Department for Education's Guidance[2]) in January 2015 immediately followed by a (fixed) four week period of representation (Stage 2) in respect of the following two schools:

- Bounds Green Infant and Junior School, and
- St Mary's CE Primary School;

4) Note that a Cabinet report will be prepared for March 2015 making recommendation(s) on whether or not these two schools should be expanded;

5) Agree that, having regard to representation received as a result of consultation, that a statutory notice for the expansion of St James C of E Primary School should not be published at the present time;

6) Note that a wider school place consultation will be undertaken with stakeholders in Planning Area1, with a particularly focus on the Muswell Hill area and a report produced where appropriate.

4. Alternative options considered

4.1. Demand for primary reception places in our borough is rising and we know from the data from the School Place Planning Report that we will need additional places from 2015 if we are to ensure that we continue to meet our statutory duty of being able to provide enough school places.

4.2. Information on the supply of and demand for school places is set out in our annual school place planning report and is published online. A summary of this information is included in paragraph 5 below and in the associated appendices.

4.3. Previous reports (July 2013 and July 2104) have set out why the specific schools were indentified for consultation and at this juncture, the results of the consultation and demand have informed the next steps.

[2] School Organisation: Guidance for proposers and decision makers January 2014

4.4. The Education Act 2011 changed the arrangements for establishing new schools and introduced section 6A (the academy/free school presumption) to the Education and Inspections Act 2006. For the local authority, therefore setting up a new community school could not be considered.

5. Background information

5.1. Why are we thinking about increasing reception places?

Our School Place Planning report shows a projected shortfall of reception places in the coming years (see Appendix 1 which sets out actual and projected demand for reception places). Our latest borough wide projections (2014) show that if we do not provide additional places we will have a shortfall of 1 form of entry (1fe) in 2015, rising to 11fe by 2024.

5.2. This shortfall mirrors the position across the capital triggered by a rise in birth rates and net migration into London. This shortfall does not take account of the 2% recommended surplus advised by the DfE to allow for some parental preference and movement. In Haringey 2% equates to approximately 65 reception places (3fe) based on an overall published admission number of 3260 for the borough's reception cohort.

5.3. Meeting future demand

In July 2013 the Council's Cabinet agreed that the borough could carry out initial feasibility work to see if several of the borough's schools were physically capable of expansion. These schools had been selected according to our published Place Planning Principles (Appendix 2) as well as work to see where additional places could best be provided within the borough to most effectively meet projected unmet need.

5.4. In July 2014 the Cabinet agreed that the Council could begin consultation on the possible expansion of three primary schools: Bounds Green Infant and Junior School N11, St James C of E Primary School N10 and St Mary's CE Primary School N8. Initial feasibility had shown that all of these schools were capable of expansion and projections indicated that these schools would be well placed geographically to meet future rising demand. The schools also met the spirit and content of our published School Place Planning Principles (Appendix 2).

5.5. Consultation – the statutory process

Where a local authority wants to expand a school (increase the numbers admitted each year) and the expansion involves physical building works, the Department for Education's (DfE) School Organisation: Guidance for proposers and decision makers sets out the statutory stages that must be followed. The four stages are:

1. **Stage 1: Publication** (of a statutory proposal)

2. **Stage 2: Representation** (formal consultation – fixed period of four weeks only)
3. **Stage 3: Decision** (must be within two months of the end of the representation period)
4. **Stage 4: Implementation** (when the first intake of the expanded cohort starts)

5.6. Para 10 of the Guidance acknowledges that there is no requirement for a "pre-publication consultation period" but does say that there is a "strong presumption" that local authorities will "consult interested parties in developing their proposal prior to publication as part of their duty under public law to act rationally and take account of all relevant considerations".

5.7. We see the gathering of views and evidence on the expansions as critical to informing a balanced and robust process. We carried out an eight week consultation[3] period for each of the three schools, during which time the following actions were instigated:

Stakeholders	
Consultation document (appendix 8)	All parents, carers, staff and governors were provided with a copy of the full consultation document (Appendix 8) which provided them with information on the proposed expansion and set out details of how they could express their views
Consultation Flier (appendix 4)	Houses, flats and businesses at a radius of 1km from the centre of the school were leafleted (Appendix 4) advising of the expansion consultation, giving the web link details and advising on public meeting dates and times
Other consultees	All adjoining boroughs, the borough's MPs, all councillors, the diocesan boards and all relevant council departments were advised of the consultation via an email
Posters	Posters were displayed at all schools where an expansion was being considered and at all of the borough's libraries

[3] The consultation was originally scheduled to run for six weeks (15 September to 24 October) but was extended to eight weeks (ending on 7 November) to accommodate requests from stakeholders across all three schools

Public meetings – two public meetings were held at each school: one in the morning to coincide with school drop off, and one in the evening to allow working parents/local residents to attend	Bounds Green Infant and Junior School Thursday 2 October at 9.15am and 6.15pm St James C of E Primary Wednesday 24 September at 7pm and Thursday 25 September at 9.15am St Mary's CE Primary 22 September 2014 at 9.15am and 6.30pm
Emails/ letters	All electronic submissions were acknowledged via email and questions and queries raised through the consultation period were responded to so as to ensure respondents were able to make fully informed comments on the proposals
Design drop-ins	Design drop-ins were held at each school and allowed all stakeholders to view some indicative drawings for how any expansions might be delivered and officers were available to talk through the indicative designs and answer questions and queries.

5.8. A comprehensive Consultation Report setting out the documents we shared with stakeholders and all of the feedback given to us, together with Council responses to questions raised during the consultation process (as well as a list of frequently asked questions and answers provided as part of the consultation documentation) is included at Appendix 8 and Appendix 3 to this report.

5.9. We have had some representations from pupils through the consultation process. The voice of the pupils of each school will be addressed at any statutory notice stage through working with individual schools and their School Councils or as appropriate.

5.10. Demand for reception places in the borough

Demand for reception places in our borough is rising. At the present time we have a very low surplus of reception places in the borough – 54[4] reception places available places across all of our schools (out of a total of 3350 reception places

[4] As of 6 Nov 2014

(1.6% surplus). Our projections show that, in the shorter term (up to 2018/19) we will have a deficit of 120 places (4fe)[5], rising to a deficit of 310 places (11fe) by 2024 if we do not increase the number of reception places we have available to meet rising demand. While our projections are more accurate in the shorter term (because they take account of children that have actually been born but have not yet started school), we do know that accuracy in recent years has been within the range of 0.2% and 2.71% over the last six years (with 0.2% equating to 6[6] pupils or less than one form of entry and 2.71% equating to eighty pupils or just under three forms of entry). The 2% DfE recommended surplus (to allow for some parental choice and movement) based on 3350 available reception places is 60 places.

5.11. We know from the projections that we have that to do nothing to increase capacity is not an option as we will not be able to meet future demand and therefore meet our statutory duty as a Council. An in-depth analysis of the demand for and supply of reception places across the borough together with actual and projected school rolls is set out in our annual School Place Planning Report (SPPR) 2014 which is published on our website and is available to view at www.haringey.gov.uk/schoolplaceplanning

5.12. The SPPR was signposted to all stakeholders during the consultation period and a link to it provided on the Council's consultation webpage so that those stakeholders who were interested in the data that informs our projections and the school roll data that we hold across the borough could access information that informed why Cabinet agreed to begin consultation on expanding some of our schools. There is table taken from the SPPR at Appendix 1 setting out the number of births and pupil roll projections by corresponding intake year compared against the number of available places across the borough. This table shows the projected shortfall in reception places measured in forms of entry on a year by year basis from 2015 through to 2025.

5.13. Below is an analysis of the demand for places in the local area close to each of the schools we are thinking about expanding, together with a summary of the consultation responses we have received for each school. The summary of the responses received **must** be read in conjunction with the full consultation report for each school included at Appendix 8 of this report. The consultation reports set out in their entirety the responses we have received during the consultation period. The Consultation Report at Appendix 8 contains a list of frequently asked questions for each school and Appendix 8 also contains has a summary of the questions and answers flowing from the public meetings that were held. Where any questions were asked that were not covered by the FAQs or the Q and As the appendices have been supplemented to reflect these additional questions.

5.14. The schools are considered in alphabetical order beginning with Bounds Green Infant and Junior school.

[5] Based on a Published Admission Number (PAN) of 3260 reception places
[6] Based on the 2014 PAN of 3350

5.15. Bounds Green Infant and Junior School

5.15.1. Demand for reception places local to Bounds Green Infant and Junior School

Bounds Green Infant and Junior School falls into Planning Area 1 (PA1) for the purposes of school place planning (see Appendix 5, map of Planning Areas). However, the school rolls for Bounds Green show that demand and supply of places in PA5 (comprising of Noel Park, West Green, Woodside, south half of Bounds Green wards) has the most impact on how demand is played out at Bounds Green. For the purposes of this report the data for PA5 is used to reflect demand and supply in the area around Bounds Green Infant and Junior School. This shows (Appendix 1) that demand is projected to outstrip supply by approximately one form of entry (1fe) from 2015, rising to 2fe in 2018 and 3fe in 2021 based on a published admission number (PAN) of 3260.

5.15.2. In addition to monitoring demand for places and school rolls in the area around Bounds Green, we are also in regular contact with our colleagues in Enfield with regard to demand for places in Enfield in the area close to Bounds Green. We know that Enfield's North Circular Road Area Action Plan (NCR APP), together with several regeneration projects (including the Ladderswood Estate) will mean an increase in demand for local school places. The Greenwich Judgement of 1989 established the right of any child to apply for admission to any school; whether they succeed in that application or not, however, will depend upon the admissions criteria for that school but not upon whether that school is under the control of the local authority where the child happens to live.

5.15.3. Enfield have/are planning to increase local capacity for school places (including at Garfield Primary School which increased from 2fe to 3fe in 2013 and a potential 2fe primary provision at Ashmole Academy from 2015) but we are carefully monitoring the impact of the AAP and other regeneration on demand for places on our side of the borough boundary, specifically at Bounds Green Infant and Junior School and St Martin of Porres. As of November 2014 there were 47 Enfield children in Bounds Green Infant and Junior School (see Appendix 7)

5.15.4. **Bounds Green Infants and Junior school – summary of consultation findings**

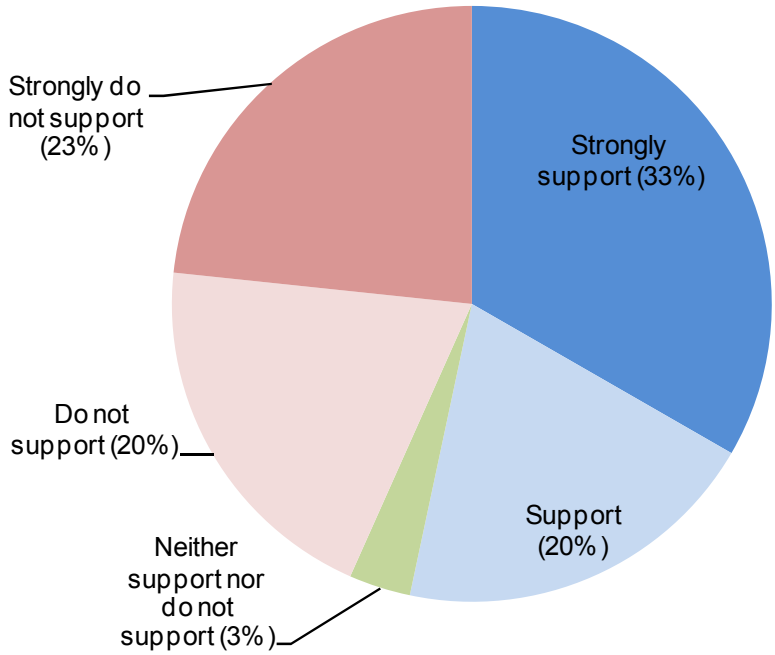
53% of respondents to the consultation (16) said either that they supported or that they strongly supported the proposal to expand the school compared to 43% (13) who either did not support or strongly not support an expansion (see Figure 1 below for complete results).

5.15.5. We received 18 electronic and 12 paper consultation responses (making a total of 30 responses). The largest respondent group were parents/carers of

a pupil at the school (20 responses) followed by parents or carers of a child not yet of school age (9).

Figure 1 below sets out a summary of the responses in a pie chart.

Figure 1: Support for proposed expansion (Bounds Green Infants and Junior school)
Source: LBH Consultation survey 2014



Note 1: Totals may not sum to 100% due to rounding
Note 2: For the precise questioning used for each survey please refer to the survey forms given in the appendices.

5.15.6. The most often cited advantages of an expansion were the reduction of school waiting lists (10) and new buildings / classrooms (7). In contrast the most often cited disadvantages were less space (17), the school losing character (9) and the disruption caused by the development (8).

5.15.7. Conclusions on the recommended next steps for Bounds Green Infant and Junior School are set out in 5.22 to 5.26 below.

5.16. St James C of E Primary School

5.16.1. Demand for school places in the area local to St James C of E Primary School

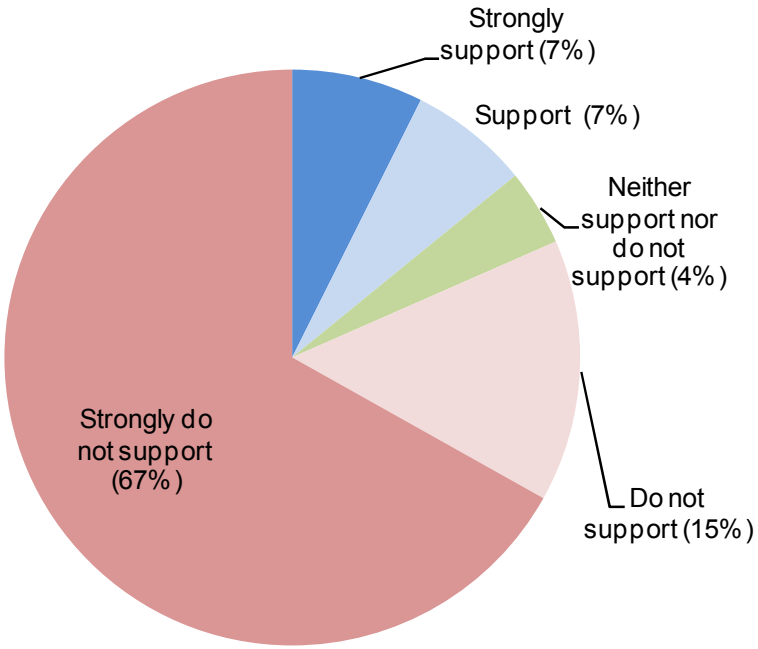
St James C of E Primary falls into Planning Area 1 (PA1) for the purposes of planning for school places. Demand for places in this part of the borough is high and as of November 2014 there were no spaces at reception level and waiting lists existed for all schools in the PA[7]. Our projections show that we currently do not have enough reception places to meet local demand (as a result a bulge class of 30 was provided at St James for the September 2014 entry) and we project that we will need 1fe from September 2015 rising to 2fe (60 places) from 2016.

5.16.2. **St James C of E Primary school – summary of consultation findings**
A total of 82% of respondents to the consultation (133) said *either* that they did not support or that they strongly did not support an expansion of the school compared to 14% (23) who either support or strongly support an expansion (see Figure 1 below for complete results).

5.16.3. We received 144 electronic and 19 paper consultation responses (a total of 163) and the highest category of respondent was a parent/carer of a pupil at the school (117 responses) followed by a parent or carer of a child not yet of school age (21).

A summary of the responses is set out in a pie chart in figure 1 below

Figure 1: Support for proposed expansion (St James C of E)
Source: LBH Consultation survey 2014



[7] Bounds Green Infant and Junior, Coldfall Primary, Eden Primary, Muswell Hill Primary, Our Lady of Muswell RC Primary, Rhodes Avenue Primary, St James' CE Primary, St Martin of Porres RC, Tetherdown Primary

Note 1: Totals may not sum to 100% due to rounding
Note 2: For the precise questioning used for each survey please refer to the survey forms given in the appendices.

5.16.4. The most often cited disadvantages of an expansion were less space (114), local parking or traffic issues (73) and the disruption caused by the development (56). Sale of Land was also cited by 24 respondents. The most frequent cited advantages of expansion were new buildings / classrooms (45), the reduction of school waiting lists (36) and better prospects for staff (28).

5.16.5. Conclusions on the recommended next steps for St James C of E Primary School are set out in paras 5.27 to 5.50.

5.17. St Mary's CE Primary School

5.17.1. Demand for school places in the area local to St Mary's CE Primary School

St Mary's falls into Planning Area 2 (PA2) for the purposes of planning for school places. We currently provide a total of 626 reception places in this PA and, for September 2014, we increased this capacity to 656 by providing an additional 30 places at St Mary's to meet projected unmet demand. As of November 2014 all three reception classes were full and there was a waiting list for reception places at the school. We expect demand to outstrip supply in this area by 2fe (60 places) in 2015/6, settling back down to 1fe (30 places) from 2016/17 onwards.

5.17.2. St Mary's CE Primary - summary of consultation findings

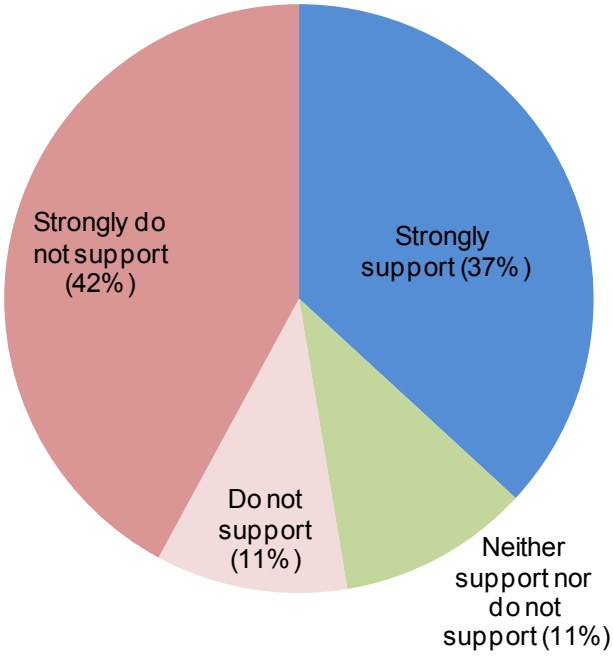
A total of 56% of respondents to the consultation (10) said either they did not support or that they strongly did not support an expansion of the school compared to 39% (7) who either supported or strongly supported an expansion of the school (see Figure 1 for complete results).

5.17.3. We received 14 electronic and 5 paper consultation responses (making a total of 19 responses). The biggest respondent group was a parent/carer of a pupil at the school (12 responses) followed by a parent or carer of a child not yet of school age (5).

5.17.4. 53% of respondents to the consultation (10) said that either they did not support or they strongly did not support the proposal compared to 37% (7) who said they either supported or strongly supported an expansion of the school (see Figure 1 below for complete results).

5.17.5. St Mary's CE Primary school received 14 electronic and 5 paper consultation responses. The largest respondent type was a parent/carer of a pupil at the school (12 responses) followed by a parent or carer of a child not yet of school age (5).

Figure 1: Support for proposed expansion (St Mary's CE)
Source: LBH Consultation survey 2014



Note 1: Totals may not sum to 100% due to rounding
Note 2: For the precise questioning used for each survey please refer to the survey forms given in the appendices.

5.17.6. According to respondents the greatest disadvantages of any expansion were the disruption caused by the development (9) and the school losing character (7). The most frequently cited advantages of expansion were a reduction of school waiting lists (9) and more money for the school as a result of increased pupil numbers (3).

5.17.7. Conclusions on the recommended next steps for St Mary's CE Primary School are set out in paras 5.51 to 5.56 below.

5.18. Conclusions on all three schools

We have seen an overall upward trajectory in birth rates in our borough in recent years which has meant a rise in the demand for reception places in the borough. Nationally birth rates show a similar trend: up by 18% in

England and Wales in the last decade[8]. There is no single explanation underlying the rise in fertility in England and Wales but the Office for National Statistics cites that the possible causes may include:

- more women currently in their twenties having children
- more women at older ages (born in the 1960s and 1970s) are having children that had previously postponed having them
- increases in the numbers of foreign born-women who tend to have higher fertility than UK-born women
- government policy and the economic climate indirectly influencing individuals' decisions around childbearing

5.19. Our last known projections from the GLA (reproduced at Appendix 1) reflect this upward trend and show an overall upward trajectory for births between now and 2024 so that by 2024 we expect there to be 295 more births in that year.

5.20. We have previously expanded several of our primary schools (Rhodes Avenue 2012, Welbourne 2013) and we have also used 'bulge' or one off classes at a number of schools across the borough to meet local demand. In addition the opening of several free schools in the borough since 2012 has meant that an additional 140[9] free school reception places have been provided across the borough.

5.21. During the consultation across the three primary schools we heard varied and differing views and concerns both in favour of and against the expansion of all three schools. When we made a commitment to carry out this non statutory consultation with all stakeholders we made clear that the feedback we received would be a vital factor in helping us to form recommendations on any next steps for the expansion of school(s) in the borough. The conclusions on next steps for all three schools is set out below in the following paragraphs –

Bounds Green Infant and Junior School - Paras 5.22 to 5.26 inclusive
St James C of E Primary - Paras 5.27 to 5.50 inclusive
St Mary's CE Primary - Paras 5.51 to 5.56 inclusive

5.22. **Bounds Green Infant and Junior School** - Para 5.15.1 above sets out the demand for reception places close to Bounds Green and shows a deficit of 3FE (90 places) in the coming years. Paras 5.15.5 provide a summary of the consultation responses. Of those who opposed the expansion the main points of concern was the perceived lack of onsite space within which to provide an additional form of entry together with a fear that the current ethos of the school would be lost and that building

[8] Source: The Independent, February 2014
[9] 30 places at Eden Primary N10, 60 Places at Brook House Primary School N15 and 60 places at Harris Academy Tottenham N17

work would be disruptive and that the education of children at the school would suffer.

5.23. We know that an expansion of any school brings challenges to a school and we have set out in some detail in the consultation material (Appendix 8) how such challenges could be addressed generally and with more specific reference to the leadership at Bounds Green (and to the leadership of the other schools in their dedicated consultation material). Parents and carers who have children who are not yet of school age have also come forward to express support for an expansion of the school and the additional local school places that the expansion will provide for their own or other children as they reach statutory school age. The school's leadership, including governors, have set out their in principle support for an expansion to meet the needs of local families although they do retain some concerns about how an expansion is delivered as well as how robust the projections for future demand are. We have further collaborative work to carry out with the school in the coming months to agree more detailed work on delivery of an expansion, and we do have confidence that our projections across the borough show a very small margin of error as each reception cohort comes forward in September of each year (between 0.2% and 2.71% in the last six years, equating to 80 reception places at its highest based on an overall reception capacity of 3350 as was provided for September 2014 entry).

5.24. On balance and having regard to consultation responses, school roll projections and the comments from the leadership of the school it is recommended that a statutory notice is issued for the expansion of the school from two to three forms of entry, to take effect from 2016. It is recommended that a notice is published in January 2015 and a fixed statutory period of representation (consultation) will immediately follow during which all stakeholders will once again have the opportunity to express their views.

5.25. Following that representation period a report will be prepared for the Council's full Cabinet in March 2015 to make a final decision on whether or not to expand the school. The March 2015 report will also have the benefit of the latest available statistics for reception applications for the September 2015 intake[10]. We will be able to measure these statistics against our September 2015 school roll projections to establish the accuracy of these projections. This information will provide a valuable check against the projections on which we are currently make a recommendation to expand the school.

5.26. During the period between now and March 2015 we will also be having further detailed conversations with the senior leadership of Bounds Green Infant and Junior School on, among other things, design of any expansion and school roll projections and their accuracy together with local demand for school places. We will report back to Cabinet on the outcome of these

[10] The closing date for applications for reception 2015 is 15 January 2015

conversations in March 2015. The options open to officers for the Cabinet report in March 2015 will be to: 1) recommend expansion of the school, or: 2) to recommend that the school is not expanded. Any recommendation will be based on the latest available data and the representations made as part of the statutory consultation scheduled for January/February 2015, including from the governors of the school. The Cabinet will be the decision maker based on the recommendations and the information contained in the report.

5.27. **St James C of E Primary** - Para 5.16.1 above sets out the demand for receptionplaces close to St James and shows a deficit of 2FE (60 places) in the coming years. Paras 5.16.3 provide a summary of the consultation responses with a vast majority very firmly against an expansion of the school based on the information shared through the consultation period, although there was a proportion of a response that supported an expansion and recognised the need to increase the number of local school places.

5.28. There has been a very strong opposition put forward by stakeholders to the expansion of the school based on a proposed overall reduction in the curtilage of the school site, together with the increased attraction of traffic to the school that residents expect as a result of an expansion. Respondents also expressed concern about the disruption the expansion would have on the school and the resultant impact on the delivery of education to the children at the school. Where support was shown for the expansion the grounds cited were the new classrooms and buildings that an expansion would bring, together with reduced school waiting lists and more money for the school to use to enrich the curriculum and learning.

5.29. The proposed expansion of St James is more complex than the other two proposed expansions for two main reasons: an expansion from one to three forms is proposed over a phased period between 2016 (when the school would move to two reception classes) and 2018 (when the school would move to three reception classes); and 2) the building works to deliver an expansion proposes a holistic development which takes advantage of using the existing St James' school site located on Woodside Avenue (in the ownership of the diocese) and, the adjacent former residential care home known as Cranwood House (in the ownership of the Council and on Muswell Hill Road).

5.30. This holistic approach would provide enhanced, modern education facilities to meet projected unmet need for school places as well as providing affordable housing, particularly council rented homes, which are in serious undersupply in this part of the borough. It is these two elements of a proposed expansion that lie at the heart of the opposition to the expansion from current parents and carers of children at the school and from local residents.

5.31. The holistic approach to facilitating an expansion of St James C of E Primary School does require a swap of land which is currently in London Diocesan Board for Schools ownership and land which is currently in local authority ownership.

5.32. Consultation responses from stakeholders and more specifically from parents/carers at St James have focused on a significant concern regarding the overall reduction of Diocesan land and the play space offered within the design for the new 3fe school.

5.33. While the overall gross site area (existing school site boundary) is reduced, the onsite changes mean that an expanded school would benefit from a slight increased net useable play space, and a 3fe school at three storeys as opposed to the school's current one storey building. To achieve this increase in play space the design is reliant on the use of play decks (play space above ground floor level and seen in many school settings in built up areas where space is at a premium). The total area of play space as proposed in a 3fe school exceeds DfE standards for primary schools by 5%. To provide any additional play space over and above that set out at design stage would potentially impact on the proposed housing development and the percentage of affordable housing units (which are already less than the 50% set out in the borough's Local Plan). A breakdown of proposed external space is set out below:

- Sport England tennis court is offered at 24m x 11m = 264 sq metre.
- The schools current MUGA (multi use games area) is 383 sq metre.
- The proposed first floor offers 2 play decks, 550 and 819 sq metre (square and rectangular spaces to suit all activities)
- The proposed second floor play deck is offered at 213 (informal play/outdoor learning area)

5.34. The budgetary constraints for this holistic approach means that the proposed housing development would cross subsidise the new 3fe school (approximately £4m housing contribution against an indicative £9m education budget). The Diocese would be required to undertake a land swap within the existing school site to support the proposed housing. The works to expand also do allow some condition issues that currently exist at St James to be addressed as part of the new build.

5.35. This land contribution would be offset by a smaller portion of land given over to the school from the existing Cranwood site (see map at Appendix 9). There remains an overall reduction in school land. The exchange of land has proved contentious for many parents and carers of the school and there have been some misconceptions that school land is being sold to fund the increase in school places.

5.36. In fact 2631m2 of land currently in diocesan ownership is being given over in exchange for 870m2 of land currently in Council ownership. The principle of offering a parcel of land was known by the Diocese and Governors and informed their preferred option offered in August 2014. The

risk of obtaining support by the Charities Commission was considered low by the Diocese based on benefits and precedent set previously. The present design exceeds BB99 DFE primary space guidance by approx 5%.

5.37. The redevelopment of the former Cranwood House site for residential units will go ahead regardless of whether or not a decision to expand St James C of E Primary is taken. The Cranwood House site has been designated in the borough's Local Plan for a number of years as a site suitable for residential development and it provides a valuable opportunity to provide a mix of housing that is in demand in the borough and across London. Provision of residential on this site also allows a significant contribution to Haringey's London Plan housing target of 820 units a year to contribute towards the overall shortage (including affordable) of housing in the Capital. The further alterations to the London Plan (FALP) proposed an even higher annual housing target for the borough of 1502 units from 2015. A holistic approach to redevelopment of this site together with an expansion of St James has been proposed because the timings have aligned in such a way as to consider a school building that crosses the two sites and residential development that provides some financial uplift to partially pay for delivery of the school expansion.

5.38. Governors of the school, while supporting the principle of an expansion of the school to either two or three forms of entry, have expressed strong concerns about a) financial limitations flowing from the land swap proposed between the adjacent Cranwood House and some diocesan land currently within the curtilage of the school, and b) from an environment and facility perspective governors consider that the land being lost and the benefits secured for future pupils in imbalanced as currently proposed. The Governors' full submission is appended in the consultation report at Appendix 8 to this report.

5.39. The objections to the proposed expansion of St James using a holistic solution that takes account of the adjacent local authority owned Cranwood site are strong. They are set out in full in Appendix 8 to this report and include officer and other responses to the objections that have been raised.

5.40. The Head teacher of another local primary (Highgate Primary) has set out his concerns about a) perceived inaccuracies in the authority's published consultation information and the School Place Planning Report in terms of projections and new development and b) loss of prospective pupils to St James if it is expanded.

5.41. The full response from Highgate is included in the consultation report at Appendix 8 of this report. The Head teacher believes the expansion would have a significant and destabilising impact on Highgate Primary School as pupils who might have chosen to go to/been offered a place at Highgate Primary would be likely to be offered a place at an expanded St James. The consultation document refers to the number of applications we

received for a reception place in PA1 against the number of reception places in PA1 – 554 for 540 leaving a shortfall of 14 places.

5.42. This information is factual based on applications we received and is correct. Following offer day there were residents in PA1 who had not been offered a local school place and had to be offered a place some distance from their home address. Ten families living in N10 were not given one of their preferred schools on national offer day (17 April) and we had to allocate them a school place out of the local area.

5.43. We were subsequently able to offer all of these families a local place but this would have been helped by the bulge class opened in reception at St James in September 2014. Without this bulge class it is likely that the ten local families not offered a local place would have been higher and that other children would have been offered lower preference schools, further away.

5.44. Even when set against the unmet future demand for reception places in the local area and the risk we face to insufficiency of school places locally if we do not take action to increase capacity, the strength of feeling against an expansion of St James C of E Primary by two forms of entry based on the holistic proposal (using adjacent LA land and uplift from a residential development to part fund the expansion) is very clear and the risks to proceeding to issuing a statutory notice based on the current proposal without the full and unconditional support of the school's governing body and the parent and carer body of children currently at the school would make the delivery of an expansion very difficult if not impossible.

5.45. The DfE's statutory Guidance on School Organisation contains important information about process, decision making and appeal and can be viewed at https://www.gov.uk/government/publications/school-organisation-maintained-schools and is included at Appendix 10 to this report.

5.46. Having regard to all of the above, including the projected unmet demand for local school places and the strong opposition to an expansion that requires a land swap, even allowing for the benefits that could be achieved through the resultant uplift from the adjacent residential development, it is recommended that a statutory notice in respect of an expansion of St James is not published at the current time.

5.47. The feedback from the recent consultation has told us that the expansion as currently proposed does not have sufficient support and there would be too many associated risks to any final decision making and implementation in taking it forward at this stage. These risks cannot, at the current time, be offset by the provision of additional local school places that an expansion at St James would bring.

5.48. It is also recommended that a wider consultation with local parents (of school children and pre-school aged children) together with local

residents, local schools and all other stakeholders takes place in the Muswell Hill area early in 2015.

5.49. Feedback from this consultation will be reported to Cabinet in March 2015 together with any necessary recommendations, including any further consultation on expansions and/or bulge classes, to ensure that we have sufficiency of school places in the local area looking forward. Governors, staff and parents/carers of St James will of course be part of this conversation about local school place delivery.

5.50. During this further proposed consultation period outlined above for the Muswell Hill area the Council will continue to develop and progress works for the redevelopment of the Cranwood site to provide residential development.

5.51. **St Mary's CE Primary N8** - Para 5.17.1 above sets out the demand for reception places close to St Mary's and shows a deficit of 2fe (60 places) then 1fe (30 places) in the coming years. Paras 5.17.5 provides a summary of the consultation responses to an expansion based on the information shared through the consultation period.

5.52. Of those opposed to an expansion the main reasons cited were the disruption caused by the building works and the loss of character within the school that parents envisaged would result if the school went from two to three forms of entry. Where support was evident the strongest reasons were a reduction in school waiting lists and more money within the school as a result of the additional pupils. A full record and analyse of comments received during the expansion is included at Appendix 8 to this report and should be read in conjunction with the recommendations in this report.

5.53. The projections for the local area are very clear: there are more applications for a school place in the local area than there are places available. This high demand for places has already meant that we have sought and secured bulge classes in the local area at Weston Park Primary (two consecutive bulges) and one at St Mary's. Without a more permanent solution to future projected unmet demand we will be unable to give parents and carers the certainty they seek in terms of a securing a school place for their child and we project that we will not have enough school places locally to continue to meet demand.

5.54. On balance and having regard to all comments received during the consultation period and the projections for school rolls in the local area it is recommended that a statutory notice is published in January 2015 setting out the authority's intention to expand this school. A fixed statutory period of representation (consultation) will immediately follow during which all stakeholders will once again have the opportunity to express their views.

5.55. Following that representation period a report will be prepared for the Council's full Cabinet in March 2015 to make a final decision on whether or not to expand the school. The March 2015 report will also have the

benefit of the latest available statistics for reception applications for the September 2015 intake[11]. We will be able to measure these statistics against our September 2015 school roll projections to establish the accuracy of these projections. This information will provide a valuable check against the projections on which we are currently make a recommendation to expand this school.

5.56. The options open to officers for the Cabinet report in March 2015 will be to: 1) recommend expansion of the school, or: 2) to recommend that the school is not expanded. Any recommendation will be based on the latest available data and the representations made as part of the statutory consultation scheduled for January/February 2015, including from the governors of the school. The Cabinet will be the decision maker based on the recommendations and the information contained in the report.

6. Comments of the Chief Finance Officer and financial implications

6.1. The report has both capital and revenue implications

6.2. Capital Implications

The majority of funding to provide school places is provided by the DfE via annually announced capital grant allocations for both school place provision and maintenance of the school estate. The Council pools these resources to ensure that the highest priority projects can be supported. As yet no indication has been given from government as to the level of capital funding that will be available from 15/16 onwards, and there is therefore some risk that insufficient allocations will be made.

6.3. The total DfE allocation for estate maintenance and for new pupil places in 14/15 was £6.4m, and the current programme estimates are that this level of allocation will continue for the next 3 years. This funding is required to support the expansions which are the subject of this report, **as well as provide the resources for all other maintenance and pupil place requirements over the next 3 years for all Haringey community schools.** As has been the case since 2010 there will therefore be severe pressure to limit the level of general maintenance or investment across the community school estate to ensure that sufficient school places can be provided.

6.4. The Council will need to formally commit to providing the funding required for the expansions once it moves to statutory consultation on the proposals. This will mean that should the future allocations of grant from government fall short of current projections, the Council will need to find the resources from other sources, or reduce planned expenditure on other improvements to the school estate.

[11] The closing date for applications for reception 2015 is 15 January 2015

6.5. The indicative estimates of total capital cost at the feasibility stage for all three projects are as follows:

St James – full new build of 3FE school- £13m

St Mary's – adaptations and extension - £3.5m

Bounds Green – adaptations and extension - £3.3m

6.6. The estimates are from an early stage of design work. Firm cash limit budgets will be determined once further detailed design has been undertaken. Design work is planned to continue at risk for those projects where it is agreed to move to statutory consultation i.e. St Mary's and Bounds Green.

6.7. In the case of St James, there are a number of options for the configuration of the school and housing on the site. In terms of value for money, assessed as the number of new school places achieved in relation to total whole life cost investment required, expansion to 3FE via a new build solution is the preferred option. However, there is no doubt that this option is only financially viable, deliverable and affordable if the holistic project (i.e. including the adjacent Cranwood site) generates a minimum of £4m of capital receipts, and this is the basis of the planned funding package for the project to proceed. This requirement reduces the level of affordable housing that can be provided from the site, but is necessary in order to make the expansion viable.

6.8. In order to avoid the risk of abortive costs of design work on the St James project it is recommended that such work is suspended until the outcome is known from the further public consultation recommended in the report.

6.9. Revenue Implications.
The Dedicated Schools Grant (DSG) will provide for the revenue implications of school expansions. The Schools Block of the DSG is determined by the October school census preceding the financial year and therefore will not reflect September increases in roll until the following financial year.

6.10. Individual school budgets are based on the same data but the School and Early Years Finance Regulations allow a schools forum to set aside a growth fund for in-year planned expansions covering the unfunded period from September to March. Haringey's Schools Forum have previously approved funding criteria for expanding schools on the basis of 7/12th of the relevant Age Weighted Pupil Unit (AWPU) funding plus £500 multiplied by the standard class number (30 in primary schools). A recommendation will be put to the Schools Forum on 4 December for a 2015-16 Growth

Fund that will cover the expansion at Bounds Green and St Mary's CE and the already agreed bulge class at St James.

6.11. The average school receives through the Haringey School Funding Formula 92% of its allocation via pupil led factors, including nearly 74% through the AWPU. An increase in pupil numbers will therefore bring a substantial increase in income to a school and reduce the per pupil cost of school overheads.

7. Comments of the Assistant Director of Corporate Governance and legal implications

7.1. The Assistant Director of Corporate Governance has been consulted on the content of this report and comments as follows.

7.2. Under section 14 of the Education Act 1996 the authority must secure that there are sufficient schools for providing primary education in its area. The School Admissions Code dated 1 February 2012 states that admission authorities for all children in school must provide for the admission of all children in the September following their fourth birthday.

7.3. Sections 18 and 19 of the Education and Inspections Act 2006 (the 'EIA') provide for alterations to schools. Section 19 relates to the publication of proposals to make alterations. The relevant regulations made under the EIA are The School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013 ("Regulations") under which the authority must, when bringing forward proposals to which the regulations apply, to expand a school, consult with interested parties and in doing so have due regard to the Secretary of State guidance as issued from time to time. The relevant guidance is the School Organisation Maintained Schools, Guidance for proposers and decision - makers issued January 2014 (the Guidance) is attached at appendix 10 to this report. The authority must also have regard to the Guidance when considering or determining proposals and making decisions in relation to their implementation.

7.4. Paragraph 10 of the Guidance provides that although there is no longer a prescribed 'pre-publication' consultation period for prescribed alterations, there is a strong expectation on LAs to consult interested parties in developing their proposal prior to publication as part of their duty under public law to act rationally and take into account all relevant considerations. Schools will also need to ensure that they have the consent of the site trustees and other relevant religious authorities (Including the CofE Diocesan Board of Education) (where necessary).

7.5. Paragraph 11 of the Guidance provides that it is best practice to take timing into account when considering a significant change or prescribed alteration to a school. For example, by holding consultations and public meetings – either formal or informal – during term time, rather than school

holidays. The location of any public and stakeholder meetings should also be planned to maximise response. The admissions cycle should also be taken into account, for changes that will impact on the school's admission arrangements.

7.6. The recommendation on expansion for all the above schools including Bounds Green is that the Regulations are followed with regard to 'pre-publication' consultation.

7.7. The Lead Member should note that in the case of Bounds Green, expansions at a mainstream school that do not require a physical enlargement to the premises of the school are not covered by the Regulations. An increase in pupil numbers may be achieved solely by increasing the PAN in line with the School Admissions Code. The School Admissions Code provides that for a community or voluntary controlled school, the local authority (as admission authority) must consult at least the governing body of the school where it proposes either to increase or keep the same PAN. In undertaking wider consultation the local authority will have discharged as part of their duty under public law to act rationally and take into account all relevant considerations.

7.8. Due consideration must be given to responses received as a result of the pre-publication consultation before any final decision is reached concerning the publication of a proposal for St Mary's CE of Primary School and Bounds Green Infant and Junior School. The Lead Member is referred to paragraphs 5.15.4 to 5.15.7 and 5.17.2 to 5.17.7 and appendix 8 of the report.

7.9. Paragraph 12 of the Guidance provides that the publication of a statutory proposal must contain sufficient information for interested parties to make a decision on whether to support or challenge the proposed change. Annex A.2 of the Guidance sets out the minimum that this should include. Further the proposal should be accessible to all interested parties and should therefore use 'plain English'.

7.10. Due regard must also be had to the authority's public sector equality duty before a final decision is reached the expansion taking into the public sector equality duty under the Equality Act 2010.

8. Equalities and Community Cohesion Comments

8.1. Corporate Policy Team has been consulted in the preparation of this report and they comment that:

8.2. The Council has a statutory duty to secure sufficient education provision within Haringey to promote higher standards of attainment and must ensure that all Haringey children of Reception age have a place at school. In this statutory role, the Council must respond to changes in demand for

school places over time by increasing or removing capacity as the case may be.

8.3. Evidence set out in this report clearly demonstrates the need for additional reception places in School Planning Areas 1 and 2 where the three schools – St James', Bounds Green and St Mary's – which are the subject of the expansion proposals in this report are located.

8.4. The Council also has a general equality duty under section 149 of the Equality Act 2010 to have due regard to the need to, among other things, advance equality of opportunity and foster good relations between group in Haringey.

8.5. Ensuring there is sufficient provision to enable all Haringey children of Reception age to have a school place is consistent with this duty. However, the duty also requires that the Council demonstrate due regard to the wider impact the proposal might have on persons or groups who might share any of the characteristics protected by sections 4 – 12 and 17 of the Equality Act 2010. To comply with this duty, the Council must seek to identify what impact the proposals may have and take steps to address any adverse impact they may have on any relevant protected characteristics.

8.6. It is advised therefore that a final decision be informed by among other relevant considerations, full equality impact assessment of the expansion proposal in regard to each of the three schools, especially bearing in mind that the results of a recent six-week consultation of stakeholder show that in regard to one of the schools (Bound Green Infant and Junior) there is a significant minority of current parents and caters who, on various grounds are opposed to expansion and a significant majority also opposed to expansion in regard to the other two schools.

8.7. The concerns and anxieties expressed by those stakeholders who are opposed to expansions should be addressed; and we note that the period between now and March 2015 will provide the opportunity and will be used for further engagement activities to address those concerns and anxieties before a report is put to cabinet for a decision whether or not to proceed with expansion.

9. Policy Implication

9.1. Our continued assessment of actual demand and projection for school places across all of our schools and settings helps to ensure that we are contributing towards planning to meet the projected demand for future places from both children who have already been born and for those children that it has been projected will be born over the coming years.

9.2. Our place planning principles contribute towards ensuring that this process is robust and considered. This underpins the Children and Young People Strategic Plan 2009 - 2020 which seeks to develop sustainable schooling (under the priority of Enjoy and Achieve) and empower families and communities through the provision of local school places (under the priority of achieving economic wellbeing). The provision of additional reception places to meet identified future unmet demand also contributes towards the 'Outstanding for All' outcomes and priorities as outlined in Haringey's Corporate Plan.

10. Reasons for Decision

10.1. The Council has a statutory duty to ensure that there are sufficient school places available to meet demand. At the present time we have a very low surplus of reception places in the borough – 60[12] reception places available places across all of our schools (out of a total of 3350 reception places (1.7% surplus).

10.2. Our projections show that, in the shorter term (up to 2018/19) we will have a deficit of 120 places borough wide (4fe), rising to a deficit of 310 places (11fe) by 2024. While our projections are more accurate in the shorter term (because they are based on children that have actually been born but have not yet started school), we do know that accuracy in recent years has been within the range of 0.2% and 2.71% over the last six years (with 0.2% equating to five pupils or one form of entry and 2.71% equating to 80 pupils or just under three forms of entry).

10.3. We know from the projections that we have that to do nothing to increase capacity is not an option as we will not be able to meet future demand. the decision to proceed to publication of a statutory notice in two of the schools – Bounds Green Infant and Junior School and St Mary's CE Primary School – is made based on an an analysis of the representations submitted to us during the recent consultation period together with the balance of the lack of future local school places if we do not take action now. In contrast, a recommendation has been made not to proceed to the statutory notice stage on St James at this point in time. There was considerable representation made against the proposal to expand the school incrementally from one to two forms from September 2015 and then to three forms from September 2018. Having listened to this feedback we would like to have a wider consultation with local stakeholders on how they might like to see additional local school places provided. This further consultation with stakeholders will help to inform any next steps on St James or any supplementary or alternative proposals to increase capacity locally to meet identified unmet need.

11. Use of Appendices

[12] As of 24 Oct 2014

Appendix	Title
1	Table showing actual and projected demand for reception places 2008 to 2025
2	School Place Planning Principles
3	Consultation documents (pamphlet) for each school and fliers
4	List of streets where fliers were delivered
5	Map of Planning Areas (PAs)
6	Demand for places PA5
7	Number of children residing in Enfield who are in Bounds Green Infant and Junior School
8	Consultation report – contains detailed information on feedback received on all three schools during the consultation period together with consultation material, FAQs, and questions asked at public meetings/in correspondence.
9	Map showing land swap between diocesan owned land at St James and local authority owned land at Cranwood House
10	Link (and document) to the DfE statutory guidance eon expanding a school - https://www.gov.uk/government/publications/school-organisation-maintained-schools

12. Local Government (Access to Information) Act 1985

GLA roll projections for Haringey

Haringey PLASC returns

ONS birth data

Appendix 2

School Place Planning Principles

Appendix 2: School Place Planning Principles

We have refreshed the five place planning principles to reflect current national and local policies and strategies including the findings of the education commission in their report Outstanding for All. The refreshed principles are:

a) Seek to meet demand for places within established, new or emerging local communities, having regard for the role of schools at the heart of sustainable communities;

b) Supporting work to make all our schools good or outstanding, ensuring that every child has a place at a good or outstanding school. Where expansion is needed to meet demand for places, we should favour the expansion of schools where there is proven demand and well-established and successful leadership and management at a good or outstanding school;

c) Have regard to the impact of any changes on the viability and standards at existing and new schools;

d) Bring forward proposals that make best use of scarce capital resources;

e) Work with schools to provide the optimum forms of entry appropriate to the capacity of the school site and the level of demand for that school**.**

Appendix 3

Full statutory notices

PROPOSALS FOR PRESCRIBED ALTERATIONS OTHER THAN FOUNDATION PROPOSALS: Information to be included in or provided in relation to proposals

In respect of an LEA Proposal: School and local education authority details

1. The name, address and category of the school and a contact address for the local education authority who are publishing the proposals.

Bounds Green Infants and Junior School
Bounds Green Road
London
N11 2QG
(Community Maintained Infant and Junior School)

Contact: Nick Shasha – Admissions and Place Planning,
Education Services, Third Floor, 225 High Road, London, N22 8HQ

Implementation and any proposed stages for implementation

2. The date on which the proposals are planned to be implemented, and if they are to be implemented in stages, a description of what is planned for each stage, and the number of stages intended and the dates of each stage.

The Council's proposal is that the first 3-form reception entry would start in September 2016 and that 90 reception places would be offered in subsequent years. The school would eventually cater for 630 pupils by 2022.

Objections and comments

3. A statement explaining the procedure for making representations, including—

(a) the date by which objections or comments should be sent to the Local Authority; and

(b) the address of the authority to which objections or comments should be sent.

Within four weeks from the date of the publication of these proposals (9 January 2015), any person may object to or make comments on the proposal by sending them to:

Nick Shasha,
Education Services, Third Floor, 225 High Road London, N22 8HQ

E-mail: boundsgreenpan@haringey.gov.uk
Web: http://www.haringey.gov.uk/boundsgreenexpansion.htm

Alteration description

4. A description of the proposed alteration and in the case of special school proposals, a description of the current special needs provision.

The Council's proposal is that Bounds Green Infant and Junior school N11 would expand from 2 to 3 forms of entry. The first 3-form reception entry would start in September 2016 and 90 places would be offered in subsequent years. The school would eventually cater for 630 children by 2022.

School capacity

5.—(1) Where the alteration is an alteration falling within Schedule 2 of The School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013, the proposals must also include—

(a) details of the current capacity of the school and where the proposals will alter the capacity of the school, the proposed capacity of the school after the alteration;

Bounds Green Infant and Junior school's current capacity is 420 pupils from Reception to Year 6, 60 pupils in each year group. After the expansion, the total capacity will increase to 630 pupils from Reception to Year 6 by 2022, 90 pupils in each year group.

Note: As at September 2014 there is a bulge class in Year 2.

(b) details of the current number of pupils admitted to the school in each relevant age group, and where this number is to change, the proposed number of pupils to be admitted in each relevant age group in the first school year in which the proposals will have been implemented;

The school currently admits 60 pupils into each year group. In 2016 the Reception intake will increase from 60 to 90 pupils. In subsequent years the Reception intake will be 90 pupils and by 2022 the school capacity will be 630 pupils.

(c) where it is intended that proposals should be implemented in stages, the number of pupils to be admitted to the school in the first school year in which each stage will have been implemented;

	Stages of expansion to full capacity (90 per year) 2014 to 2022								
	Admission Number as at September in each year								
Year Group	2014	2015	2016	2017	2018	2019	2020	2021	2022
Reception	60	60	90	90	90	90	90	90	90
Year 1	60	60	60	90	90	90	90	90	90
Year 2	90 (b)	60	60	60	90	90	90	90	90
Year 3	60	90 (b)	60	60	60	90	90	90	90
Year 4	60	60	90 (b)	60	60	60	90	90	90
Year 5	60	60	60	90 (b)	60	60	60	90	90
Year 6	60	60	60	60	90 (b)	60	60	60	90

(2) Where the alteration is an alteration falling within Schedule 2 of The School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013 a statement of

the number of pupils at the school at the time of the publication of the proposals;

Currently there are 471.5 pupils registered at Bounds Green Infants and Junior school (source: October 2014 PLASC). This includes 34.5 FTE (full-time equivalent) places at the Nursery and 437 spread between Reception and Year 6.

Objectives

6. The objectives of the proposals and evidence of demand for extra places. How the proposal will increase educational standards and parental choice.

The objective of the expansion of Bounds Green Infant and Junior School from 2 to 3 forms of entry is to create additional school places for the local community around the school which is in an identified area of high demand.

Please find all the evidence regarding the demand for additional places here: Link to 11th December 2014 Cabinet Member Signing report. (See Item 3 School Expansions and Appendices 1 to 10).

Increasing the availability of local places at sought after schools will help to address future issues of overcrowding (which could negatively impact upon educational standards) and help to supply local places in areas of high demand.

Expansion of successful and popular schools

7. (1) Proposals must include a statement of whether the proposer considers that the presumption for the expansion of successful and popular schools should apply, and where the governing body consider the presumption applies, evidence to support this.

(2) Sub-paragraph (1) applies to expansion proposals in respect of primary and secondary schools, (except for grammar schools), i.e. falling within proposals published by the governing body or the Local Authority of Schedule 2 of the Prescribed Alteration regulations.

(3) Whilst not required by regulations to provide this information for any LA proposals to expand a voluntary or foundation school, it is desirable to provide this below.

The following links set out the evidence that Bounds Green is a successful and popular school:

Link to Admissions data (first place preferences and total preferences) from 2008 – 2014. Click on School Place Planning Report 2014 (PDF, 1MB) and see page 14.

Link to Ofsted Report dated 17-18 July 2013 which judged the Infant school as good and Link to Ofsted Report dated 10-11 January 2013 which judged the Junior school good.

Impact on other schools, academies and educational institutions in the area

8. Given the projected shortfall of places in the local area (see Appendix 1) it is likely that the expansion of Bounds Green Infant and Junior School will have a minimal impact upon other schools in the same planning area.

Consultation

9. Evidence of the consultation before the proposals were published including—

(a) a list of persons who were consulted;

(b) minutes of all public consultation meetings;

(c) the views of the persons consulted;

(d) a statement to the effect that all applicable statutory requirements in relation to the proposals to consult were complied with; and

(e) copies of all consultation documents and a statement on how these documents were made available.

(a) A of list of person who were consulted can be found in the Cabinet Member's sign off report "School Expansions" (see item 5.7). They included parents, staff and governors of the school along with houses, flats and businesses at a radius of 1km from the centre of the school. See here for more details.

(b) Minutes of all public consultation meetings at Bounds Green Infant and Junior school can be found here.

(c) The views of the persons consulted can be found here (questions raised at the public consultation meetings) and here (see Appendices 1 to 10, in particular pgs. 85 to 94).

(d) The proposals and consultations were undertaken in accordance with the statutory guidance and requirements published by the DfE which are found here.

(e) Copies of all consultation documents used can be found in the Appendices here

Project costs

10. A statement of the estimated total capital cost of the proposals and the breakdown of the costs that are to be met by the governing body, the local education authority, and any other party.

The indicative estimates of total capital cost at the feasibility stage are £3.5m for adaptations and extension.

The estimates are from an early stage of design work. Firm cash limit budgets will be determined once further detailed design has been undertaken.

The approved costs for this expansion will be met by the Local Authority who will be responsible for managing the works required within the approved budget. Long-term value has been secured through expanding a school that is best located to receive additional supply of new pupils (see Appendix item 2 for projections).

PROPOSALS FOR PRESCRIBED ALTERATIONS OTHER THAN FOUNDATION PROPOSALS: Information to be included in or provided in relation to proposals

In respect of a LA Proposal: School and local education authority details

11. The name, address and category of the school and a contact address for the local education authority who are publishing the proposals.

St Mary's CE Primary School — Also sited at: Church Lane, N8 7BU
Rectory Gardens
London
N8 7QN
(Voluntary Aided School)

Haringey Council
Contact: Nick Shasha – Admissions and Place Planning
Education Services, Third Floor, 225 High Road, London, N22 8HQ

Implementation and any proposed stages for implementation

12. The date on which the proposals are planned to be implemented, and if they are to be implemented in stages, a description of what is planned for each stage, and the number of stages intended and the dates of each stage.

The council proposal is that the first 3-form reception entry would start in September 2015 and that 90 reception places would be offered in subsequent years. The school would eventually cater for 630 pupils by 2021.

Objections and comments

13. A statement explaining the procedure for making representations, including—

(a) the date by which objections or comments should be sent to the local education authority; and

(b) the address of the authority to which objections or comments should be sent.

Within four weeks from the date of the publication of these proposals (the publication date is 9 January 2015). The deadline for making any representations will be 5th February 2015. Any person may support, object to or make comments on the proposal by sending them to:

Nick Shasha – Admission and Place Planning,
Haringey Council, Education Services, Third Floor, 225 High Road, London, N22 8HQ

E-mail: Stmarysn8expansion@haringey.gov.uk
Web: http://www.haringey.gov.uk/stmarysn8expansion.htm

Alteration description

14. A description of the proposed alteration and in the case of special school proposals, a description of the current special needs provision.

The proposal is that St Mary's CE Primary school would expand from 2 to 3 forms of entry. The first 3-form reception entry would start in September 2015 and 90 places would be offered in subsequent years. The school would eventually cater for 630 children by 2021. Building work would be undertaken within the existing site curtilage to accommodate the additional pupils.

School capacity

15.— (1) Where the alteration is an alteration falling within any of paragraphs 1 to 4, 8, and 12-14 of Schedule 2 of The School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013, the proposals must also include—

(a) details of the current capacity of the school and where the proposals will alter the capacity of the school, the proposed capacity of the school after the alteration;

St Mary's CE Primary School's current capacity is 420 pupils from Reception to Year 6, 60 pupils in each year group. After the expansion, the total capacity will increase to 630 pupils from Reception to Year 6 by 2020, 90 pupils in each year group.

Note: As at September 2014 there is a bulge class in Reception and Year 2. The original capacity of St Mary's Primary School consists of 14 classes from R-Y6(x2). The number of registered pupils is higher due to the two bulge classes, one in Year 2 and one in Reception, taking the number of classes in the school to 16.

(b) details of the current number of pupils admitted to the school in each relevant age group, and where this number is to change, the proposed number of pupils to be admitted in each relevant age group in the first school year in which the proposals will have been implemented;

The school currently admits 60 pupils into each year group. In 2015 the Reception intake will increase from 60 to 90 pupils. In subsequent years the Reception intake will be 90 pupils and by 2021 the school capacity will be 630 pupils.

(c) where it is intended that proposals should be implemented in stages, the number of pupils to be admitted to the school in the first school year in which each stage will have been implemented;

	Stages of expansion to full capacity (90 per year) 2014 to 2021							
	Admission Number as at September in each year							
Year Group	2014	2015	2016	2017	2018	2019	2020	2021
Reception	90 (b)	90	90	90	90	90	90	90

Year 1	60	90 (b)	90	90	90	90	90	90
Year 2	90 (b)	60	90 (b)	90	90	90	90	90
Year 3	60	90 (b)	60	90 (b)	90	90	90	90
Year 4	60	60	90 (b)	60	90 (b)	90	90	90
Year 5	60	60	60	90 (b)	60	90 (b)	90	90
Year 6	60	60	60	60	90 (b)	60	90 (b)	90

(2) Where the alteration is an alteration falling within any of paragraphs 1 to 4, 8, and 12 to 14, of Schedule 2 of The School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013 a statement of the number of pupils at the school at the time of the publication of the proposals;

Currently there are 486 pupils registered at St Mary's CE Primary School (source: October 2014 PLASC). This includes 29 FTE (full-time equivalent) places at the Nursery and 457 spread between Reception and Year 6.

Objectives

16. The objectives of the proposals and evidence of demand for extra places. How the proposal will increase educational standards and parental choice.

The objective of the expansion of St Mary's CE Primary School from 2 to 3 forms of entry is to create additional school places for the local community around the school which is in an identified area of high demand.

Please find all the evidence regarding the demand for additional places here: Link to 11th December 2014 Cabinet Member Signing report. (See Item 3 School Expansions and Appendices 1 to 10).

Increasing the availability of local places at sought after schools will help to address future issues of overcrowding (which could negatively impact upon educational standards) and help to supply local places in areas of high demand.

Expansion of successful and popular schools

7. (1) Proposals must include a statement of whether the proposer considers that the presumption for the expansion of successful and popular schools should apply, and where the governing body consider the presumption applies, evidence to support this.

(2) Sub-paragraph (1) applies to expansion proposals in respect of primary and secondary schools, (except for grammar schools), i.e. falling within:

(a) (for proposals published by the governing body) paragraphs 1 and 2 of Part 1 to Schedule 2 and paragraphs 12 and 13 of Part 2 to Schedule 2;

(b) (for proposals published by the LA) paragraphs 1 and 2 of Part 1 to Schedule 4.

of the Prescribed Alteration regulations.

(3) Whilst not required by regulations to provide this information for any LA proposals to expand a voluntary or foundation school, it is desirable to provide this below.

The following appendices are attached which set out the evidence that St Mary's CE Primary School is a successful and popular school:

Link to Admissions data (first place preferences and total preferences) from 2008 – 2014. Click on School Place Planning Report 2014 (PDF, 1MB) and see page 19.

Link to Ofsted Report dated 11-12 February 2014 which judged the school as good.

Impact on other schools, academies and educational institutions in the area

8. Given the projected shortfall of places in the local area (see Appendix 1) it is likely that the expansion of St Mary's CE Primary school will have a minimal impact upon other schools in the same planning area.

Consultation

9. Evidence of the consultation before the proposals were published including—

(a) a list of persons who were consulted;

(b) minutes of all public consultation meetings;

(c) the views of the persons consulted;

(d) a statement to the effect that all applicable statutory requirements in relation to the proposals to consult were complied with; and

(e) copies of all consultation documents and a statement on how these documents were made available.

(a) A of list of person who were consulted can be found in the Cabinet Member's sign off report "School Expansions" (see item 5.7). They included parents, staff and governors of the school along with houses, flats and businesses at a radius of 1km from the centre of the school. See here for more details.

(b) Minutes of all public consultation meetings at St Mary's CE Primary school can be found here.

(c) The views of the persons consulted can be found here (questions raised at the public consultation meetings) and here (see Appendices 1 to 10, in particular pgs. 275 to 282).

(d) The proposals and consultations were undertaken in accordance with the statutory guidance and requirements published by the DfE which are found here.

(e) Copies of all consultation documents used can be found in the Appendices here

Project costs

10. A statement of the estimated total capital cost of the proposals and the breakdown of the costs that are to be met by the governing body, the local education authority, and any other party.

The indicative estimates of total capital cost at the feasibility stage are £3.5m for adaptations and extension.

The estimates are from an early stage of design work. Firm cash limit budgets will be determined once further detailed design has been undertaken.

The approved costs for this expansion will be met by the local education authority who will be responsible for managing the works required within the approved budget. Long-term value has been secured through expanding a school that is best located to receive additional supply of new pupils (see Appendix item 2 for projections).

Appendix 4

Consultation reports

Title:	Analysis from the 2015 Consultation survey for the proposed expansion of Bounds Green Infants and Junior school (**Statutory Notice**).

Report authorised by:	Jennifer Duxbury, Head of Education Services

Lead Officer:	Nick Shasha, School Place Planning Lead Tel: 020 8489 5019 Email: nick.shasha@haringey.gov.uk

This analysis considers feedback from a consultation survey that was run between 9 January and 5 February 2015. Statutory Notices were published and attached to public entrances outside all school buildings on January 9 2015 as well as advertised in the local paper, the Haringey Independent.

The survey was open to all to field a response and it was widely publicised on the Haringey schools' website, in a leaflet drop to households within a 1km radius range of the school and on the council's Schools Expansion webpage. The survey was also brought to the attention of those present at each of the evening and morning public meetings held at each school. Details of the consultation were also publicised to the six boroughs adjoining Haringey, the borough's MPs, all Haringey elected Councils, Westminster Diocese and the London Diocesan Board for Schools.

1. Introduction and headline findings

All responses to the consultation that ran between 9 January and 5 February 2015, together with an analysis of these responses are published in this report for the consideration of the Council's Cabinet for a meeting on 26th March 2015.

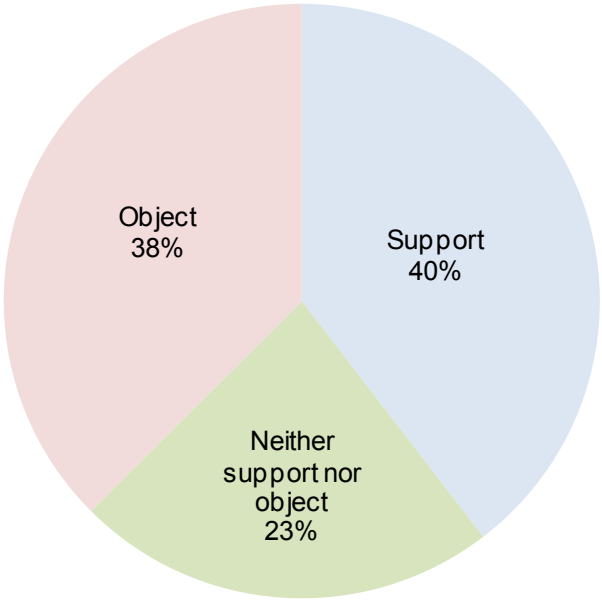
The responses have been addressed in the following ways:

- The questions asked at the public meetings were answered and then published on the Council's website (see Appendices item 4)
- Frequently asked questions (and responses) are published on the Council's website (see Appendices item 7)
- Individual specific questions asked via email received a response (see Appendices item 7)
- All comments received have been published (included in Appendices item 7)

- Feedback from the consultation survey have been analysed and published in the following report (see Appendices 2 and 3)

40% of respondents to the consultation (19) said they supported the proposal to expand compared to 38% (18) who objected to it (see Figure 1 for complete results). 23% of respondents (11) said they neither supported not objected to the proposal.

Figure 1: Support for proposed expansion (Bounds Green)
Source: LBH Consultation survey 2015



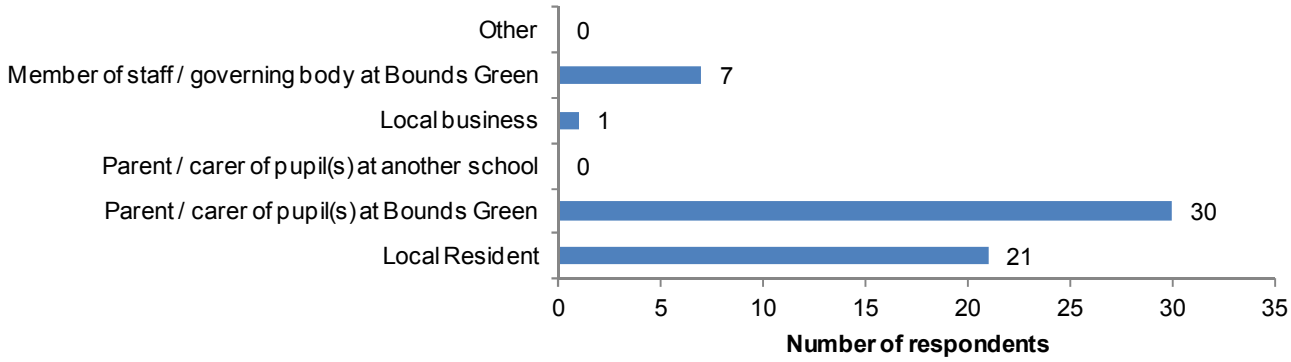
Note 1: Totals may not sum to 100% due to rounding
Note 2: For the precise questioning used for each survey please refer to the survey forms given in the appendices.

2. Respondent type

The Bounds Green Consultation received 40 electronic and 8 paper consultation responses. The most popular respondent type was parent / carer of pupil (s) at Bounds Green (30) followed by local resident (21). Respondents could tick as many categories as applicable.

Please see Figure 2 below for the complete data across all response types.

Figure 2: Respondent type (Bounds Green Infant and Juinor school)
Source: LBH Consultation survey 2015



3. Your views

The following question was asked in the survey form: “Please give reasons why you support, or object to, the proposed expansion of Bounds Green Infant and Junior school”. Answers were received via an open text box.

In order to effectively analyse this data categories of response type were created that covered themes that were either in support or in objection to the proposed expansion. Figures 3 and 4 show the number of respondents that cited each theme. The most popular themes in support of the proposed expansion were more school places (18) and the school is a good one worthy of expansion (4). Meanwhile the most popular themes in objection to the proposed expansion were concerns over parking, traffic and crossing near the school (16) and character of school lost (9).

Care should be taken not to infer response rates from this question to the overarching findings from the first question. Figures 3 and 4 relate only to comments made rather than the support for the proposed expansion.

Figure 3: Reasons for support of the peoposed expansion (Bounds Green Infant and Junior school)
Source: LBH Consultation survey 2015

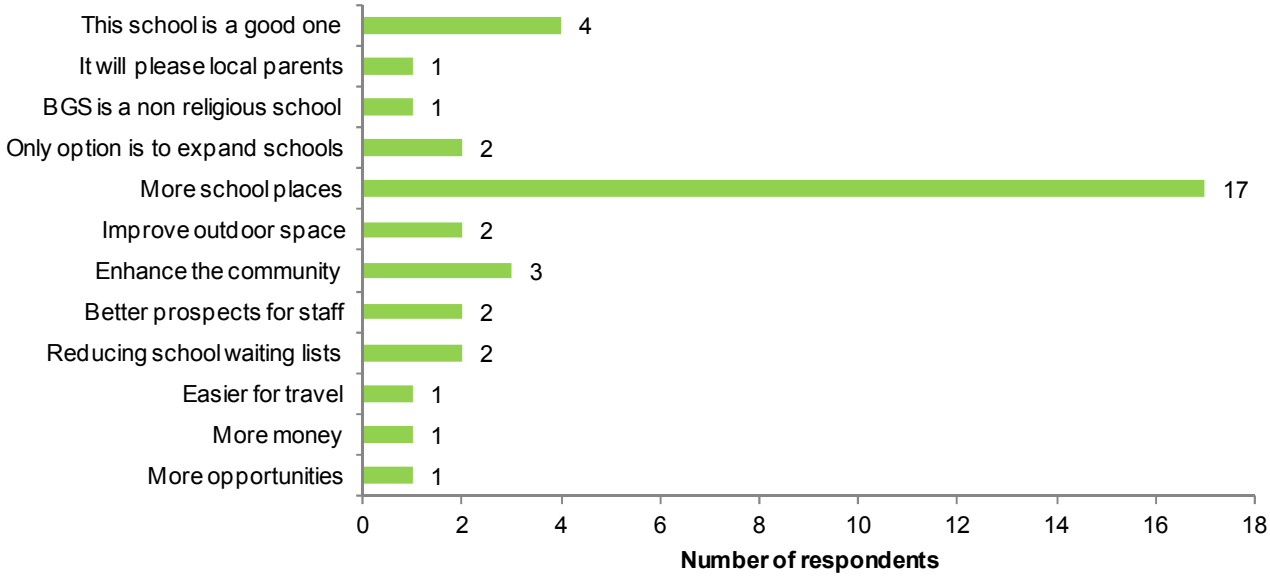
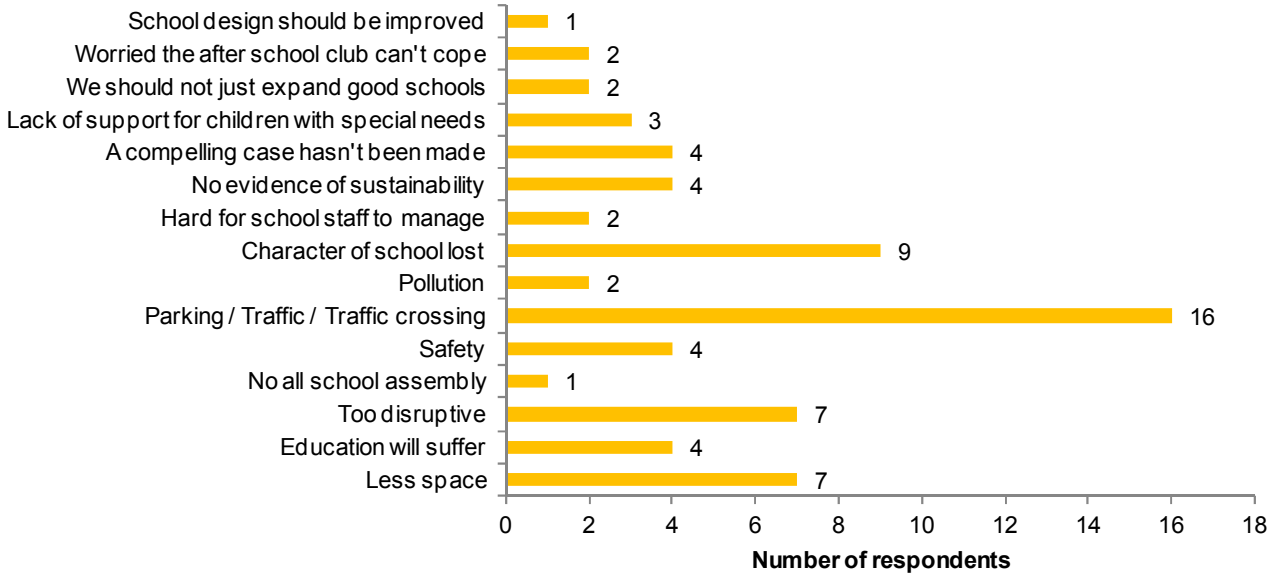


Figure 4: Reasons in objection to the proposed expansion (Bounds Green Infant and Junior school)
Source: LBH Consultation survey 2015



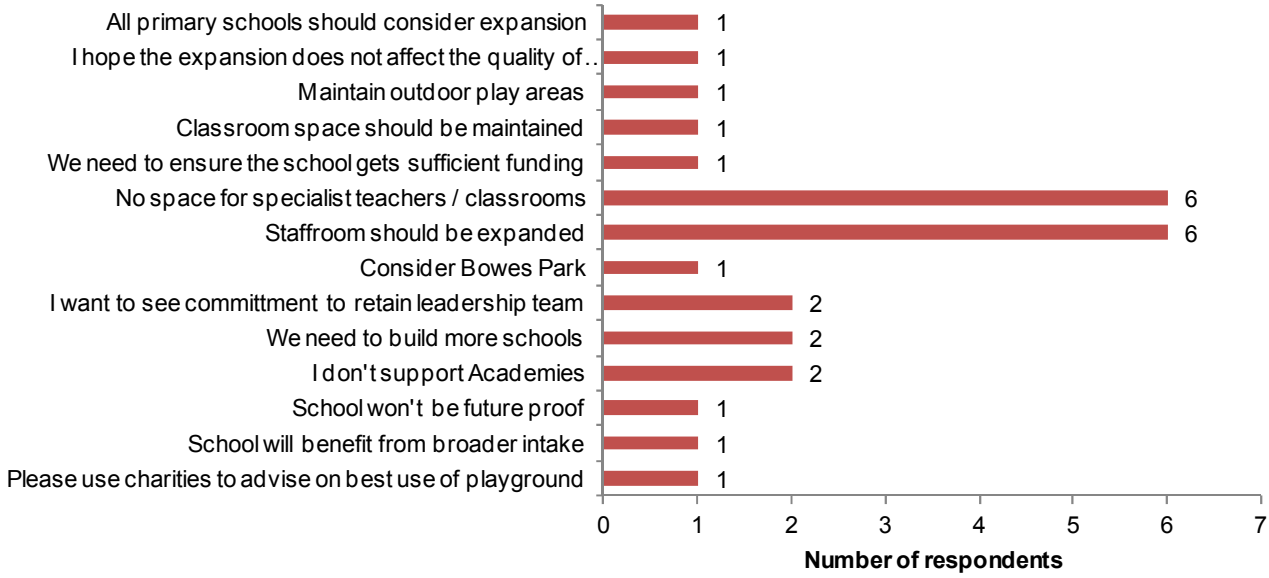
4. Other comments

Another question in the survey form asked for other comments and was phrased thus: “Please use the box below if you have any other comments on the proposed expansion of Bounds Green”

In order to effectively analyse this data categories of response type were created that covered themes in the answers. Figure 5 shows the findings in more detail.

At Bounds Green Infant and Junior school the most popular responses to this question were no space for specialist teachers / classrooms and staffroom should be expanded (6 each).

Figure 5: Other comments on the proposed expansion (Bounds Green Infant and Junior school)
Source: LBH Consultation survey 2015



5. Appendices

A full set of appendices has been developed from the consultation and include:
Appendices 1: Survey Form for Bounds Green Infants and Junior school
Appendices 2: Open Text responses (Main reasons for support or objection)
Appendices 3: Open Text responses (Other comments)
Appendices 4: Minutes taken at the public meetings including Q and A
Appendices 5: Transcripts of emails received/sent from the Consultation mailbox
Appendices 6: Formal response from the Governors of Bounds Green
Appendices 7: FAQ’s for Bounds Green Infants and Junior school

Appendices 1: Survey Form for Bounds Green Infant and Junior School

SHAPE THE FUTURE
Have your say
Haringey

Shaping the future of Bounds Green Infants and Junior School

Consultation on a proposed school expansion

The consultation period (statutory representation) will run from Friday 9th January 2015 to Thursday 5th February

This document set outs:

- The number of additional school places needed
- The processes undertaken so far
- What will happen next?
- The consultation timetable
- How you can give your views
- Survey

PUBLIC MEETING

12 January 2015 at 9.30-11AM and to be repeated at 6-7.30PM

To be held at Bounds Green Infants and Junior School - Bounds Green Road, London, N11 2QG

1

The proposed expansion of Bounds Green Infants and Junior School

Introduction

The population in Haringey is rising and we know that we need additional reception school places in our borough to meet future demand. In the area around Bounds Green Infant and Junior School we will need another 30 places (equivalent to one reception class) from 2015/16 and with demand for places continuing to rise after that.

What has happened so far?

For some months we have been working with the Head teacher and the governors of Bounds Green Infant and Junior School (hereafter called Bounds Green) to discuss how the school might be expanded by one additional reception class a year to meet this demand. As part of this work with the school we consulted you between September and November 2014 on the possible expansion of Bounds Green. A full explanation of why we need more places and the feedback we received from the consultation is available to view on the Council's website at www.haringey.gov.uk/schoolexpansions2014

We listened to the views expressed in the consultation we held in 2014 and balanced this against the need to provide more local school places so that all local children would have a place. Taking all of this into account we prepared a report recommending that the expansion of Bounds Green should proceed to the first statutory stage of expansion – the publication of a statutory notice.

In December 2014 the Council's Cabinet member for Children and Families, Councillor Ann Waters, agreed the recommendation in the report to publish a statutory notice setting out the Council's intention to expand the school from its current two forms of entry (admitting 60 children into the reception class each year) to three forms of entry (admitting 90 children into the reception class each year. The report can be viewed at www.haringey.gov.uk/schoolexpansions2014 together with other information that was available throughout the consultation period.

What will happen next?

On 9 January 2015 the Council published a statutory notice in the Haringey Independent newspaper and this publication marked the beginning of a four week fixed representation period which ends on 5 February 2015. During this representation period we want to hear whether you support the expansion of Bounds Green. The table below sets out the important dates in the coming weeks including the dates of two public meetings being held at the school where you can ask questions on the proposed expansion of Bounds Green. The table also sets out the four statutory stages required in the expansion of a school.[1]

[1] The four statutory stages are **Stage 1** – Publication, **Stage 2** – Representation, Stage 3 – Decision, and **Stage 4** – Implementation.

Date	Event	Comment
Friday 9 January 2015	**Stage 1** - Publication of statutory notice	The notice is published in accordance with the information provided in the Department for Education's (DfE) School Organisation Guidance.
Friday 9 January	**Stage 2** - Start of the statutory representation period	The representation period is a fixed four week period and cannot be shortened or lengthened (para 18 of the Guidance).
12 January 2015	Public meetings to be held at the school at: 9.30am to 11am and repeated at 6pm to 7.30pm	The meetings will be held in the School Hall at: **Bounds Green Infant and Junior School** **Bounds Green Road** **London** **N11 2QG**
Thursday 5 February	End of the statutory representation period	The representation period is set at four weeks and cannot be extended beyond this date (para 9 of the Guidance)
17 March 2015	**Stage 3** - Cabinet decision on whether or not to expand the school.	A decision on whether or not the school is expanded MUST be made within a period of two months of the end of the representation period (para 20 of the Guidance)[2]
September 2016	**Stage 4** - The school expands from two forms (60 children) to three forms (90 children) starting with the reception cohort in September 2016.	This only happens if the Council's Cabinet agrees that the school be expanded at Stage 3

Where can I get further information and give my views?

We want to hear your views on whether you support the expansion of Bounds Green Infant and Junior School. You can let us have your views in a number of ways:

- By responding to the online questionnaire at www.haringey.gov.uk/schoolexpansions2014
- By attending one of the **public meetings** arranged for 12 January 2015 where you will have the opportunity to ask questions, share your views and hear the views of others.
- By email to boundsgreenpan@haringey.gov.uk
- By telephoning 020 8489 3607

[2] Para 20 of DfE Guidance sets out that if a decision is not made within two months of the close of the representation period they must be referred to the Schools Adjudicator.

- By completing the response sheet attached and ether handing it in to your school office or posting it to:

  Education Services
  3rd Floor
  River Park House
  225 High Road
  N22 8HQ

All comments **must** be received by the 5 February 2014 or they cannot be taken into account. Please note you can also complete this survey online at:
http://www.haringey.gov.uk/boundsgreenexpansion.htm

Q1) Which of the following best describes your view of the proposed expansion of Bounds Green Infants and Junior School?

Tick ONE only:	Answer
Support	
Neither support not object	
Object	

Q2) Please give reasons for why you support, or object to, the proposed expansion of Bounds Green Infant and Junior School. *Please enter your answer below:*

Q3) Please use the box below if you have any other comments on the proposed expansion of Bounds Green:

Q4) Please indicate your gender below:

Tick ONE only:	Answer
Female	
Male	
Prefer not to say	

Q5) Please indicate your ethnicity below:

Tick ONE only:	Answer
White	
Mixed/multiple ethnic groups	
Asian/Asian British	
Black/African/Caribbean/Black British	
Other ethnic group	
Prefer not to say	

Q6) Please indicate in what capacity you are filling out this questionnaire:

Please tick all that apply:	Answer
Local resident	
Parent / Carer of pupil(s) at Bounds Green	
Parent / Carer of pupil(s) at another school	
Local business	
Member of staff / governing body / at Bounds Green	
Other	

This booklet tells you about a proposal to expand Bounds Green Infant and Junior School. For a copy in your own language, please tick the box, fill in the form and return to the address below.

Shqip ☐

Kjo broshurë ju tregon për një propozim për të zgjeruar Shkollën Fillore Bounds Green Infant and Junior. Për një kopje në gjuhën tuaj, ju lutem shënoni kutinë, plotësoni formularin dhe ktheheni në adresën e mëposhtme.

Polski ☐

Niniejsza publikacja dotyczy propozycji rozszerzenia szkół Bounds Green Infant i Junior School. Aby uzyskać kopię publikacji w języku polskim należy zaznaczyć rubrykę, wypełnić formularz i odesłać go na podany poniżej adres.

Français ☐

Ce livret fournit des renseignements sur une proposition visant à élargir l'école maternelle et l'école primaire de Bounds Green. Pour en obtenir une copie dans votre langue, veuillez cocher la case, remplir le formulaire et le renvoyer à l'adresse ci-dessous.

Soomaali ☐

Buugyarahani wuxuu kaaga warramayaa ra'yiga la soo jeediyay ee ah ballaadhinta dugsiga dhallaanka ee Bounds Green iyo dugsiga dhexe. Si aad u hesho koobbi luqaddaada ku qoran, fadlan calaamadi sanduuqa , buuxi foomka oo ku soo celi cinwaanka hoose.

Kurdî Kurmancî ☐

Ev destpirtûk li ser pêşniyareke firehbûna Xwendegeha Bounds Green Infant and Junior agahîyê dide we. Heke hun kopîyeke bi zimanê xwe dixwazin, ji kerema xwe qutîkê nîşan bikin, formê tije bikin û ji navnîşana jêrîn re bişînin.

Türkçe ☐

Bu broşür Bounds Green İlkokulu Birinci ve İkinci (Infant and Junior School) kısımlarının genişletilmesine yönelik tasarı hakkında bilgi sunmaktadır. Broşürün Türkçe kopyasını edinmek için, lütfen kutuyu tıklayın, formu doldurun ve aşağıdaki posta adresine gönderin.

Please tell us if you would like a copy of this document in another language that is not listed above or in any of the following formats, and send the form to the address below.

☐ In large print ☐ On audio tape ☐ In Braille ☐ 

☐ In another language, please state:

Name: Tel:

Address:

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Please return to: Haringey Council, Translation and Interpretation Services, 8th Floor, River Park House, 225 High Road, London N22 8HQ

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Appendices 2: Open Text responses (Main reasons for support or objection)
Please note: These responses are as received and uncorrected for spelling and punctuation

• All children deserve to go to school near where they live and my objections have been considered against this. • I chose Bounds Green Primary for my child because its calm positive atmosphere and ethos of trust towards the children, with the increase of numbers this can only be reduced and it is not possible to give a guarantee that it won't. After my son was diagnosed with Duchene Muscular Dystrophy I felt incredibly fortunate to have Bounds Green Primary as near as it is. I chose it because of its ability to offer the support he needs now and in the future and that that support would happen in an appropriate environment. • This point is very much more against why this is happening as opposed to it actually happening. But there has been a historical lack of investment in the borough and now we find ourselves not even being able to build new schools under the current government. On top of this with nearby schools being able to become academies and remove themselves of any responsibility towards the community (e.g. meeting the needs of rising population). Means bounds Green is not expanding because of any benefit for the children it simply because it has to. • There are other schools in the borough that could have also been chosen for expansion, their reputations amongst parents seeming to be the only differing factor. If Bounds Green has been chosen for its recent success's then why not let it carry on improving rather than raising the possibility of that rise being disrupted. Investing in and expanding a school that could benefit from a regeneration in there public persona again is borough centered decision, not child.
As a parent of 2 children at the school (currently Year's 1 & 4) I have taken an active interest in the plans and I have attended the various consultation meetings at the school. I recognise the need for the borough to make additional places available but I remain unconvinced by the arguments to expand the entry at Bounds Green. Based on the selection criteria used my concerns and objections are as follows:- Demand - Great that our school is in demand, so why not focus the investment & efforts on other schools nearby that are less popular - raise their standards and balance the demand rather than create greater divide. Leadership - I have been impressed by the leadership at the school. Both of my children appear to be happy at school, they enjoy school life and both are doing well. No complaints at all. My concern is that whilst the quality of leadership and teaching is currently good and has been improving steadily over the last few years, there are other schools where the higher quality of leadership more established and has been consistent over an extended period. This cannot be said of Bounds Green. Space - This is ridiculous concideration for a school that has no green space at all and already is challenged with safe access, road crossings etc. without additional congestion caused by increased numbers Additionally when challenged on how the expansions works would be managed I was not reassured or convinced by a single response given. My eldest child will be in their final (and most important year) during the building works and I am deeply concerned by the disruption this work will cause. The response of "there will be some risks" was not reassuring as no concrete plans of any description were offered. I also have concerns regarding the split schedules the school will have to adopt, not only for the children but also the teaching staff. At one of the consultation meetings there were two teachers (not from Bounds Greens) who had experienced a similar expansion project and both were deeply concerned about the impact this type of scheduling had on the communication between teaching staff ('it is like two schools under one roof with a loss of collaboration between teachers and loss of interaction between siblings in

different years)
As a parent who lives on the outer boundary of the catchment of Bounds Green I feel lucky to have got into the school and understand why others would also want to be part of it. Although I feel it would be selfish of me to object, I do have concerns that the friendly, personal ethos of the school will be lost and that the staff will no longer be able to know every child's name and personality. I also worry that the building process will cause major disruption for the children. My other major concern is the increased traffic on Park Road, adjacent to the school. The road desperately needs a zebra crossing to enable safe crossings as the area is already very busy with cars dropping off and picking up and lots of illegal double parking outside the school - this will increase with more children. My other concern is how the after school club will be able to cope with the increased demands from more working parents.
As chair of the Bounds Green governing body, I am writing on behalf of the governing body to say that the proposal for expansion was discussed exhaustively before it was agreed to support this development. The supporting data presented by Haringey Council staff was rigorously examined by governors on a number of occasions and a range of pertinent issues were raised especially in relation to the impact on the existing ethos and organisation of the school. However, the final decision in favour of the expansion was motivated by the evident future shortage of primary school places in this part of Haringey and a strong commitment to filling this gap.
Because I know that more and more children need space at school.
Because it will create more traffic in Highworth Road.
Because we had problems getting son into the school so for one year he went 1 mile away to Garfield school. If it were 3 form he probably would have got in. I strongly believe your children should go to a local school which they can walk to. It is much better for the community. I think all primary schools should consider expansion.
Both my children attend Bounds Green Infant and Junior school and are doing very well there. I am already not happy with the lack of grass playgrounds and available concrete playgrounds, An increase if 50% more children will make the space available very reduced in the playgrounds not even taking into consideration space with building works. Other schools in the borough are larger sq ft and under subscribed, why increase Bounds Green and not them.
Bounds Green School has previously been 3 form entry and this was a very unsettled time for the school. As a 2 form entry school it is a close knit community school with all the children being treated and known as individuals.
Building site for at least year. Less space and risk of overcrowding
Children in the local area need to go to a local school.

Having looked at the proposals. I am supporting the proposed expansion as I think the school and the community will benefit from the changes that are proposed. However as a Staff member I am concerned about a number of issues: 1. Resources - space for existing and new resources. As a subject specific Teacher I am concerned that spaces are being removed where we currently have resources. The plans do not show where these will be stored safely. 2. If the cloakrooms are being changed into classrooms (including the P.E. cupboard) - where do children put their belongings? Especially as it is a fire hazard to have coats outside classrooms in the upper halls. T he possible removal of the stages may give more space in these areas. With all the classrooms coming off the main hall it makes storage a real challenge. If we were to reduce the size of the halls , this would also affect P.E. lessons and assesmblies. 3. The possible use of Mezzanines in severasl of the classrooms has been suggested. I personally feel that this is a better use of space regarding resources storage. 4. The renovation of the old caretakers flat - I am in complete agreement thast this is a space that could be used in a much more exciting and creative way that would benefit the school and the children. But this needs to be done sensitively and with minimal disruption to the daily running of the school. 5. No expansion to the staffroom. As a member of staff I already feel our staffrom is too small and the lack of better toileting facilities should be explored further. If we are expanding then we need this vital space to be developed.
I agree that children have a right to a school place local to where they live. However I do have the following concerns: The traffic and road safety implications for the children and families attending the school,. The look of proposed building, not in keeping with the original look of the existing school. The size will it be capable to fit a 3 form entry and have enough space for classrooms, storage, relevant teaching facilities. E.g Where will children's cloak rooms be?, will there be enough space for music rooms ICT rooms? etc, etc The teachers staff room does not look as though it will be extended. (even though there will be more staff) The school will have specialist Teachers to teach the children, But where are these new class rooms going to be? (this is my understanding). I do hope my above concerns will be addressed within the proposed expansion.
I am a fan of small primary schools. I believe that childrens introduction to education should be in an intimate atmosphere where they can flourish, amd my children are flourishing at Bounds Green. But as a society this cannot comes at the expense of others being unable to secure a place at their local school.
I am a mother of a 2 year old and naturally feel worried about the possible lack of school places when my son is ready for school. Therefore I support the proposed expansion as it offer more school places locally and may be to our benefit in the future.
I am the parent of a 2 year old and live in N22 7BP (Alexandra Park Rd near the station) and we seem to be out of catchment for most/all local schools. I know many local people have had major issues getting their children into nearby primaries - often ending up travelling long distances. I know of other parents of children my son's age who are very worried about the catchment 'black hole' we seem to be in. I know that other local schools are being considered for expansion but these are both C of E schools and as a committed atheist I feel very strongly that I don't want my child going to a C of E school.

I am worried about my daughter's last year at Bounds Green school being disrupted by all the building work. If the school is expanded more thought needs to be given to parents getting in and out of the school. There is already a problem with parents double parking outside the school gates and children crossing the busy road junction.
I believe expansion will affect continuity of teaching for my child who has autism. He requires routine regular engagement with familiar staff and this is likely to be disrupted with the expansion. The expansion is likely to worsen school performance. I heard thet Bounds Green struggled when it was previously a 3 form entry. Reports from parents at a local school (Rhodes) have been overall negative since their expansion
I believe that the expansion would be beneficial but there is a lot to be considered.
I find that there is increased traffic in this area as it is. This will increase the already heavily densed traffic situation as mothers will bring their children to school. Also the pollution is not good for the children who are there.
I fully support the expansion in terms of the need for more primary school places in Haringey. However, I do have reservations in that as Haringey is classed as an outer London borough, the school does not receive the same level of funding that an inner London borough school does and yet its intake is very mixed, meaning it has more pupils with additional needs, needing more resources, than other schools in Haringey such as Muswell Hill Primary for example. I am therefore concerned that the school is already under-resourced and this problem will be exacerbated by a larger intake.
I have a number of concerns surrounding the expansion of Bounds Green School. My main one being that at present I do not feel there is sufficient evidence to support the claim that there will be enough children to fill an additional class in each year group. I know that even at present (when the school is only two form) that not all classes are full to the maximum of 30 and there are no children on the waiting list. My further concerns are in relation to the design of the expansion which I feel have not been sufficiently considered. For example with an additional number of staff (class teachers, support staff, specialist teachers that were mentioned in the first proposal) there is no where in the design that shows an area for the staffing body to meet as a whole, or even as a majority. Furthermore I think there has been no thought towards the location of resources, including additional resources needed for the increase in children. The layout of the school does not lend itself to storage and I think this is a problem likened to be heightened by the expansion rather than reduced. I am concerned by the size of classrooms, which according to the design are the minimum size required, and the lack of appreciation of multi use space such as halls. With an additional 210 children there has been no suggestion to increase or add such spaces. I feel the expansion will ultimately lead to a reduction of quality in education rather than an improvement for more children.

I have been a parent of this school for approximately 18 years now, with my four children going through the school. Right from the start I felt this school was exceptional in the staff, how happy my children felt and the wonderful education and care they received. I feel that by expanding the school it would loose the 'family' feel it still has. The school is a safe and happy environment for my child. I am concerned that this would be lost in the expansion. The school environment is another concern. How would the additional recruitment of teachers, support staff and the extra children affect the school. Will there be adequate facilities for extra staff, such as the staff room, training day meetings, staff working areas for their non contact PPA time. What about our children? Extra resources where would they be stored and how would this be managed. What about the lunches and the extra pressure of cooking and catering for these extra children. Afterschool club and breakfast club, currently very busy, how would they be able to cater for the extra children. Additional concerns, include traffic control around school drop off and collection. It is virtually impossible to access the school, whether by car or on foot. Crossing the road (Park Road) especially poses many dangers to our children. When considering expansion, many other issues arise that will have a huge impact on our children, their learning and safety.
I object to the expansion for several reasons: 1. the whole ethos of the school will change, with the increased number of students there won't be the good communication that there currently is. 2. The plans don't cater for the increased number of students in any way apart from the increased number of classrooms. communal areas need to be increased too. 3. We need to build more schools, the government ruling that said no new state schools should be built is counter productive to improving educational standards. Tony Blair brought in this ruling, and this definitely needs to be reviewed.
I Strongly object for the following reasons: - I do not regard the evidence for expansion reliable, it seemed more like a finger in the air, rough estimate. - I know some school in the area are under subscribed as they got less than 'Good' in their Ofsted report. So instead of supporting it we are increasing capacity in schools which received ‘Good’ and above. I believe this is a short sighted approach and is harmful in two ways: 1. The school which needs the support will not receive it and is in further danger of increasing its standards. 2. The school which is about to expand will be under further stress to keep its standing and also absorb 180 pupils, increasing dramatically the probability it will not be regarded as a good school by Ofsted and parents. -I have not seen any plans of how physically the current school building infrastructure can support a further 180 pupils?
I support the principle of ensuring all pupils have a place in a schools and their entitlement to a good education. The schools serves the local community and this i strongly believe in.
I think children benefit from a more intimate surrounding with smaller class sizes
I understand and support the necessity for more school places in the area but am concerned about this proposal being given the go ahead without serious consideration to the infrastructure around and within the school. The school is situated near a busy crossing which already makes it hazardous for pupils and parents arriving and leaving. With numbers increasing this situation can only get worse unless adequate access is provided. I'm also concerned about the impact of building work being carried out on the site should the plan be approved. Would facilities actually diminish at the school while the building work takes place with reduced outdoor areas? Would pupils effectively we learning on a building site for a year or two? If so, this wouldn't be acceptable.

I understand that the Government does not allow you to start new schools and that you have practically no other option but to expand existing schools where physically possible.
In principle I want every child to benefit from a good school place. However much has been made of the strength of the school leadership as a deciding factor and I would like to see a commitment to retain the leadership team throughout this process and two years beyond. Major leadership changes could be catastrophic for the school which is on the upward trajectory, but not yet outstanding with a lot of challenges. I am concerned about noise and disruption during building works, and security and safety of children. How much extra supervision at playtime will you offer for example to keep site safe for children? I am concerned about supporting infrastructure keeping up with dramatically more use, like nowhere to park and drop kids by car, and the terrible state of disrepair the footbridge is in (please mend it, it has rusty spears poking out frequently which are a trip hazard and stab risk) and also the frankly dangerous crossing of Bounds Green road where cars CROSS green man crossings in front if children. I am also concerned about how lunch and playtime will be staggered and how children will have enough space for physical play at playtime.
In regards to current feedback received: - School parent response rate was poor. Only 20 parents/ carers (of 420 pupils - not including nursery children) responded. This can not be seen in any way as a representative sample. No response does not equal agreement. Reasons for not responding are very important and need to be considered and understood. - Out of the 30 responses, only 10 strongly supported the expansion. Again, this is a worrying figure to base a community decision on. - It seems that the diversity of the school has not been considered by the council in its consultation. It is not just about ensuring that material is available in another language, it is about considering culture e.g.whether people feel it is their place to respond. Overall concerns: - The projected figures of population growth are concerning and not fully transparent as are the need for school places. - Bounds Green School is not in the PAN where need is most and will thus be opening its doors to children needing to travel further. This takes away the ethos of a community school and also does not encourage children's healthy lifestyles such as walking to school. - Trinity Primary Academy is very closely situated to Bounds Green. There has been a lot of changes there over the past few years, what considerations have been made for when the school improves and demand increases. This will affect the numbers going to Bounds Green. - The projected figures do not dictate a sustainable extra class. - There are often spare places in the school. There is not clamouring demand. There are equally spare places across the borough. - No report has ever been made on the bulge class in Bounds Green which is now in year 2 i.e. how far the children came from, what the turnover has been on a year by year basis, how many of these children do not walk to school, the impact the bulge has had on the school, whether there was optimum outside space, etc... This was a prime opportunity to have gained a good understanding of feasibility, it was in effect a pilot project, which has not be undertaken by the local authority.
Need for places for increasing number of families moving in to the area
The local authority are the only body capable of determining where additional places are needed. The case they put forward at the public meeting was compelling. More schools should be built in the area, possibly in the grounds of Alexandra Palace for example, but as this is not currently possible I agree that the expansion of Bounds Green School is necessary.

The school is a good one doing good work in the local community.
The school is not excessively oversubscribed despite the fact that the school population of Haringey has been rising for a number of years. In the past the school was subject to an expansion which failed and led to a distorted view of this school.The three forms of entry were rarely filled to capacity and so it became regarded as a school that failed to attract pupils. This in turn led to low morale amongst staff. The current bulge class (in Year 2) has caused considerable management problems in terms of space and timetabling. The recent expansion of the nearby Rhodes Avenue school should meet the estimated short fall in school places in this immediate area.
There are advantages and disadvantages to the children. Their experience of school will inevitably be less personal. The necessary injection of resources and prospects for teachers' careers will improve the children's experience in the long run. Parking in Park Road and knock on effect in Amethyst Close is a significant problem.
There is a lack of places for BG children in schools that are within easy distance from their homes. The buildings at BGS are large enough, with some extra work done, to provide for extra children. The ethos of the school is one which makes for happy and well rounded children, and more children should be given this sort of schooling. If the necessary funding accompanies the expansion to make the buildings and the out door play spaces good for this number of children, then it is a good idea.
There is a shortage of primary schools in the local area and I believe that all children should have the opportunity to attend their local school. I live less than 0.5 miles from Bounds Green School and believe that it needs to expand so that my child can attend his local school.
There is an increasing need for school places in the area and as new schools cannot be built under the current government (unless they are Free Schools) this is the only way to ensure more places for local children.
There isn't enough space or facilities to be able to accommodate the extra children in the area of Bounds Green
There needs to be school places for local children
This is a really fantastic school, so it would be great for more local children to be able to benefit from what the school has to offer.
We desperately need more primary school places in our area Investment in the already fantastic school would raise morale in teachers and pupils alike The outside space would hugely benefit from investment Better staff retention
We strongly object to the expansion as we feel it will have an adverse effect on the school by expanding it will lose its community feel, making it harder to keep a sense of knowing everyone. More pupils will also make it harder to sustain a good level of teaching and achievement of results.
While the case for how this will benefit the borough requirement for more school places is clear, there has been little if no evidence provided on how this will benefit the children of Bounds Green School. As a parent of two children within the school I have studied all the information provided and

attended all the meetings held. I remain strongly concerned that, on balance, this expansion will be to the detriment of my children's education and wellbeing at school. Specifically: 1. DISRUPTION: my oldest child will be undertaking his Yr6 SATS in the middle of the works. This is the most vital year of his education so far and it is inconceivable that, even with the very best efforts of the teaching staff, the disruption - disrupted physical environment, noise, additional stresses on resources, etc. - will not impact on that year. This is unacceptable. 2. LACK OF INFORMATION ON ADVANTAGES/BENEFITS OF EXPANSION: despite a request at the public meeting held at 9.30am on 12.1.15 there has been no information or evidence (qualitative or quantitative) provided on how or whether this expansion will bring any benefits to our school community. Where are the examples of successful expansion at other schools? In the absence of hard evidence, such as before and after SATs and/or Ofsted inspections, parents are being asked to take a lot in good faith. To date there are only 2 'benefits' evidenced in the plans: a) Additional classrooms: arguably these will have a neutral impact, in that they are simply needed to accommodate the additional children. b) Playground improvement plans: these are not an new/additional benefit to the school in that they will ultimately go ahead regardless of the expansion (due to fundraising and plans already in place). The disadvantages of a far smaller space - e.g. more children using the space, the risk of split and reduced playtimes (my two sons may no longer be able to play together!) arguably far outweigh the benefits.
While the case for how this will benefit the borough requirement for more school places is clear, there has been little if no evidence provided on how this will benefit the children of Bounds Green School. As a parent of two children within the school I have studied all the information provided and attended all the meetings held. I remain strongly concerned that, on balance, this expansion will be to the detriment of my children's education and wellbeing at school. Specifically: 1. DISRUPTION: my oldest child will be undertaking his Yr6 SATS in the middle of the works. This is the most vital year of his education so far and it is inconceivable that, even with the very best efforts of the teaching staff, the disruption - disrupted physical environment, noise, additional stresses on resources, etc. - will not impact on that year. This is unacceptable. 2. LACK OF INFORMATION ON ADVANTAGES/BENEFITS OF EXPANSION: despite a request at the public meeting held at 9.30am on 12.1.15 there has been no information or evidence (qualitative or quantitative) provided on how or whether this expansion will bring any benefits to our school community. Where are the examples of successful expansion at other schools? In the absence of hard evidence, such as before and after SATs and/or Ofsted inspections, parents are being asked to take a lot in good faith. To date there are only 2 'benefits' evidenced in the plans: a) Additional classrooms: arguably these will have a neutral impact, in that they are simply needed to accommodate the additional children. b) Playground improvement plans: these are not an new/additional benefit to the school in that they will ultimately go ahead regardless of the expansion (due to fundraising and plans already in place). The disadvantages of a far smaller space - e.g. more children using the space, the risk of split and reduced playtimes (my two sons may no longer be able to play together!) arguably far outweigh the benefits. 3. UNFAIRLY DISADVANTAGING A SCHOOL THAT HAS HET TO ACHIEVE ITS POTENTIAL: Ofsted have rated the school as 'Good' and it is clearly the ambition of the parents, staff and whole school community that we achieve our full potential as an Outstanding school. It seems reasonable to believe (no evidence has been provided to the contrary) that the additional stresses and pressures that this expansion will bring will delay, possibly even prevent us from achieving this for some time to come. How is this in the best interests of the children of Bounds Green School? 4. LOSING THE SCHOOL'S MOST VALUABLE ASSETS: the unique ethos of the school has been repeatedly mentioned

by pupils, staff and parents alike. A huge part of this is due to the relatively small, family-like environment of the school. School assemblies and celebrations where all (junior) children can attend are one such example. Playtimes where all children (excl Reception/Nursery) can be in the same space together are another. These and many other examples will be lost forever if the school expansion goes ahead. 5. SAFETY /TRAFFIC ISSUES / STRAIN ON SURROUNDING AREA: please refer to several concerns raised at the meetings on 12.1.15. Whilst it has been made clear that a traffic assessment will be required as part of the application for planning approval this is not the same as a full assessment of the ongoing/long-term impact on the school of having 120 more pupils coming and going to school every day. The safety of children should be paramount and we are being asked to take this plan on faith. The expansion should not go ahead until a detailed review and plan of the traffic/parking/local environment issues have been undertaken.
I am the parent of two children at Bounds Green School - one in year 4 and one in year 1. During their time at the school standards have improved (Ofsted satisfactory rating overall to good overall), due to the dedication and efforts of teachers, staff and pupils. If the local authority's duty is to provide a good or outstanding school place for all pupils, the priority must surely be to ensure that the education of pupils currently at the school do not suffer as a result of the proposed expansion. Given that Bounds Green's improvement is recent, such improvement is fragile and should be protected. There are existing schools in Haringey, also subject to high demand, who have a longer track record of achieiving good or outstanding Ofsted recognition. It would be more appropriate to look to expansion of those schools. It must also be borne in mind that the increased demand for places at Bounds Green is fluid: if additional places are offered at other schools, some of those who would have applied to Bounds Green would be equaly happy to apply to those other schools.
I am concerned that considering the lack of grass covered playing areas the children have currently any building works required to increase the size of the school will further reduce what is a small playground space for a school of it's current size. I appreciate accommodation needs to be made for more projected births in the future but making poor performing schools perform better and consequently become fully subscribed would be a better approach. The good schools shouldn't have their resources stretched to accommodate, the poor and under performing schools should and must be improved first. This is a more difficult approach but is the better approach for all the community. It really feels like the easy option is being taken here by looking at expanding bounds green.

Appendices 3: Open Text responses (Advantages)

Please note: These responses are as received and uncorrected for spelling and punctuation

A good school and will benefit from broader intake
Also the school is on a very busy and congested main road. The resulting quality of the air is not suitable for children. You should be moving children out, not in, if you care about their health.
Although, I support the expansion I have concerns about the planning for the building works, which do not take into consideration facilitating the quality of teaching and learning and supporting staff in doing so. 1. The government want more specialist teachers yet the plans do not provide the space for this. 2. teachers are under great pressure to plan and collaborate yet the plans do not propose more staff room or PPA space to do this work given the fact that numbers of staff will increase. 3. Resources are a key tool in delivering a quality curriculum accessing all pupils to their learning. There seems no plan to replace the storage space for these resources. Without the necessary space staff cannot be expected to carry out the jobs to the standards expected that that they would want. They planning may meet the guidelines but do not address the day to day issues which facilitate staff doing a good job.
As a governing body, we are committed to ensuring that the proposed expansion will be of benefit to the school and will provide us with opportunities to enhance provision in new and innovative ways. In particular, the project steering group, which includes representatives from the governing body, the head teacher and members of his senior leadership team, will be paying particular attention to the concerns which have been raised during the consultation period and feasible solutions to them.
Despite the overall negative responses and lack of support for the expansion by parents at the initial consultation meetings it appears it is going ahead anyhow. Does the council take the views of the parents at the school anymore?
I am concerned over the parking situation and safety of school children on Park Road. As a resident of Park Road, there is not enough space for parking for residents, and the road is used by a lot of people, not just for the school drop offs and pick ups but those going to local shops, or the tube/overground. There will need to be some provision made for this as we already have a lot of dangerous double parking at the beginning and end of school. Obviously most of these people do not need to drive but do. Park Road is also the only way in to at least one estate at the end of the road and is used by residents of Bailey Close as it is wider than Palace Road. Amethyst Close is also a private close, but has a lot of traffic not meant for it as it is meant to be residents only. Thanks
I am very concerned about adequate primary school provision for what is probably the most vital part of a child's education experience. I have grandchildren of school and pre-school age and am a teacher myself.
I think a different location would be more appropriate, the other side of the north circular
I think it sounds like a great opportunity to create much-needed primary school places - and also for the school to get the investment it badly needs to help improve the building and outside space.

I would like to know what mechanisms are in place to enable senior managers at school to receive support from Haringey and from colleagues at other schools which have undergone expansion. I am most concerned that staff at Bounds Green are not left to "get on with it" once the new year groups begin to arrive. Also concerned about access from Park Road - a new crossing will need serious consideration.
If after consultation, the expansion still goes ahead, please Haringey consider our children, the school building, the staff and the local community.
In the proposed plans it shows no expansion of the staff room. In the proposed plans it shows no space for the specialist teachers to provide their specialist teaching. Expanding the kitchen will lose staff parking spaces which will impact on the already busy Park Road.
It is essential the expansion is carried out with great care so as to maintain the ethos of Bounds Green School. It is a good school which really values its children as individuals and it is important that the building work and expansion continue to cater to this. I feel the following areas are critical to ensuring a smooth transition to 3 form entry: 1. Maintaining and improving playground/outdoor areas 2. Consideration of the increased traffic in Park Road and the need for safety improvements at the crossing points 3. Careful thought regarding hall space for whole-school activities (e.g. assemblies, school performances etc). Bounds Green has a fantastic community feel and it is imperative that this is maintained. 4. Pressure on school kitchens and lunchtime play. 5. It is important that children are able to interact with each other, both in their year group but also "vertically" across the school (eg with siblings and older and younger children), this also feeds into the community feel of the school. 6. Retention of non-classroom space, e.g Music room, Art room Topic room. This should also include staff room space big enough for all the staff when the school reaches capacity.
It would make lots of parents very happy in the area I know many mums who are gravely concerned about where their child will go to school
Larger school will stagger lunchtimes and events where the school will no longer be able to meet together, such as performances. This will all contribute to the loss of community spirit making it harder to sustain/achieve good results. The need for more staff may result in enlisting unqualified staff or less experiences. SEN will also suffer as more pupils will mean more pressure of staff, losing effective support for the pupils who most need it.
My only concern is, hope the expansion does not interfere with the quality of education my child gets. Quantity should not affect the quality.
Please use charities that advise how to best reform the playground
School facilities are already stretch and the expansion proposals are not adequate to cover the influx of students and do not properly future proof the school for additional heads
See previous question
The expansion of Bounds Green may lead to other Haringey schools losing pupils to Bounds Green

since, as the bulge class has proved, children from outside the immediate area are offered places.
The infant block I know has already incorporated a bulge class and therefore in theory has capacity for a permanent extra class of children. However, I know that the extra space this year is being partly being used as a resource room for small group work and particularly for children with additional needs, of which there are a fair number - my daughter is in reception and there are two autistic children in her class, each with 1:1 support as well as less severely disabled children or children with English as a second language who need a greater level of support in the crucial early years. With thirty more children to cater for, including those with additional needs, I am concerned that there will not be enough space to maximise the most effective learning opportunities for all the children and that they, and their teachers, will all suffer from being in accommodation which is too cramped. I think the teaching in the Infant School is absolutely fantastic and the children are currently wonderfully looked after, but a lot of the resources available to the staff are pretty shabby and well-worn, presumably because there is not enough money available to replace and update. I worry with the pressure of more children that this problem is going to increase. Bounds Green is not a wealthy school in its current form and permanently increasing its intake could put huge pressure on existing resources unless it is taken into consideration as a factor in the expansion by Haringey. I think the designs for the extra building work on the junior school look fine, but as I said earlier, I do hope that the school will recieve additional money to update their resources to go with the extra intake especially in the areas of IT and books. The quality of books freely available to the children in classrooms is poor at present; books do not last forever if they are being frequently read and looked at by children and an increase in intake will increase this pressure. Finally, I am extremely concerned about road safety for the children on the roads around the school. I have already seen a big increase in parents parking dangerously on Park Road in the six years my son has been at the school and the expantion gives an opportunity for this to be sorted out once and for all, not just every few months by having parking attendants swoop down. The permanent closure of the side entrances into the school from Park Road may help with solving this issue. I would also like a pedestrian crossing on Park Road, as near to Bounds Green Road as possible. The traffic light timings at the major crossroads of Bounds Green are not pedestrian friendly and cars are still turning left illegally from Bounds Green Road into Brownlow Road from time to time which means that even when the green man is lit, it is not always safe to cross. I sincerely hope that the substantial increase of pedestrian and car traffic caused by the expansion will mean that adequate extra road safety measures are taken by the Council to protect not only the school's pupils, teachers, and parents, but all of the local community.
The opening statement at the first consultation meeting was a reassurance the selection of Bounds Green was not a 'done-deal' or a Fait au Complete. Hummm. Everything I've seen and heard has done nothing to suggest otherwise. Avoiding the difficult questions with vague and deflecting answers does little to instil confidence in any of the reassurances being offered. Please don't expand our school

The plans for the expansion aren't very clear about how the school is going to be able to accommodate for all the additional services, staff and space that the additional children will require. The plans don't show where all the additional teaching staff will be able to have their staffroom that will be large enough to allow for all the extra staff. The plans also don't take into consideration the space required for the already oversubscribed After School Club, with all the extra children in the school, there would need to be more room available to allow for the extra demand that school would have. It would also be a worry about all the additional traffic (both on foot and on the road) with all the extra children and families dropping off and picking up their children from school. It is already a problem to park at 9am and 3:30pm and the roads can become very congested and dangerous, so with all the additional children/families it would become even worse.
The school has a lot of exterior space, but it could be far better used for the benefit of the children and laid out and managed than it is now. Funds and skills should be made available to do this. the PTA has been trying for years to raise necessary money etc, now is the time to bring it all together.
The school has worked hard to establish a good environment for the children. It would be sad if this were compromised. Some of the assemblies I have been to for example included children a long way up the school supporting younger ones as they played their musical instruments. This would be harder to do with 3 classes per year. The outdoor space already seems cramped to me and as there is no green space on the site (unlike Coldfall for example or Rhodes Avenue with a park just outside) every square inch of this space is valuable.
Things to consider ... If the expansion goes ahead then that means more staff. There doesn't seem to be any plan in place or visible solution to the increased staff and the space of the staffroom. I'm also concerned about the increased traffic at the junction of bounds green and park road. With the increased number of pupils I suspect this may become an issue and wonder how tjoa can be resolved.
When deciding whether to do this please take I to consideration the future if the current Bowes park school site which I believe may be vacated in the near future. If that's true that would be a whole school building for same catchment area families.
Why do you make the good schools bigger - therefore putting more pressure on teachers / children to be heard in a big environment and possibly become lost when other schools are poorly performing and undersubscribed? Make ALL schools good or better then increase the size if they are required. The easy option is to make the good ones bigger not the right option.

Appendices 4: Minutes taken at the public meetings including Q and A

Shaping the future of Bounds Green Infants and Junior School

Consultation on proposed school expansion

Haringey Council

Note of Public Consultation Meetings at 9.30 am and 6pm on 12 January 2015 held at Bounds Green School

PRESENT (9.30 am and 6pm)
Cllr Ann Waters - Cabinet Member for Children and Families
Jennifer Duxbury - Head of Education Services
Anji Phillips - Interim Director of School Standards (apologies for absence at 6pm)
Nick Shasha - Place Planning Lead
Claire Barnes - Project Manager
Will Wawn - Head Teacher
Rosemary Mayes - Chair of Governors
John Chilton - Clerk

13 members of the public, including local Bounds Green Councillor Joanna Christophides, at the 9.30 am meeting - not all present throughout.

9 members of the public, including local Bounds Green Councillor Clare Bull, at the 6 pm meeting - not all present at the start of the meeting.

Purpose of meetings

To explain the Council's reasons for proposing to expand Bounds Green Infants and Junior School from two to three forms of entry from September 2016. To give further information about the proposed expansion of the School and to seek the views of parents and members of the public on "the proposal" as part of the "statutory representation" consultation period required to take the proposal forward. Plans and drawings of the proposal were on display.

Welcome

Chairing the meeting, Will Wawn welcomed everyone and asked the representatives of the Council and School to introduce themselves. There would be an opportunity for questions and answers at the end of the meeting but questions could also be asked during the presentations. Rosemary Mayes, Chair of Governors, explained that in considering the Council's proposals, Governors had been guided by the principle of all children being entitled to a place at a good school. After rigorous examination and debate they had come to view the proposal as an opportunity to

develop and further improve the School. The proposal was challenging but Governors believed that it could be managed to the advantage of all pupils.

The process and the current consultation

Jennifer Duxbury briefly set out the process that the Council had followed in arriving at the current proposal to expand the School from two to three forms of entry from September 2016. The population in Haringey (as in London) is rising and additional school places are required to meet future demand. Starting in 2013 the Council had been investigating and discussing the feasibility of expanding certain primary schools to meet this anticipated demand for additional places. In July 2014, the Cabinet had agreed to undertake stake holder consultations with those schools identified as being capable of expanding. In respect of Bounds Green, only 30 responses had been received, with 53% of respondents supporting the proposal and 23% not supporting. Reasons given for not supporting the proposal were; (a) loss of space/play space; (b) loss of character of the school; and (c) disruption during the construction phase of the development. Respondents favouring the proposal cited reduction in waiting lists and the creation of a new purpose built teaching space and improvement of existing facilities.

In the light of these results, Cllr Waters, Cabinet Member for Children and Families, had agreed that the proposal should be taken forward to the next stage; a statutory consultation known as "statutory representation". The statutory consultation had commenced on 9 January and would finish on 5 February 2015, being the maximum period allowed in law. During the consultation period stakeholders (parents/carers/prospective parents/staff and local residents etc) could submit their views, supporting or objecting to the proposal with reasons by;

- attending one of the two meetings on 12 January 2015 and expressing their views and concerns and/or completing and returning the printed questionnaires available at these meetings
- completing the questions/comments sheet left on each chair
- attending informal coffee mornings with the Head Teacher on Tuesdays and Thursdays (details would be published shortly)
- responding to the online questionnaire at:
  www.haringey.gov.uk/schoolexpansions2014
- email to boundsgreenpan@haringey.gov.uk
- telephone - 020 8489 3607

The Council must take a decision on whether to proceed with the proposal within 8 weeks of the end of the consultation period and accordingly the results of the consultation would be considered by the Cabinet at its meeting on 17 March 2015. Cabinet meetings are held in public and the officers' report would be published on line (ie available to the public) one week before the meeting takes place. It was

possible for members of the public to seek permission for a deputation to address the meeting either in support or opposition to the proposal.

Having considered the results of the statutory consultation the Cabinet could

- reject the proposal
- accept the proposal
- accept the proposal with modification
- accept the proposal with or without modification but subject to certain prescribed events (for example, where a large redevelopment required the purchase of additional land, a proposal might be approved but only if the land could be acquired).

At this stage it was important to be able to report a successful consultation to the Cabinet and as such all comments and expressions of view in support or against the proposed expansion of the school were positively encouraged.

Construction of the additional accommodation

Claire Barnes explained that if the proposal was agreed, the main construction would take place in the corner of the site at the junction of Park Road and Bound Green Road. The unused school caretaker's accommodation would be demolished to make way for the new building which would also occupy land which is currently not used as part of the playground.

The proposal included refurbishment of some of the existing buildings, additional cycle racks and improvements to the outdoor play space which pupils would be involved in designing. The building works were planned to take 9 months starting in January 2016.

Officers were aware of parents' concerns over disruption during building works and steps would be taken to keep this to a minimum, including;

- engaging an experienced contractor
- meetings with staff and carefully planning the phasing of the work; to make the best use of school holidays and weather which would be particularly important for the landscaping works, (for example, by delaying the start on site to the Easter holiday 2016); cause the least disruption; and fit in with important events in the school year such as Key Stage SATs.
- using temporary storage containers for school equipment
- a comprehensive traffic plan for vehicles and pedestrians during the building phase
- a quality control plan during the construction phase with daily visits to site and weekly meetings with staff.

The appointed contractor would be required to draw up a comprehensive health and safety plan for approval. This would include how the building site would be closed, boarded off and staffed whenever the school was open. Children were interested in building sites and construction and officers would require the contractor to cut secure windows in the fencing so pupils could observe the activity and progress being made. The quality checks and daily site visits would not only review progress but also ensure that adequate arrangements remained in place to ensure pupils safety. Ongoing access to the site and delivery of materials would be agreed with the School.

The School Council had had a workshop to consider landscaping ideas and what was proposed reflected the aspirations of pupils, parents/carers and staff. The Deputy Head was proposing a design competition for the outdoor play space with a view to the winning proposals being incorporated as elements of the final design.

Questions, Answers, Concerns and Responses at the 9.30 am meeting on 12 January 2012

Q.1 When will the first intake of the additional 30 pupils take place?
A.1 September 2016. The school will then grow by 30 pupils each year as this form moves from reception to Year 1, then Year 2, and so on, and each year a new intake of pupils joins the school.

Q.2 When will the Council take a decision on the proposal?
A.2 At the meeting of the full Cabinet on 17 March 2015.

C.3 There is already a problem with parking and double parking in Park Road N11. This will only get worse with more children attending the school, resulting in additional vehicles and pedestrians.
R.3 It was accepted that this was an issue. The School Travel Plan would continue to encourage walking to school. Officers knew the distances from home to school for last year's student intake and had mapped it for the additional pupils who would come from a wider catchment area, but still within walking distance. Cycling would be also be encouraged with additional cycle racks. It was also accepted that some parents would drop their children off by car before going on to work. A full traffic impact study would be carried out and would be needed when the proposal (if agreed) was submitted for planning approval.

C.4 Officers needed to remember that at present 20% of Year 1 pupils left the school and their places were taken by pupils usually living further away. This would increase the number of parents dropping off pupils by car. The School was located at the junction of Bounds Green Road and Durnsford Road N11

which were two main traffic arteries, was close to the underground station and local shops and yet there was no Controlled Parking Zone (CPZ).

R.4 It was acknowledged that traffic currently generated by the School was an issue and this would increase if the school expanded. There were other factors like the creation of adjoining CPZs that had the effect of displacing parking into uncontrolled areas like Park Road. Changing the layout of the site such as closing the pedestrian gate in Park Road (coupled with better enforcement against double parking) might be part of the solution.

C.5 It is clear that there was a need for a comprehensive traffic management plan. The junction of Park Road and Bounds Green Road needs to be improved. The request for a pedestrian crossing outside the School in Park Road had been refused for reason of its proximity to the junction with Bounds Green Road. More residential development was proposed for Park Road which would generate more traffic. When consulted residents had expressed mixed views on the prospect of a CPZ. Traffic was an issue and a firm plan was needed to deal with traffic if the expansion of the school went ahead.

C.6 The junction of Bounds Green/Durnsford/Brownlow Road (A109/B106) needed to be looked at again. The pedestrian phase is too short and not obeyed by motorists and neither are the prohibited left and right turns that facilitate the pedestrian phases.

R.5&6 A comprehensive traffic impact assessment is being carrying out as part of the project plan. This will be needed when the proposal (if agreed) is submitted for planning approval.

Q.7 Will the formal agreement of the proposal be dependent on the resolution of the traffic and parking issues?

A.7 No, but the intention is to complete the traffic impact assessment before a decision to proceed is taken. The assessment will be required as part of the application for planning approval and it is possible for this to be withheld if traffic management proposals are not deemed to be satisfactory. Planning officers will independently assess the traffic issues in making their recommendation(s).

Q.8 Can the proposed expansion of the School be used as a vehicle for resolving other issues at the school?

A.8 Improvements to some of the existing buildings will be undertaken as part of the proposal. Extensive improvements to the outdoor play areas are also proposed as part of the scheme.

C.9 A prospective parent indicated that she, and a number of her neighbours who were considering the School intended to walk.

R.9 Walking and cycling was encouraged in the School Travel Plan. Additional cycle racks would be provided as part of the proposed expansion.

Q.10 Staff will be able to comment on the proposal. Would it be possible for a summary of staff views to be made available to parents/carers?

A.10 Yes, this is a good suggestion. A consultation document is going to all staff and the Head Teacher proposed to set aside time at curriculum meetings to discuss the proposal. Lessons learnt from other schools indicated that expansion to three forms of entry had resulted in improved management structures, better support for newly qualified teachers, improved career opportunities and more collaborative working.

Q.11 Parents/carers haven't been given enough information on which to make a decision. For example the presentation to the meeting was based around the need for more places rather than the advantages that could come from expansion. Where are the examples of successful expansion at other schools? In the absence of hard evidence, such as before and after SATs and/or Ofsted inspections, parents are being asked to take a lot in good faith.

A.11 There is evidence of successful expansion at other schools and contact with parents at schools that have undergone expansion give a lot of confidence. Locally, both Coldfall and Rhodes Avenue Schools had successfully expanded but not necessarily in identical circumstances to Bounds Green. What wasn't possible was to give an absolute guarantee that this success would be repeated. However the proposed expansion at Bounds Green would never have been put forward if the School wasn't already successful and there was a high degree of confidence that this could be sustained through the construction phase and beyond. Comparing schools was difficult as no two schools were the same. SATs results reflected an number of factors and demonstrated natural variances over time. Similarly Ofsted results were based on a number of factors and could change for a number of reasons, including change in the inspection regime and emphasis given by the inspectors. Given all these factors the local authority had sought to present a neutral view and certainly didn't wish to "oversell" the benefits of the proposed expansion.

In view of the nature of this question

- the questioner was asked to submit specific questions via email
- the head teacher agreed to try to get people who had worked on and through the expansion of their school to come and address parents/carers,

- officers would look to circulate relevant extracts from a paper that was being prepared for the next Governors' Conference on the similar issue of school federations (if this contained relevant information), and
- at another Haringey school, Governors had been investigating the potential advantages of expansion and might be willing to share their findings - officers would ask.

Q.12 What data is there on the short term disruption to learning during the construction phase?

A.12 The location of the works, in a corner of the site, means that it can be contained. Phasing of the work is crucial to keep disruption and any temporary relocation of classes to a minimum.

Q.13 How did staff view the potential disruption during the construction phase?

A.13 Leadership was partly about encouraging staff buy-in. Staff had the opportunity to speak up and would be listened to. Teaching staff were used to coping with change which was an integral part of school life.

Q.14 As Head Teacher, was Will excited by the proposal?

A.14 Yes. There would be a lot of hard work but also many opportunities to further develop and improve the school. The proposal would provide more places for local children. There was a great opportunity to improve the outdoor play space for the benefit of all pupils and problems with the condition of some of the existing buildings would be rectified. For example, the existing separate fire alarms would be integrated. He anticipated that the expansion would result in a more stable workforce as there would be greater opportunities for professional and career development, and a larger management team.

The meeting ended at 10.43am.

Questions, Answers, Concerns and Responses at the 6 pm meeting on 12 January 2012

Q.1 Is there any point in objecting? Won't the expansion of the school go ahead anyway?

A.1 Yes you should object if that is your view. The proposal may not go ahead if sufficient people are opposed to it. By stating your reasons for objecting you also give the Council the opportunity to take these into account in developing its plans for the School.

Q.2 How was the decision taken to progress with a particular development proposal?

A.2 At the feasibility stage having gone through the options with the management team and governors.

Q.3 Has the impact of the proposal on the local area been considered along with other proposed developments, particularly the Mayor of London's Cross rail proposals?

A.3 Cross rail (if approved) is still a very long way into the future. Additional school places are needed now.

Q.4 Geographically, is Bounds Green the right school to expand?

A.4 Yes. Even if land for a new school was available the local authority would not be able to take this route. The Education Act 2011 changed the arrangements for establishing new schools and introduced section 6A (the academy/free school presumption) to the Education and Inspections Act 2006. Where a local authority thinks there is a need for a new school in its area it must seek proposals to establish an academy/free school, it can't build one itself. Where no such proposals are forthcoming the only option is to expand existing schools. In this area, Nightingale and Noel Park are academies, Rhodes Avenue and Alexandra have already or will be expanded.
Bounds Green is the only primary school in areas 1 and 5 that is capable of being expanded and is the preferred option. The Council's agreed place planning principles favour the expansion of schools where there is proven demand and well-established and successful leadership and management at a good or outstanding school. This is the case at Bounds Green. The need for additional places is ongoing. There will be a need for further expansion of primary schools (or alternatively new academies or free schools) in the future.

Q.5 Has there been consultation with neighbouring authorities? If Bowes Primary School was left empty while Bounds Green was expanded, then that would influence my view of the proposal.

A.5 Officers have regular meetings with their London colleagues and discuss where schools are being expanded. Borough boundaries are irrelevant for prospective parents seeking a school place. Officers agreed to specifically enquire about any plans to for Bowes Primary School and include any response in the note of this meeting.

Q.6 Once the new building is completed will there be any space left for children to run around?

A.7 Yes, the new development will be confined to a little used corner of the site. The disused caretakers accommodation will be demolished and replaced by the new building which will also take a small piece of land which isn't currently used for play. Landscaping works are proposed that will maximise the opportunities for play and what is being proposed is very similar to proposals drawn up by the Parent Teacher Association some four years ago. Within the

proposed scheme, £185K has been identified for landscaping. The importance of play is recognised as is the importance of getting the landscape designs right. The Project Team is constantly asking questions and looking for what will work best.

Q.8 Which pupils would be accommodated within the new building?
A.8 That would be decided nearer the time. The intention is to cluster year groups together.

Q.9 Wasn't the School previously three forms of entry?
A.9 Yes, but it was never fully implemented in September 2002 although additional buildings were provided. The School then reverted to two forms of entry in September 2008.

Q.10 So now the Council wants to go back to three forms of entry. How confident are they that the demand for additional places at Bounds Green is (will be) there?
A.10 Very confident. There has been a growth in the population and the popularity of the School. The need to increase the number of school places was identified in 2013 taking into account all the evidence (census data, local housing developments, birth rates, pupil retentions etc) that is available. In the light of the School's experience in managing bulge years, this had also been a key question for Governors who had rigorously examined the data and the Council's case. Nevertheless, there are unknowns such as the emergence of future plans for new academies.

Q.11 How will children be prevented from exploring the building site? It's unlikely that they will read the signs!
A.11 The site will be boarded up and staffed whenever the School is open. Children are interested in building works and secure viewing windows will be cut into the site boarding. Deliveries to the site will be co-ordinated with the school; it is possible that all deliveries will have to be completed before the school day started.

Q.12 How will the additional traffic be managed?
A.12 Traffic will need to be carefully managed both during construction and after. Discussions are taking place with the Council's Highways Team.

C.13 As a resident of Park Road, I am concerned about the additional number of cars bringing children to the school. There is a shortage of school places in Crouch End so parents will be driving their children over from there.
R.13 There are other plans for dealing with the shortage of spaces in other parts of the Borough like Crouch End. Following experience in managing " bulge

years" (ie a year when Bounds Green accepted an additional class), the Council can accurately predict how far the school "catchment area" will extend. As such it is reasonable to assume that most of the additional pupils will be able to walk to school.

Q.14 Will the development of the school result in a consultation on a new (or extended) CPZ?

A.15 The Council is doing a full traffic impact assessment and a CPZ is a possible solution that could be looked at.

C.16 The green man phase on Durnsford Road at its junction with Bounds Green Road is not well observed. In addition the pedestrian bridge across Bounds Green Road is in need of extensive refurbishment.

R.13 Both these concerns will be fed into the traffic impact assessment.

C.17 Additional pupils will mean more pupils attending after school clubs and this will result in more noise. (In the discussion of this concern, it was suggested that noise from the play ground could be being carried and amplified by drains running under adjoining residential properties in Park Road.)

R.17 Yes it is likely that there would be more children attending after school groups. The proposed landscaping works included the provision of new play surfaces to support a range of play activities. Any residents who did suffer from playground noise travelling underground were asked to call for the Head Teacher at the time, so he could experience this for himself.

Q.18 Are there plans for additional places at secondary schools?

A.18 Yes, plans for providing additional secondary school places will be brought forward.

C.19 A former parent and Governor made the point that the proposed expansion of the school should be seen as a great vote of confidence in a school that has come through challenging times. Increasing the number of places at the school was a worthwhile objective and would bring reassurance to parents wanting a place at their local school.

The meeting ended at 7.20pm.

Appendices 5: Transcripts of emails received/sent from the Consultation mailbox
Please note: These responses are as received and uncorrected for spelling etc....

Sent: Mon 16/02/2015 11:20

RE: Bounds Green School expansion

Dear *******

Thank you your response to the consultation. The views and points raised in your email have been added to the consultation responses.

We have worked closely with the current senior leadership team at Bounds Green, including Will Wawn (Head teacher) and Rosemary Mayes (Chair of Governors. If you have been able to attend any of the public meetings you will have been able to see Will and Rosemary's commitment to an expansion that retains and builds on the very high leadership and standards that the school already exhibits. While there can be no guarantees that any member of the leadership team might want to pursue other openings at some point in the next few years, both Will and Rosemary have set out their commitment to the school and have also acknowledged the strength of the extended leadership of the school including other senior leadership and other governors. In this respect the local authority are confident that there is sufficient contingency planning already built into the structure should there be any changes in structure. From a Council perspective this proposal has always had a broad approach with knowledge shared between a number of colleagues and services including school place planning, admissions, property, highways, and senior management within the Council.

With regards to noise and disruption, any design undertaken is required to comply with Department for Education standards which include requirements for acoustics and ventilation to be at an appropriate level and in compliance with all relevant legislation and guidance. We will work closely with the Head Teacher and Governing Body to minimise any impact that any development has on any member of the school community or indeed of the local neighbourhood.

In terms of ensuring safety we work with specialist contractors who work in schools regularly and are very experienced in delivering schemes within a working school. We will ensure continuous liaison with the school to ensure any potentially negative impacts of a building programme are minimised if not eradicated. Further, the work to expand a school is often taken as an opportunity to enhance and develop the children's learning - typical activities include assemblies, drawing competitions and site visits for children to see how the works are progressing and to learn from a live building project.

A Traffic Impact assessment (TIA) will be undertaken if the proposal is agreed and will be submitted for consideration as part of the required planning application. Concerns about road safety and the crossing at Bounds Green road have been raised in a high number of responses to the consultation and these issues will be considered in the TIA. However, in addition to this, I will undertake to pass your concerns about the safety of the foot bridge and about the abuse of the green man at the crossing, on to Highways colleges for their further investigation.

In term of the new playground plans, we can demonstrate through other successful projects, where external space has not been increased, that through timetabling, design and flexibility pupil's experience of outdoor play and learning can grow.

I hope the above answers your questions but should have any other outstanding questions, please don't hesitate to call me on the number below.

Yours sincerely

Nick

Nick Shasha

School Place Planning Lead

Haringey Council

Education Services

3rd Floor, River Park House
225 High Road
London
N22 8HQ

Please note that I work from home on Fridays

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From: **********
Sent: 02 February 2015 21:08
To: Boundsgreenpan
Cc: **********
Subject: Bounds Geeen School expansion

Dear Nick Shasha

In principle we want every child to benefit from a good school place and in that spirit respect the current consultation.

However we have some concerns which we would want to see addressed in order for the plans to have our full support. Much has been made of the strength of the school leadership as a deciding factor, which we agree with. We would like to see a commitment to retain the leadership team throughout this process and, for example, two years beyond. Major leadership changes could be catastrophic for the school which is on the upward trajectory, but not yet outstanding, with a lot

more general school challenges to deal with, which are already potentially all consuming even without the complexities of a major build project .

We are concerned about noise and disruption during building works, and the security and safety of children. For example will extra supervision at playtime be offered to ensure the site is safe so close to children? What about dust containment? Will contractors be in penalty clauses for breaches if safety and over-runs?

We are also concerned about supporting infrastructure keeping up with dramatically more use, like nowhere to park and drop kids by car (for parents who do this. We do not by the way). And we are already very exercised by the terrible state of disrepair the footbridge is in and do ask you to please mend it, it has rusty spears poking out frequently which are a trip hazard and stab risk. Also the frankly dangerous crossing of Bounds Green road where cars drive through green man crossings in front of children.p is a disgrace and an enormous safety issue.

We love the new playground plans and appreciate how these also offer real compensation to existing kids for all the disruption, but we are also concerned about how lunch and playtime will be staggered and how children will have enough space for physical play at playtime. We think one if the reasons school has such good behaviour is the sense if space and freedom it's generous site allows.

Yours sincerely

****

Appendices 6: Formal response from the Governors of Bounds Green

Received electronically via the survey form:

Please give reasons for why you support, or object to, the proposed expansion of Bounds Green Infant and Junior School.

As chair of the Bounds Green governing body, I am writing on behalf of the governing body to say that the proposal for expansion was discussed exhaustively before it was agreed to support this development. The supporting data presented by Haringey Council staff was rigorously examined by governors on a number of occasions and a range of pertinent issues were raised especially in relation to the impact on the existing ethos and organisation of the school. However, the final decision in favour of the expansion was motivated by the evident future shortage of primary school places in this part of Haringey and a strong commitment to filling this gap.

Please use the box below if you have any other comments on the proposed expansion of Bounds Green.

As a governing body, we are committed to ensuring that the proposed expansion will be of benefit to the school and will provide us with opportunities to enhance provision in new and innovative ways. In particular, the project steering group, which includes representatives from the governing body, the head teacher and members of his senior leadership team, will be paying particular attention to the concerns which have been raised during the consultation period and feasible solutions to them.

Appendices 7: FAQs Bounds Green Infant and Junior School

Frequently asked questions – Bounds Green Infant and Junior School

The Council is currently consulting on the possible reinstatement of the published admission number at Bounds Green Infant and Junior School from its current two forms of entry back up to three forms of entry. The School was a three form entry school until 2003 when its admission number was reduced to respond to fluctuating demand for school places in the borough. We are now considering what is known as a 'reinstatement of the PAN' at Bounds Green Infant and Junior School – hereafter referred to as an expansion. We are concurrently carrying out consultation on the possible expansion of St James C of E Primary School from one to three forms of entry and the possible expansion of St Mary's CE Primary School N8 from two to three forms of entry. We are seeking views on the possible increase in numbers at all three of these primary schools to reflect growing local demand for reception places.

The consultation runs from 15 September to 24 October 2014 and we welcome all views from everyone who might have an interest in the increase in pupil numbers at any of these schools.

Below is a list of questions that we think interested parties may ask us together with answers to those questions. We know that there will be other questions asked during the consultation period that are not set out below and we do undertake to update this list of questions through the consultation period on a dedicated webpage at www.haringey.gov.uk/boundsgreenexpansion

The Consultation

1. Why are you consulting us?

We want to seek the views of parents, staff, local residents and other stakeholders, to find out whether they support the principle of school expansion at Bounds Green Infant and Junior School.

In this consultation the council will share all available information about the proposed expansion of your school and to listen to views from all interested parties.

This consultation is **not** a statutory stage in the process of any possible school expansion, but it plays an important part in informing what might happen next.

Throughout this consultation information will be provided to you in a number of ways and there will be make a number of opportunities for you to make your views on the proposals known. These include:

- Public meetings
- Drop in sessions

- Consultation documents
- Background documents including the 2014 School Place Planning Report
- Email and telephone contact

The consultation runs for six weeks from 15 September to 24 October. Full details of how you can have your say and hear the views of others are available in our consultation document, on our dedicated webpage www.haringey.gov.uk/boundsgreenexpansion or by calling 020 8489 3607, and

We will use the information gathered from this consultation in a report that will recommend whether or not we proceed to the next step - the publication of a statutory notice setting out our intention to expand your school.

2. Why does the local authority want to expand Bounds Green infant and Junior School?

Pupil populations have been rising right across London for the last 7 years. In the area around Bounds Green infant and Junior School demand for reception places already outstrips availability, creating a shortfall that is predicted to grow considerably in coming years.

In accordance with our school planning principles, we have identified Bounds Green infant and Junior School as one school with the potential to accommodate some of this excess demand by expanding the reception intake from two forms of entry to three forms. We have also taken into account the physical space at the existing School and the existing quality of leadership and management.

In addition to the consultation taking place at Bounds Green infant and Junior School, we are also consulting with St James C of E Primary N10 and St Mary's CE Primary N8 about expanding their schools which would further help to increase school capacity across the borough.

3. Who is being consulted?

We are seeking views from everyone who might have an interest in more places being made available at Bounds Green Infant and Junior School. This includes parents and carers of children already at the school as well as parents and carers who live locally and who have children who are not yet of a statutory school age. We are also seeking views from pupils at the school, staff and governors of the school, the views of other Haringey schools, the views of local residents and businesses, views from Councillors in Haringey and the two borough's Members of Parliament. We will also ask for views from the boroughs adjoining Haringey. All of the views expressed will be considered as part of the decision making process.

How will the views of people consulted be gathered in the consultation?

Copies of a consultation document have been made available to every parent, carer, member of staff and governor in the school. Copies of the document,

together with other background information, have also been made available on the council's website at www.haringey.gov.uk/schoolexpansions A leaflet drop has been made to local residents and businesses giving them information about the consultation. We will also be using the School Council to gather the children's views. Information on the consultation has also been sent to all adjoining boroughs, all primary, secondary and special schools in Haringey, all of Haringey's Councillors and the two elected MPs for the borough.

What if I can't make the meetings?
Minutes of the meetings will be taken by the local authority and published on our website at www.haringey.gov.uk/boundsgreenexpansion. We will also provide copies of the minutes to the school office for parents and carers to pick up if they were not able to attend one of the meetings.

How will developments be communicated to parents who cannot speak English
The Council will use the usual methods of communication with parents who cannot speak English including, where applicable, translations and interpreters. Your school has advised us on the best way to communicate with parents with a child already at the school.

What happens when a statutory notice is published?
If, following this consultation period, it is agreed that a notice should be published setting out the Council's intention to expand the school, then such a notice will be published close to 8 January 2015. Immediately following the publication of the notice there will be a further fixed four week representation period during which time all stakeholders will have an opportunity to express their views. Further details on the representation period, including details of public events, will be made available if a decision is taken to publish the notice.

The council's cabinet would make a final decision on whether or not the school is expanded. At the present time it is expected that Cabinet would make this decision in March 2015.

4. **If a significant number of stakeholders are opposed to expansion, how will the council take their views into account?**
It is important that the local authority seeks all views on the expansion and balances this against the need to continue to ensure that there are sufficient local school places for children in the coming years. Our projections indicate that we will run out of school places locally if we do not increase the number of places available by 2016. However, before making any decision the local authority will take into account a number of factors including:

- Views gathered as part of this consultation exercise
- Any effect on school standard and school improvement
- The need for places
- The expansion of successful and popular schools

- Funding and land
- Special educational needs provision

We need to have your views to inform this process. During this consultation we will be seeking the views of all those with an interest in the possible expansion of Bounds Green Infant and Junior School. The feedback we gather as part of this process views will help us to decide whether or not to proceed with the expansion plans.

5. **Can I see a comprehensive breakdown of the consultation process?**
   A flow chart is appended to this Q and A which sets out the process.

6. **Instead of expanding schools, why doesn't the local authority build new ones?**
   Recent changes in legislation (Education Act 2011) means that any new school should now be a Free School or an Academy – these are publicly funded schools that are independent of the local authority. There are currently no proposals for such a school in the central part of Haringey where we have identified a projected place shortage. Two primary free schools have previously opened in Haringey: Eden Primary opened on Creighton Avenue in September 2012 offering 30 reception places a year, and Hartsbrook School opened in September 2013 offering 60 reception places a year. A further free school – Harris Academy Tottenham - will open a 'through' school in September 2014 offering 60 reception places and 180 year 7 places.

   The Academies Act 2010 allows for applications to be made to open a free school. at the time of writing the local authority (LA) is not aware of any free school proposals approved or otherwise, that might impact on demand for and supply of places in the west of the borough. One of the issues that Haringey faces is the scarcity of sites that are of a size and in a location capable of accommodating a new school, a problem seen across many LAs.

7. **How are schools assessed as suitable for bulge classes or permanent expansion?**
   In Haringey we use our School Place Planning Principles to prioritise schools for expansion and associated investment. The principles, agreed by the Council's Cabinet, are:
   - Seek to meet demand for places within established, new or emerging local communities, having regard for the role of schools at the heart of sustainable communities;
   - Supporting work to make all our schools good or outstanding, ensuring that every child has a place at a good or outstanding school. Where expansion is needed to meet demand for places, we should favour the expansion of schools where there is
     proven demand and well-established and successful leadership and management at a good or outstanding school;

   - Have regard to the impact of any changes on the viability and standards at existing and new schools;

- Bring forward proposals that make best use of scarce capital resources;
- Work with schools to provide the optimum forms of entry appropriate to the capacity of the school site and the level of demand

The Department for Education (DfE) provides guidance on how maintained schools should be expanded. The guidance sets out the four statutory stages for any expansion. These are:

1. Publication of a statutory notice setting out the Council's intention to expand a school
2. Representation (formal consultation)
3. Decision on whether or not to expand
4. Implementation of the expansion

Question 5 below provides further information on the statutory stages of the consultation, and an indicative timetable for this process is included as an appendix to this Question and Answer (Q and As) document. A flow chart setting out an expansion process is also appended to these Q and As.

8. We are a community school and you are thinking about expanding us, and two church schools (St James C of E N10 and St Mary's CE Primary N8). Why have you chosen these schools?

These schools have been indentified for expansion because they are popular, the standard of education is excellent and there is room to expand in a way that provides value for money. Building the additional classes will help to ensure every child has a school place. If the schools being expanded are local to you we would always encourage you to visit before you decide where to send your child to school, however are other local schools you may wish to make for preference for too.

The impact of any expansion on my child(ren)

9. What are the potential advantages and challenges of an expansion?

- Delivery of the curriculum – how would an expansion affect the delivery of the curriculum in our school?

  The expansion of the school will allow the Head Teacher and Governors the opportunity of employing more specialist teachers and engage more specific educational services – with the opportunity arising from the economies of scale resulting from increased funding and proportionately lower fixed costs. Our experience of larger schools is that yes, there is greater scope for specialism and the offer to children.
- Lunchtimes – how would lunch times and other breaks be managed with an increased pupil numbers?

  With the introduction of universal free school meals for Infant children the School has had to already phase lunchtimes slightly for Infant and Junior children. If the School were to expand to 3 form entry within a

couple of years the school would need to consider a longer lunchtime period and greater phasing between Infants & Juniors For example an infant lunchtime between 12-1pm and a Junior lunchtime between 12.30-1.30.

With regard to the outside environment, Bounds Green benefits from extensive playground space. The School would need to consider the impact of gradually taking on more children from year to year and to consider the possible phasing of morning playtimes.

- Toilets – will there be enough toilets?

  The number of toilets for pupils and staff is laid down according to specific guidelines. The expanded school will provide the number of toilets required for the size of the new school.
- Parental choice – parents and staff have chosen this school because of its size. Will an expansion change the ethos and feel of the school?

  The Head Teacher, his staff and the Governing body have outlined to us their determination to retain the existing ethos and feel of the school where children and families feel like they belong, where they feel welcomed and listened to and where children are cared for and known as individuals *if* the expansion does go ahead. The Head Teacher has been very carefully working with design consultants to build into the new school design a clear recognition of this requirement. This will be able to be seen through the clustering of year group classrooms and group rooms and the location and adjacencies of key school rooms e.g. main office, medical room, reception etc.
- Resources – will resources like IT, teaching assistants, access to specialist facilities in the school be spread more thinly or does the expansion allow for greater funding, a more efficient economy of scale and an opportunity to increase the offer to our children? The majority of school funding in Haringey, over 88%, is distributed through pupil led funding as it is nationally. It follows that larger schools will attract more funding and will be able to realise economies of scale, allowing a greater proportion of resources to be spent on education. The school expansion will provide for a 21st century ICT infrastructure for the whole school, supporting the required involvement of ICT at Bounds Green Infant and Junior School under the guidance of the Head Teacher and his team.
- The hall – how will assemblies be run? Will the school still be able to put on shows and concerts? The existing hall space does not allow for the whole school to meet for assemblies and so they are already split into different phases of the School such as Early years and Year 2-6. Once the School had fully expanded in every year group to 3 form entry, the School would have to change to further split assemblies to different Phase groups. The impact on School concerts would be small compared to what happens at present.

- Local area – will the roads and pavements become too busy at pick up and drop off? Will the new buildings overlook our neighbours or give them the opportunity to overlook our school?
  A Traffic Statement will be carried out as part of the project brief to assess the existing traffic and site information / means of access.
- Timetabling – what are the implications for the timetabling of activities such as music, PE and languages? The feasibility study looked at the impact of these issues with the preferred design option one that does not reduce teaching spaces. The school has considerable experience of adjusting timetables and physical space over the last 3 years to adapt to the 'bulge' class. This experience will enable the School to adapt timetabling as the expansion proceeds.
- Would a three form entry school strengthen the potential for teacher planning and working together or sharing workload, more ideas, subject specialism, cross-class working, and differentiation?
  The brief answer to this question is yes. The expanded school will provide the opportunity for more specialist teaching to be delivered, potentially freeing up time for teaching planning in a flexible approach to CPD/lesson planning. This opportunity will be dependent on the school management.
- Will there be more opportunities for staff recruitment and retention as well as staff development?
  The expanded school will be able to offer a more diverse educational environment for teachers and support staff to operate within. This in and of itself will be attractive and would support improved recruitment.
- Do permanent expansion(s) mean that less schools will be asked to take bulge classes and that the LA's strategic planning can focus on permanent expansions and not bulge classes?
  With every permanent expansion comes secured additional places and a reduced or removed requirement for any bulge classes. Bulge classes are a short term solution to allow a quick response to the need for additional places. They are not viewed as a sustainable long term solution to place shortage. They also serve a role where population is fluctuating slightly year on year and where a permanent expansion could not be sustained.
- What additional funding will the school receive for learning resources and staffing? – Every pupil brings additional funding to the school s/he attends that will cover learning resources and staffing and make a contribution to other school costs.
  The funding of schools is largely based on the number of pupils attending – so an expanded school would have expanded funding.
- How can I see how the pupil place requirement is divided up throughout the borough? The borough is divided into five 'planning areas' (PAs) for the purposes of school place planning. Bounds Green Infant and Junior School falls within PA1. Details of these planning areas, including a map showing how the borough is divided into the five

PAs, can be found in our annual School Place Planning Report at www.haringey.gov.uk/schoolplaceplanning

- How do I know that there is a local need for primary places? What radius is used to determine local need? The School Place Planning Report sets out the local need for school places and shows that demand in the Bounds Green area exceeds supply and that demand is expected to continue to rise for the foreseeable future. There is no single radius that determines whether or not a place is local but we look at individual PAs and ascertain whether or not demand meets supply and whether those living in the PA are able to attend a school within the PA or, if living close to the PA boundary, a school in the adjoining PA.
- Is Bounds Green Infant and Junior School in an area of local demand – if so what is the pupil place deficiency in this area? The deficiency for the planning area within which Bounds Green Infant and Junior School sits is set out in our annual School Place Planning Report. This shows that we expect a deficiency of one form of entry (up to 30 school places) in the short term, and two forms of entry(60 school places) in the longer term.
- Over what time period is this under capacity set to exist?
  Our projections for school places are for a period up to ten years ahead.
- What will happen to the schools budget if the 'extra' places deemed to be needed do not fully materialise?
  In a year of expansion the AWPU funding for the new class comes from the Growth Fund and is guaranteed for 30 pupils for the period September to March also paid is £15,000 initial funding. From the following April funding is based on the number recorded in the October census, although there may be some adjustment for historical late entries in reception.
- What are the local authority's agreed school place planning principles and how does this relate to Bounds Green Infant and Junior School?
  Our School Place Planning Principles are set out in our annual report at www.haringey.gov.uk/schoolplaceplanning
- How secure is the means of identifying additional pupil places – for example London is increasingly seeing internal migration with families moving from borough to borough and out into surrounding counties. Given such a scenario with what level of probability can we say that places x number of places will be needed?
  We work with the Greater London Authority to produce annual projections for school places. These projections are based on actual and projected birth rates and school rolls and take account of birth rates from the Office for National Statistics (ONS) and the latest available information on inward and outward migration in London.

- How will the quality of education at Bounds Green Infant and Junior School be maintained through the expansion works? Will additional resources be made available to secure standards?
  Through careful planning and strong leadership, which the school has, we have confidence that these issues will be addressed through any implementation process. We recognise that to deliver an excellent expansion it takes the time of senior leaders in the school and resources are made available to support this.

10. What if I do not want to continue with an education for my child at the expanded school?

If you have any concerns at any point about the impact of an expansion on your child, we would encourage you to speak to your child's class teacher to discuss your concerns in the first instance. Continuity of education is important and significant thought will go in to enhancing your child's experience through an expansion process.

11. How will pupils be affected as part of a bigger school?

One of the most important aspects of any school is its leadership and the quality of teaching and we are confident that the school is well led and that the quality of teaching delivered is high. A larger school will give more possibilities to attract and retain high quality teaching staff. Further teaching staff will be recruited as required to accommodate the increased reception intake from 2016 *if* the expansion goes ahead.

12. How do parents of children going into Reception in 2016 (or before) make their choices?

Full information about applying for a school place can be found in the Admissions booklet at www.haringey.gov.uk/schooladmissions

Delivery of any expansion

13. When would any expansion be delivered

The current consultation is the first step in a process to establish the principle of whether or not your school will be expanded. Within this process there is ample opportunity for all those with an interest in the school to make their views heard. The consultation document sets out a period for consideration of the proposal which runs from September 2014 to March 2015. During this time there are a potential two periods of consultation – the current consultation and a further consultation know as the 'representation stage' which it is scheduled would happen between January and February 2015 but *only* if a decision is taken to publish a notice setting out the Council's intention to expand the school. A published statutory notice would set out the date on which the Council would like to implement the expansion of the school. This implementation would be incremental: this means that the expansion would begin with an increase in the number of children admitted into the reception class. The expanded number of children entering reception class would continue until, after seven years, there were three forms across all year groups. This is set out in the table below by number of classes. Please note

that this table is provisional and is dependent on the outcome of the consultation. A table in the consultation document sets this information out in pupil numbers across the school.

Year	Reception	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
2016	3 classes	2 classes	2[13] classes	2 classes	2 classes	2 classes	2 classes
2017	3	3	2	2	2	2	2
2018	3	3	3	2	2	2	2
2019	3	3	3	3	2	2	2
2020	3	3	3	3	3	2	2
2021	3	3	3	3	3	3	2
2022	3	3	3	3	3	3	3

In March 2015 the Council's Cabinet (the decision making body of the Council) will make any final decision on the principle of whether or not to expand the school.

14. How long will any building work take?

Construction work is estimated at this stage at 6-8 months. Any work will need to take place both during term time and in the school holidays. Work that is likely to cause the most disruption will be programmed to take place in consultation with the school for periods when the disruption can be avoided/minimised.

15. What input can we have on the design process of the school if the expansion goes ahead?

A list of FAQs from a design project perspective has been complied and can be viewed on our consultation page at www.haringey.gov.uk/boundsgreenexpansion

16. What will an expanded school look like?

It is not possible to say at this stage, but all possible measures to maintain the character of the school and the maximum space for children to learn and play will be made. A list of FAQs from a design perspective is available to view at the webpage outlined in Q15.

As and when more detailed feasibility study is carried out, issues including pace utilisation and access, as well as design and layout will be looked at in more detail and this will be shared with the school.

Other questions

17. Does a bigger school mean bigger class sizes?

The class sizes will remain at 30 pupils per class.

18. How will the overall expansion programme be funded?

The local authority will provide funding for the project.

[13] Recent bulge classes at Bounds Green Infant and Junior School are NOT reflected in this table

19. What happens if the school is expanded, but in further we find that the places are not needed?

Pupil numbers are continually monitored across our borough and we look at our projections to be sure that we plan to provide enough school places, while at the same time balancing this against the need not to over provide or to make one school bigger while at the same time seeing an neighbouring school's numbers declining. Our projections of our school rolls are based on actual and projected birth rates and we do know that the birth rate in Haringey is rising and that we expect to need more school places in the coming years. This is a pattern that has been evidenced across our borough for several years and, since 2003, we have added a total of 11 additional classes to our primary schools as well as the five classes (150 children) provided as a result of the opening of free schools in the borough.

Based on a careful analysis of our projections we do not expect to find that any additional places created through expansion will not be needed. In the unlikely event that this does happen we will undertake consultation to decide on the most appropriate action. We expect demand for places to increase year on year until at least 2023. Thereafter there may come a time when numbers decrease slightly. We will consult on the most appropriate action as and when required.

20. What are other schools doing to help solve the places shortage

We have already expanded a number of our primary school and provided bulge (one off) classes at others to increase the number of reception places that are available each year. We are currently carrying out similar consultation with two other schools – St James C of E N10 and St Mary's CE Primary N8 – to seek views on increasing the numbers that come into their reception classes each year. Harris Academy Tottenham will provide an additional 60 reception places in the borough from September 2014.

Our projections (set out in our 2014 School Place Planning Report) show that we will need capacity above and beyond that outlined above, even assuming that we increased numbers at all three schools. We will be working with our school community over the coming years to see if and how we can provide further places to meet projected demand. We will also factor in any additional 'free' school places provided in the coming years.

21. How can I keep updated?

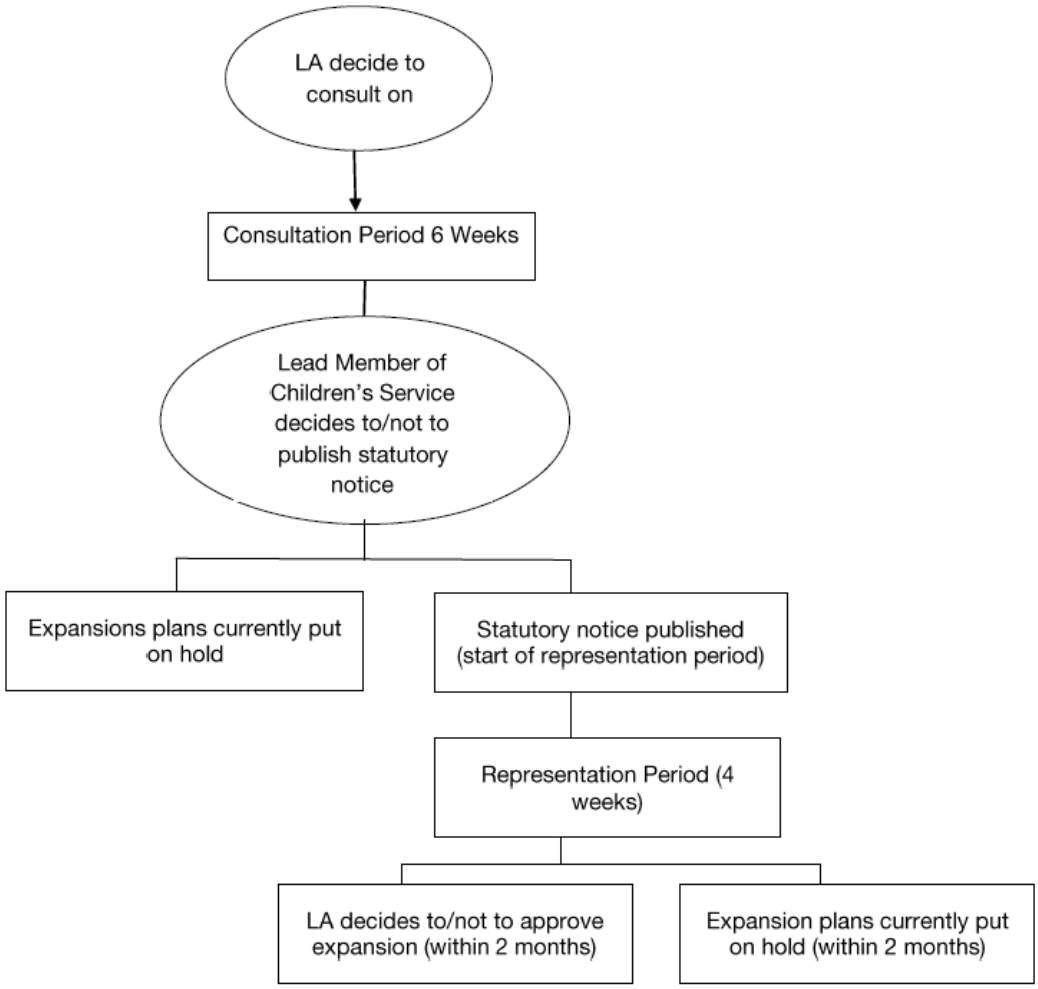
There are two main ways to keep informed – by visiting Haringey's dedicated webpage and by reading the correspondence that will be sent to you from the LA via the school.

22. A town planning application

If a final decision is taken to expand the school there will need to be a planning application submitted to secure permission for the relevant building works to the school to support the expansion. As part of the planning application a fixed consultation period of 21 days would be held to allow all

interested parties to express views on how the school would look. Detailed floor and elevation plans would support this application to allow everyone to see what the new building works would look like from the street and from within the school, and to show how the floor plans for all year groups would be laid out.

Communication and Decision Process



Title:	Analysis from the Consultation surveys for the proposed expansion of St Mary's CE Primary school.

Report authorised by:	Jennifer Duxbury, Head of Education Services

Lead Officer:	Nick Shasha, School Place Planning Lead Tel: 020 8489 5019 Email: nick.shasha@haringey.gov.uk

This analysis considers feedback from a consultation survey that was run between 9 January and 5 February 2015. Statutory Notices were published and attached to public entrances outside all school buildings on January 9 2015 as well as advertised in the local paper, the Haringey Independent.

The survey was open to all to field a response and it was widely publicised on the Haringey schools' website, in a leaflet drop to households within a 1km radius range of the school and on the council's Schools Expansion webpage. The survey was also brought to the attention of those present at each of the evening and morning public meetings held at each school. Details of the consultation were also publicised to the six boroughs adjoining Haringey, the borough's MPs, all Haringey elected Councils, Westminster Diocese and the London Diocesan Board for Schools.

1. Introduction and headline findings

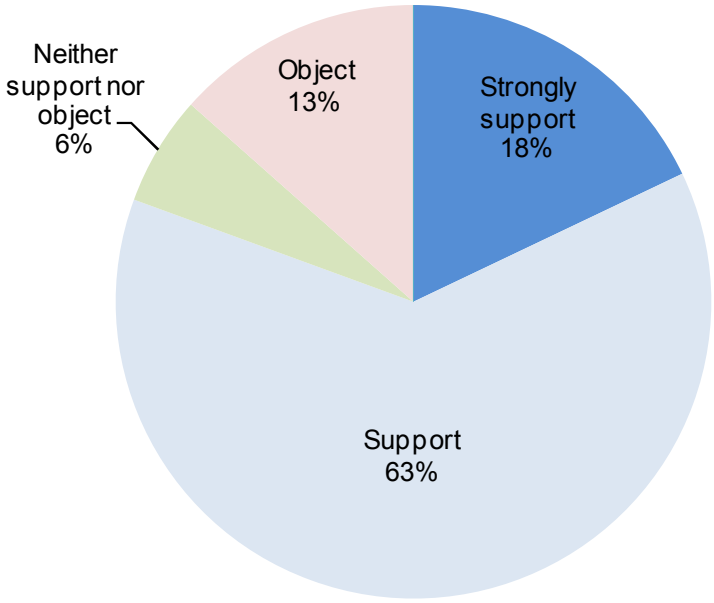
All responses to the consultation that ran between 9 January and 5 February 2015, together with an analysis of these responses are published in this report for the consideration of the Council's Cabinet for a meeting on 26th March 2015.

The responses have been addressed in the following ways:

- The questions asked at the public meetings were answered and then published on the Council's website (see Appendices item 4)
- Frequently asked questions (and responses) are published on the Council's website (see Appendices item 7)
- Individual specific questions asked via email received a response (see Appendices item 7)
- All comments received have been published (included in Appendices item 7)
- Feedback from the consultation survey have been analysed and published in the following report (see Appendices 2 and 3)

81% of respondents to the consultation (54) said they supported or strongly supported the proposal compared to 13% (9) who objected to it (see Figure 1 for complete results)[14]. Some 6% (4) neither supported nor objected to the proposal.

Figure 1: Support for proposed expansion (St Mary's CE)
Source: LBH Consultation survey 2015

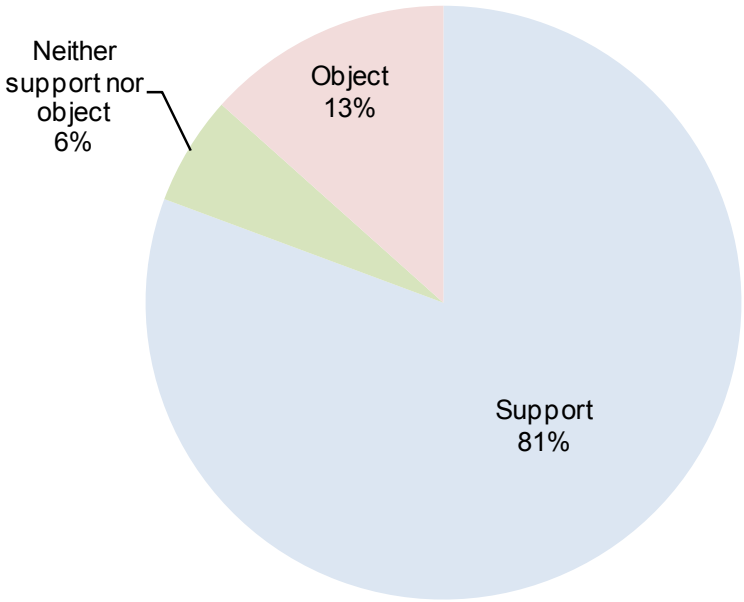


[14] Two types of response form were received, the original consultation form (53 received) and an amended one developed by the school (14 received) that replaced the 3 main answers with 5 which were: Strongly support, Support, Neither support nor do not support, Do not support, Strongly do not support. For the purposes of Figure 2, data from both response forms was aggregated to allow an analysis using the original questioning. Strongly support and Support was aggregated into Support whilst Do not support and Strongly do not support was aggregated to Object.

Note 1: Totals may not sum to 100% due to rounding
Note 2: For the precise questioning used for each survey please refer to the survey forms given in the appendices.

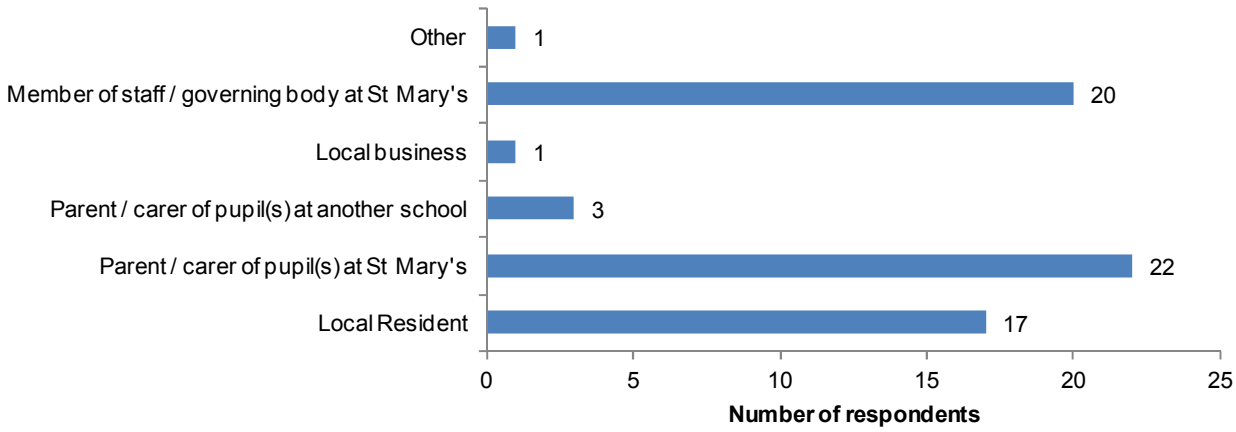
Figure 2 shows that the support for the proposed expansion using the original questioning. Please see footnote below for more details.

Figure 2: Support for proposed expansion (St Mary's CE) - original questioning
Source: LBH Consultation survey 2015



2. Respondent type

Figure 2: Respondent type (St Mary's CE)
Source: LBH Consultation survey 2015



St Mary's school received 11 electronic and 42 paper consultation responses and a further 14 consultation forms which were developed by the school. The most popular respondent

type was parent/carer of pupil (s) at St Mary's (22) followed by member of staff/governing body at St Mary's (20) and local resident (17). Respondents could tick as many categories as applicable. Please see Figure 2 above for the complete data across all response types.

3. Your views

The following question was asked in the survey form: "Please give reasons why you support, or object to, the proposed expansion of St Mary's CE Primary School". Answers were received via an open text box.

In order to effectively analyse this data categories of response type were created that covered themes that were either in support or in objection to the proposed expansion. Figures 3 and 4 show the number of respondents that cited each theme. The most popular themes in support of the proposed expansion were more school places (33) and the school is a good one worthy of expansion (20). Meanwhile the most popular themes in objection to the proposed expansion were that the school needs more time to consolidate before further change (5) and character of school lost and too disruptive (both 4).

Care should be taken not to infer response rates from this question to the overarching findings from the first question. Figures 3 and 4 relate only to comments made rather than the support for the proposed expansion.

Figure 3: Reasons for support of the proposed expansion (St Mary's CE)
Source: LBH Consultation survey 2015

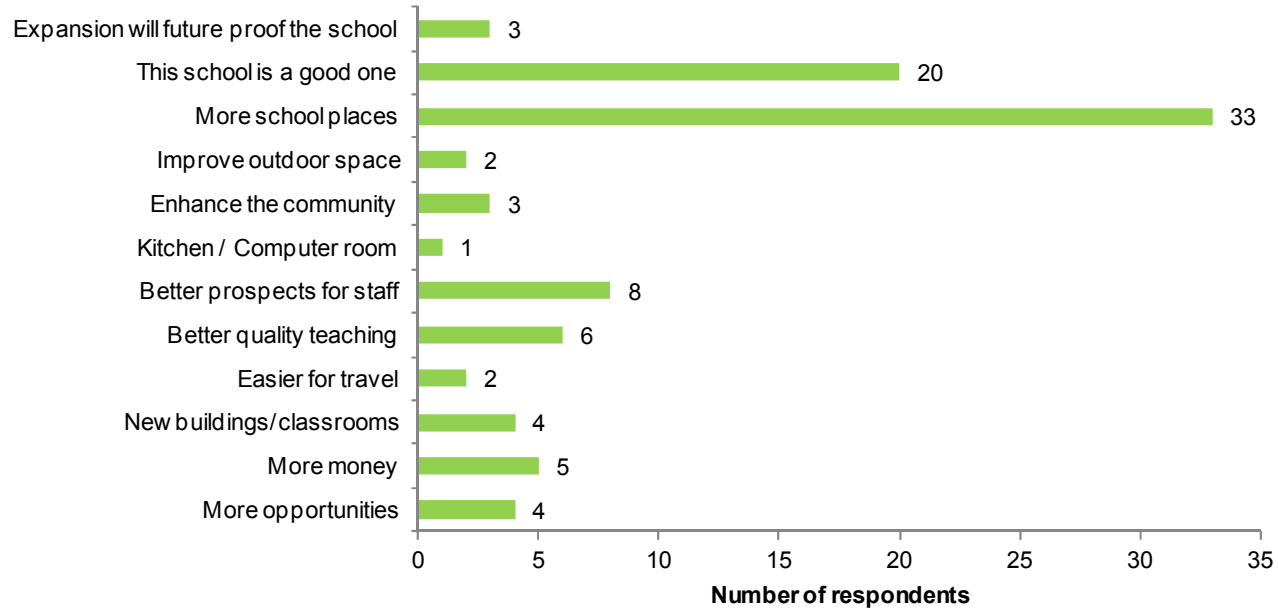
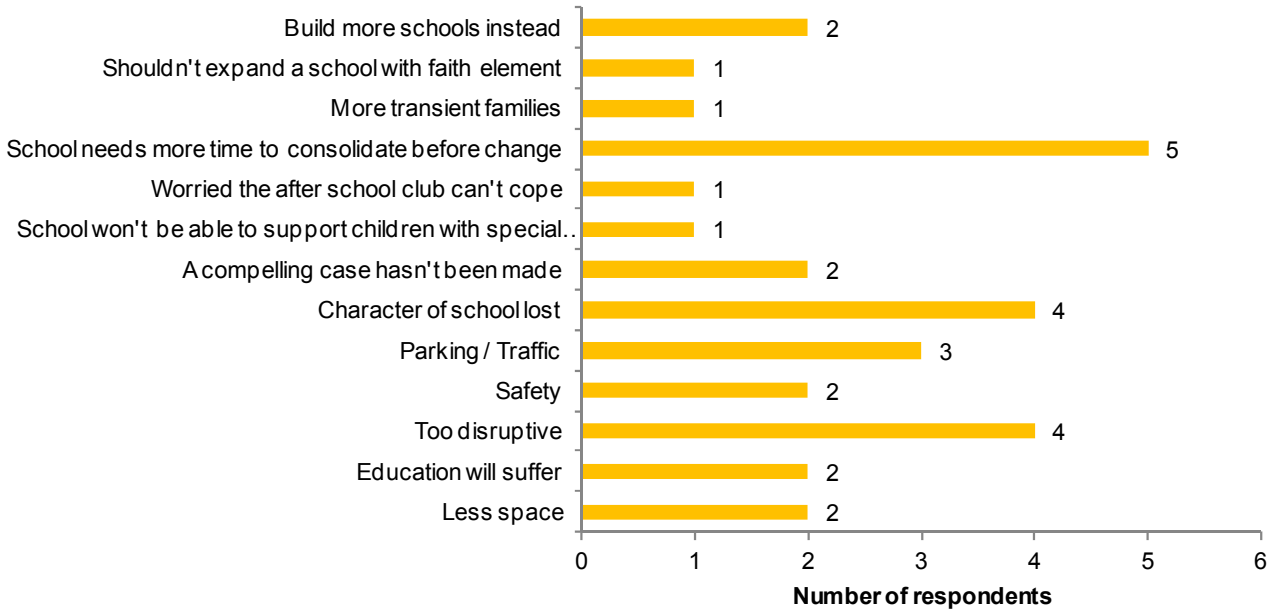


Figure 4: Reasons in objection to the proposed expansion (St Mary's CE)
Source: LBH Consultation survey 2015



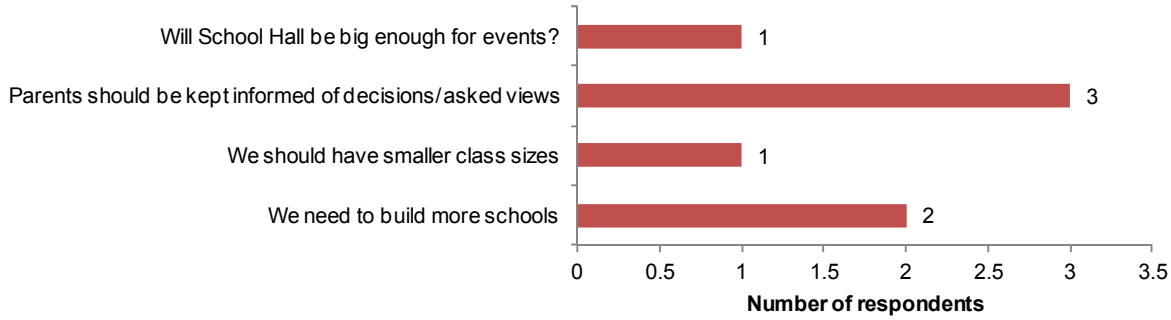
4. Other comments

Another question in the survey form asked for other comments and was phrased thus: “Please use the box below if you have any other comments on the proposed expansion of St Mary’s”

In order to effectively analyse this data categories of response type were created that covered themes in the answers. Figure 5 shows the findings in more detail.

At St Mary’s school the most popular responses to this question were parents should be kept informed of decisions / asked views (3).

Figure 5: Other comments on the proposed expansion (St Mary's CE)
Source: LBH Consultation survey 2015



5. Appendices

A full set of appendices has been developed from the consultation and include:

Appendices 1: Survey Form for St Mary's C of E primary school
Appendices 2: Open Text responses (Main reasons for support or objection)
Appendices 3: Open Text responses (Other comments)
Appendices 4: Minutes taken at the public meetings including Questions and Answers
Appendices 5: Transcripts of emails received/sent from the Consultation mailbox
Appendices 6: Formal response from the Governors of St Mary's C of E primary school
Appendices 7: FAQ's for St Mary's C of E Primary school

Appendices 1: Survey Form for St Mary's CE Primary school



Shaping the future of St Mary's CE Primary School

Consultation on a proposed school expansion

The consultation period (statutory representation) will run from Friday 9th January 2015 to Thursday 5th February

This document set outs:

- The number of additional school places needed
- The processes undertaken so far
- What will happen next?
- The consultation timetable
- How you can give your views
- Survey

PUBLIC MEETING

19 January 2015 at 9:30-11am and to be repeated at 6-7:30pm

To be held at St Mary's CE Primary School -
Rectory Gardens, N8 7QN

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The proposed expansion of St Mary's CE Primary School

Introduction

The population in Haringey is rising and we know that we need additional reception school places in our borough to meet future demand. In the area around St Mary's CE Primary School we will need another 30 places (equivalent to one reception class) from 2016/17 onwards.

What has happened so far?

For some months we have been working with the Head teacher and the governors of St Mary's CE Primary School (hereafter called St Mary's) to discuss how the school might be expanded by one additional reception class a year to meet this demand. As part of this work with the school we consulted you between September and November 2014 on the possible expansion of St Mary's. A full explanation of why we need more places and the feedback we received from the consultation is available to view on the Council's website at www.haringey.gov.uk/schoolexpansions2014

We listened to the views expressed in the consultation we held in 2014 and balanced this against the need to provide more local school places so that all local children would have a place. Taking all of this into account we prepared a report recommending that the expansion of St Mary's should proceed to the first statutory stage of an expansion – the publication of a statutory notice.

In December 2014 the Council's Cabinet member for Children and Families, Councillor Ann Waters, agreed the recommendation in the report to publish a statutory notice setting out the Council's intention to expand the school from its current two forms of entry (admitting 60 children into the reception class each year) to three forms of entry (admitting 90 children into the reception class each year. The report can be viewed at www.haringey.gov.uk/schoolexpansions2014 together with other information that was available throughout the consultation period.

What will happen next?

On 9 January 2015 the Council published a statutory notice in the Haringey Independent newspaper and this publication marked the beginning of a four week fixed representation period which ends on 5 February 2015. During this representation period we want to hear your views and whether you support the expansion of St Mary's. The table below sets out the important dates in the coming weeks including the dates of two public meetings being held at the school where you can ask questions on the proposed expansion of St Mary's. The table also sets out the four statutory stages required in the expansion of a school.[1]

[1] The four statutory stages are **Stage 1** – Publication, **Stage 2** – Representation, **Stage 3** – Decision, and **Stage 4** – Implementation.

Date	Event	Comment
Friday 9 January 2015	**Stage 1** - Publication of statutory notice	The notice is published in accordance with the information provided in the Department for Education's (DfE) School Organisation Guidance.
Friday 9 January	**Stage 2** - Start of the statutory representation period	The representation period is a fixed four week period and cannot be shortened or lengthened (para 18 of the Guidance).
19 January 2015	Public meetings to be held at the school at: 9.30am to 11am and repeated at 6pm to 7.30pm	The meetings will be held in the Junior School Hall at: **St Mary's CE Primary** **Rectory Gardens** **N8 7QN**
Thursday 5 February	End of the statutory representation period	The representation period is set at four weeks and cannot be extended beyond this date
17 March 2015	**Stage 3** - Cabinet decision on whether or not to expand the school.	A decision on whether or not the school is expanded MUST be made within a period of two months of the end of the representation period (para 20 of the Guidance)[2]
September 2015	**Stage 4** - The school expands from two forms (60 children) to three forms (90 children) starting with the reception cohort in September 2015.	This only happens if the Council's Cabinet agrees that the school be expanded at Stage 3

Where can I get further information and give my views?

We want to hear your views on whether or not you support the expansion of St Mary's. You can let us have your views in a number of ways:

- By responding to the online questionnaire at www.haringey.gov.uk/schoolexpansions2014
- By attending one of the **public meetings** where you will have the opportunity to ask questions, share your views and hear the views of others. Details of these public meetings will shortly be available on the school expansions website.
- By email to stmarysn8expansion@haringey.gov.uk
- By telephoning 020 8489 3607

[2] Para 20 of DfE Guidance sets out that if a decision is not made within two months of the close of the representation period they must be referred to the Schools Adjudicator.

- By completing the response sheet attached and ether handing it in to your school office or posting it to:
  Education Services
  3rd Floor
  River Park House
  225 High Road
  N22 8HQ

All comments **must** be received by 5 February 2014 or they cannot be taken into account. Please note you can also complete this survey online at:
http://www.haringey.gov.uk/stmarysn8expansion.htm

Q1) Which of the following best describes your view of the proposed expansion of St Mary's?

Tick ONE only:	**Answer**
Support	
Neither support not object	
Object	

Q2) Please give reasons for why you support, or object to, the proposed expansion of St Mary's CE Primary School. *Please enter your answer below:*

Q3) If you have any other comments about the proposed expansion of St Mary's please specify below:

Please enter your answer in the space provided:

Q4) Please indicate your gender below:

Tick ONE only:	Answer
Female	
Male	
Prefer not to say	

Q5) Please indicate your ethnicity below:

Tick ONE only:	Answer
White	
Mixed/multiple ethnic groups	
Asian/Asian British	
Black/African/Caribbean/Black British	
Other ethnic group	
Prefer not to say	

Q6) Please indicate in what capacity you are filling out this questionnaire:

Please tick all that apply:	Answer
Local resident	
Parent / Carer of pupil(s) at St Mary's	
Parent / Carer of pupil(s) at another school	
Local business	
Member of staff / governing body / at St Mary's	
Other	

This booklet tells you about a proposal to expand St Mary's CE Primary School. For a copy in your own language, please tick the box, fill in the form and return to the address below.

Shqip ☐

Kjo broshurë ju tregon për një propozim për të zgjeruar Shkollën Fillore St Mary's CE . Për një kopje në gjuhën tuaj, ju lutem shënoni kutinë, plotësoni formularin dhe ktheheni në adresën e mëposhtme.

Polski ☐

Niniejsza publikacja dotyczy propozycji rozszerzenia szkoły St Mary's CE Primary School. Aby uzyskać kopię publikacji w języku polskim należy zaznaczyć rubrykę, wypełnić formularz i odesłać go na podany poniżej adres.

Français ☐

Ce livret fournit des renseignements sur une proposition visant à élargir l'école primaire de l'Église anglicane de St Mary's. Pour en obtenir une copie dans votre langue, veuillez cocher la case, remplir le formulaire et le renvoyer à l'adresse ci-dessous.

Soomaali ☐

Buugyarahani wuxuu kaaga warramayaa ra'yiga la soo jeediyay ee ah ballaadhinta hoose ee St Mary's CE. Si aad u hesho koobbi luqaddaada ku qoran, fadlan calaamadi sanduuqa , buuxi foomka oo ku soo celi cinwaanka hoose.

Kurdî Kurmancî ☐

Ev destpirtûk li ser pêşniyareke firehbûna Xwendegeha Destpêkê ya St Mary's CE agahîyê dide we. Heke hun kopîyeke bi zimanê xwe dixwazin, ji kerema xwe qutîkê nîşan bikin, formê tije bikin û ji navnîşana jêrîn re bişînin.

Türkçe ☐

Bu broşür St Mary's CE İlkokulunun genişletilmesine yönelik tasarı hakkında bilgi sunmaktadır. Broşürün Türkçe kopyasını edinmek için, lütfen kutuyu tıklayın, formu doldurun ve aşağıdaki posta adresine gönderin.

Please tell us if you would like a copy of this document in another language that is not listed above or in any of the following formats, and send the form to the address below.

☐ In large print ☐ On audio tape ☐ In Braille ☐ 

☐ In another language, please state:

Name: Tel:

Address:

Email:

Please return to: Haringey Council, Translation and Interpretation Services, 8th Floor, River Park House, 225 High Road, London N22 8HQ

Haringey Council offers this translating and interpreting service to Haringey residents. We can translate this document into one language per resident ONLY.

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Appendices 2: Open Text responses (Main reasons for support or objection)

Please note: These responses are as received and uncorrected for spelling and punctuation

A great school with good staff who will be able to support more children
An excellent school which has the capacity to expand and therefore offers its services to more people. Larger school (with more money) can offer better resources, teachers can work in bigger teams, develop their practice, more people to do more jobs and offer more to the children.
Asset to school. More places needed by local community.
Attract good teachers and the budget to develop the school for the better.
Better funding better staff prospects, places for local children, site development.
Expanding good schools so there is more choice for parents.
Extra children would ensure the future of the school.
Families deserve local places for their children in good schools.
Fantastic plans for updating and developing the school buildings. An improved experience for children and staff.
Good for community, children and all staff.
Great school, more local children should be able to attend.
I feel that this is too much change on the back of major changes already taken place. There needs to be a time for consolidation, the school is not yet outstanding and I think that expansion at this time would be detrimental to the school. Think it will have major effect on standards.
I object to the proposed expansion because I believe that St Mary's school is good as it is and I believe if we have any changes in future, the school might not be the same and probably will be over crowded and it will change the beautiful structure of the building.
I see the need for more school places as a mum and as a resident locally. I see st mary's as a particularly good school that could deliver this excellence in teaching to a greater number of children in the community. I have 3 children who I would wish to attend the school starting with the first this coming September. A greater catchment area would better our chances of getting in.
I support making more school places in the borough and children will be fortunate to attend such a well-run school. However, I worry as the school could lose its local connections and become more of a sink school with too much turnover in children
I support the expansion because the school is large enough, well managed enough and will improve the resources available to students

I support the expansion of St Mary's. It is a wonderful school and a very happy place to be. A school is not the buildings but the people who put so much effort into making it a place for children to learn and develop in a positive environment. Watching children skip to a local school in the morning with their friends and grown ups is very rewarding. The local community it expanding its housing numbers and a larger St Mary's will meet the needs of the local population. Attending a local school offers parents a chance to be part of their community, to care about what happens around them and make a positive difference.
I support the expansion proposed because of St Mary's CE Primary school because the new plan will provide the school with many more facilities, and be beneficial for both staff, and student learning.
I think St Mary's is a fantastic school and if managed well the expansion can only make us even better.
I think that this will help with the need for school places in Haringey. Also there will be new housing in the area, these children will need places. The school will be bigger and better!
I think the school is still settling with the new structure. I think the school needs time to adjust before we expand again. I also want to say that although the monetary gain will benefit the school it will affect the relationship teachers, children and parents have. The school have not let this distract from the fact the number of children will increase so much the school will change so much.
I think this expansion is just money driven and nothing to do with improvement. If the school is struggling to cope with it's responsibilities now especially with the special need children, how than, would it manage after the expansion. Many children would suffer as a result of this expansion. The school is already overcrowded and don't need any further extension
I understand that expanding the school is the most cost effective way of meeting the current predicted demand for school places and I want both of my sons to be able to attend the same school when the time arrives so in theory all good, however 3 classes per year at 30 kids when they are so young seams excessive it would be good to see a class size reduction so some of the cost benefit from expanding the school was past down to the kids and teaching staff. 25 kids per class would still increase capacity by 15 places
I understand the fairly urgent need now to expand primary school placves but I am concerned that the supply is not being shared out equally. Why are other local Hornsey schools with potential capacity (eg Campsbourne) not also expanding?
It is the right thing to do for additional school places.
It will be positive for the school community as more places available for local children.
It will enhance opportunity for local children and keep school alive and at heart of community.
It will lead to a better learning environment for the children.
It will only enhance what is already an excellent school with more options for staff and even more resources for pupils, in particular special needs requirements and all cultures.

It's a faith school with only 50% from outside the church, which does not reflect the diversity of the area. It was pushed through without the proper initial consultation and investigation into the opportunities available in the area, thus excluding the potential expansion of Muswell Hill primary which has a far bigger footprint and is in need of greater investment fr growth.
Lots of building works that need to be done will get done.
More places and space.
More places for local children!
More school places needed in borough. We have the space to expand and provide them. Quality of teaching and learning good/outstanding so places should be filled easily.
More school places needed.
More school spaces are needed in the area and it's a lovely school with room for expansion so it makes sense.
My children attend St Mary's school and we have been very happy there. I fully understand the need for more school places and it is important that these places are made available to children as soon as possible. I think St Mary's will make an excellent 3 form entry school
Need to help offer places for children in borough.
Pupils need places!
School has only just come out of special measures we need to steady the boat.
St Mary is now a good school. It can be an oustanding schools. However to be oustanding it need to employ good teachers and senior leadership team which require more resource which 2 form entry can not afford. In addition small school is no longer viable in London. There is a need to expand to three forms to enure the school employ best teachers.
St.Mary's provides an excellent quality of education for all pupils and expanding this to 3form will mean more children will have this opportunity.They are also a big part of the local community. The local area is expanding, more homes are already being built and more are due to be, so by expanding the school these families who move to the area or are rehoused in this area will have the chance to apply for an outstanding school like St.Mary's rather than having to travel further. More job opportunities will be on offer both internally and externally which will only enhance the children's quality of learning and provision that the school already has to offer.
Support because provides more places for children in local area, all children should be able to attend a school like St Marys, school could be better funded
The additional places are needed in the borough and we recognise this despite the inconvenience to us (we back onto the school playground from Rectory Gardens)

The building at Rectory Gardens was constructed as a secondary school. Expanding to 3 form entry better utilises the asset, and responds to local demand for primary school places.
The school (Juniors) has only just come out of special measures and has seen lots of recent changes including 2 x bulge years.
The school has made huge progress recently and if there is demand for more school places this is a logical step.
The school has the space to accommodate the children. The management of the school has improved significantly in the last 4 years and can deal with the professional demands of a larger school.
The school is a large building, currently very well managed with an excellent team who are adaptable and will continue to create a nurturing, successful school.
The school is capable of providing a high quality education to local children. The need is greater than the spaces available.
The school is very good and will benefit even further from the expansion. Places are very much needed for Haringey children.
There is a need for extra school places in Haringey
There will be more opportunities for children and staff. It will add value to an already amazing school.
This proposal will create additional places. Education environment for local children. A chance for local children to gain from adequate teaching of St Mary's CE school.
We are writing on behalf of the Governing Body of St Mary's CE Primary school in response about 3 form entry at our school. In January 2015, the Governing Body voted unanimously in favour of proceeding with the proposed expansion because we firmly believe that it will really help the school on its journey from good to outstanding. We have spent a great deal of time scrutinizing your proposal and working with you to ensure that any expansion gives our school the very best possible outcomes in terms of design, buildings and resources. We therefore now believe that, overall and on balance, there are strong advantages in proceeding with the expansion as against retaining the status quo. Here are some of the advantages we perceive form the expansion as against retaining the status quo. 1. It will make the quality of learning even better than it already is. That's because the school will be more attractive to the best teachers because it will offer greater opportunities for career development, the funding for the expansion will give us additional and more state of the art ICT infrastructure, the school will have more group rooms for smaller learning groups and specialist teaching, the school will get a group class room dedicated to food technology. 2. The school will attract more funding, the school budget will be increased by over 50%, therefore we will be able to better spread our costs more effectively. 3. The Church Lane site will retain the lovely "village school" feel we know is so important to everyone. The Lower Phase will continue to have the same number of classrooms and pupils, other than a small redevelopment of the Nursery, no other learning spaces will be affected. 4. The Rectory Gardens site will becomes even better because No playground space

will be lost. In fact there will be a greater covered area for parents and carers to shelter (and for children to play out of the rain), the development of the playground will be accelerated, including the upper level of the playground area for middle phase children (including our younger pupils), the remaining 4 class rooms on the 1st Floor (Years 3 & 4) will be able to be developed to the high standard of the current classrooms for Years 2, 5 and 6. The school will have a lift to all floors enabling access. That ensures we stay compliant with the Disability Discrimination Act without having to move any classes around. However, we also recognise that (like any major change) there will no doubt be some disruption and some inconvenience along the way. As Governing Body, we would ask for your commitment to work with us at all times to ensure that these are reduced to the absolute minimum and to allow our Senior Leadership team to stay 100% focussed on the education of the children of our school throughout the expansion project.
We have a severe lack of school places in London and this is a necessary expansion.
We think that meeting increasing demand could be done by using other options and will be not happy to see St Mary's expanded.
Well done St Marys
We've only just come out of special measures, we need consoldation, there has been so much change recently and it hasn't always gone smoothly. Build more schools, instead of making primary schools bigger.
With the new proposed housing development and the new development being built, a new bigger school will be a godsend to the samilies who will be housed there and need a school nearer to their home rather than having to travel further. A school near to home is safer for children who travel.
Worried about mess, noise, disruption but sure final building would be good.

Appendices 3: Open Text responses (Other comments)

Please note: These responses are as received and uncorrected for spelling and punctuation

A good step forward for the school.
As a member of staff at St.Mary's I am in full support of this expansion. I have worked at the school for over 10 years and have seen lots of changes happen but know that the upmost will be done to make sure, as always that any interruption the buildings work has will not impact on the children's learning and we will continue to give the pupils the quality of education they deserve. I also live in the local area and can only see the expansion as being a positive especially with all the new housing developments being built. More school places will be needed.
As the school expands I hope its warm and welcoming character can be maintained.
Demand for additional primary school places is expected to grow significantly in the parish as a consequence of the substantial expansion in housing developments, and because of the growing popularity of this school.
I am opposed to the possible expansion to 3 form entry for St Mary's C.E Primary school due to the following reasons : St Mary's are already experiencing problems with the existing bulge classes. Not enough places at the after school activities/after school club to cater for existing classes at the Rectory Gardens site. This has been a problem already. The lunchtime rota seems very rushed with not all the food options available for all sittings. The current year 2 have been moved prematurely to the Rectory Gardens site to make room for the existing two bulge classes-under the guise of a new phasing structure. They have left behind the lovely nurturing environment at the infants' school and have been immersed into Key Stage 2 where you would expect the system to differ as the children mature and take on more responsibility. They have been promised separate playtimes etc – this has yet to happen. My son who has been at the juniors for the last couple of years had a lovely start at the small two form entry infants with its own EYFS/Key Stage 1 site which was the main reason I chose the school over other local schools. The two bulge classes at the school are not filled with children from the local area. A lot of the reception places have been taken by church goers who have to travel quite far. This has priority over local catchment people. The year 2 bulge class is not at full capacity which is my long term fear. I know that another local school (NHP) has reverted back to 2 form entry because they were unable to fill the places with local children and the numbers diminished. If the school takes lots of transient families this will have a detrimental effect and standards will inevitably drop. The results will be effected and the school will become less popular. I honestly believe that the Head teacher should concentrate on maintaining current standards. It seems that the building works would be quite extensive and even more disruption for the existing children.
I know every year there are new families in Haringey but I believe the government can build another school instead.
I strongly support the expansion of the school as it helps Haringey to address the issue of shortage school places in the area and to improve the educationsl standards in the LA.
It will be great I'm sure of it

It would be good to kept informed about vehicle access and working hours during the construction phase as it will all be at the end of the garden and I work from home. We are very concerned about the increase in traffic and parking arrangements as we currently have to park in neighbouring roads as there is no space in Rectory Gardens (despite having small children that then have to be carried etc). Cars drive round quickly looking for spaces - we believe this is a safety issue to school children and residents alike.
It's great, good schools for local families
My Personal view is that 2 forms really in the optimum year size for a primary school and quality of care and community will be lost with expansion, almost inevitably. However, I also recognise that in periods of finanical shortage schools' expansion (rather than building new schools) is the only viable possibility. However, Haringey should have planned ahead more strategically years ago.
Parking is a major issue, it's very congested, this will only get worse.
School has a good reputation and strong leadership
St Mary's is a great school and a big part pf the community so expanding it will be so beneficial.
The expansion would cause more confusion
The parents have been kept informed of the process and are asked for their views.
the school has a strong leadership team, who will ensure that the expansion of the building and number of children at St Mary's will not change the values and effectiveness of the school as a place of learning.
Thorough consultation needed.
Three form entry school very big and impersonal for primary aged children.
We just think it is too much too soon.
Will hall be big enough for events - Christmas Fair etc.
With the extra pupils what is the school going to do regarding pick up and drop off of school children SAFELY!

Appendices 4: Minutes taken at the public meetings including Questions and Answers

Proposal to expand St Mary's CE Primary School

Consultation on proposed school expansion

Haringey Council

Note of Public Consultation Meetings at 9.30 am and 6pm on 19 January 2015 held at St Mary's CE Primary School (Church Lane site)

PRESENT (9.30 am and 6pm)
Cllr Ann Waters - Cabinet Member for Children and Families
Jennifer Duxbury - Head of Education Services
Zina Etheridge - Deputy Chief Executive, Haringey Council (present at 9.30am)
Anji Phillips - Interim Director (Schools and Learning) (present at 6pm)
John Hoggard - Vice Chair of Governors
Fran Hargrove- - Head Teacher
Joanna Heard – Senior Project Manager
Nick Shasha - Place Planning Lead
Michele de Broglio - Clerk
Jess Smart – Chair of Governors (apologies for absence received)

9.30 am meeting: 12 members of the public, including parents, governors and residents.

6 pm meeting: 2 members of the public, several teachers and governors and a local Councillor, Cllr Adam Jogee.

Purpose of meetings

To explain the Council's reasons for proposing to expand St Mary's CE Primary School from two to three forms of entry from September 2016. To give further information about the proposed expansion of the School, and the process, and to seek the views of parents and members of the public on "the proposal" as part of the "statutory representation" consultation period required to take the proposal forward. Plans and drawings of the proposal were on display.

Welcome

The Head teacher welcomed everyone to the meeting, and reiterated the importance of responding to the consultation about expansion of the school.

Representatives of the Council and School introduced themselves.

The Deputy Chief Executive of Haringey Council: welcomed everyone to the formal engagement process, with informal consultation having already taken place. There would be an opportunity to hear about the proposal, the process and how it works, and the timescales. There would be an opportunity for questions and answers and to see the plans, on display at the back of the hall.

The process and the current consultation

Jenny Duxbury briefly presented an overhead presentation and set out the background and process that the Council had followed in arriving at the current proposal to expand the School from two to three forms of entry from September 2016.

The population in Haringey (as in London) is rising and additional school places are required to meet future demand. Starting in 2013 the Council had been investigating and discussing the feasibility of expanding certain primary schools to meet this anticipated demand for additional places and had set out the need for additional places in the School Place Planning report. Cabinet agreed to undertake a feasibility study to determine whether or not this could be physically possible.

The study showed it could be possible and in July 2014 Cabinet was asked if the Council could consult on the possibility of expanding the school. The Cabinet agreed to undertake stake holder consultations with those schools identified as being capable of expanding, including St Mary's.

In respect of St Mary's, only 19 responses were received, with 37% of respondents supporting the proposal and 53% not supporting, and 11% neither supporting nor not supporting. Reasons given for not supporting the proposal were; The most commonly set out disadvantages were – concerns over disruption caused by the development (9) and loss of character of the school (7). Respondents favouring the proposal cited; The most commonly advantages of an expansion set out were - a reduction of school waiting lists (9) and more money for the school as a result of increased pupil numbers (3).

Formal Consultation 9th January to 5th February 2015: In the light of these results, Cllr Waters, Cabinet Member for Children and Families, had agreed that the proposal should be taken forward to the next stage - statutory consultation known as "statutory representation". The statutory consultation commenced on 9 January, when a notice was posted on the school gate, and would finish four weeks later on 5 February 2015, this being the maximum period allowed in law. The Notes of this meeting will be available online within 7 days and during the consultation period stakeholders (parents/carers/prospective parents/staff and local residents etc) can submit their views, supporting or objecting to the proposal with reasons by responding to the online questionnaire at:
www.haringey.gov.uk/schoolexpansions2014

The Council must take a decision on whether to proceed with the proposal within 8 weeks of the end of the consultation period and accordingly the results of the consultation would be considered by the Cabinet at its meeting on 17 March 2015. Cabinet meetings are held in public and the officers' report would be published on line (ie available to the public) one week before the meeting takes place. It is possible for parents or other members of the public to ask for a deputation to address the meeting either in support or in opposition to the proposal.

Having considered the results of the statutory consultation the Cabinet will make a decision and could:

- reject the proposal
- accept the proposal
- accept the proposal with modification
- accept the proposal with or without modification but subject to certain prescribed events

The proposal being consulted is to move from a 2 form entry to a 3 form entry on an incremental basis with an additional class being added each year until there are 90 pupils in total rather than 60.
At this stage it is important to be able to report a true representation of the consultation to the Cabinet. All comments and expressions of view in support or against the proposed expansion of the school were positively encouraged and those present were asked to talk to others and encourage them to respond.

Proposed Refurbishment and Construction

Joanna Heard explained that if the proposal was agreed, it would involve: a small element of rebuild and refurbishment at the Church Lane site, with modifications to the nursery area that will allow access to all two year olds. At the school extra rooms will be created between the two staircases, with three year 3 classrooms in close proximity and all in the same area. No residents will be able to overlook the classrooms which will all have natural light and ventilation.

A design drop-in session took place there will be design workshops involving pupils, parents, and governors towards the end of February, to enable the plan to proceed as soon as the proposal is approved.

The contractors will have experience of working with schools, and pupils and there will be opportunities for the children to get involved and to go on a day trip. Steps would be taken to keep disruption during the works to a minimum, being planned around holidays where possible, although work will extend beyond the holiday periods. Work at both sites will be completed in 2016

Governors' View

The Vice Chair of Governors, explained that Governors had discussed the proposals and had agreed unanimously that the proposals should go ahead. In considering the Council's proposals, Governors had been guided by the strategic long view of the school and the aim to move the school from 'good' to 'outstanding'.

The proposed expansion would lead to the school getting more funding which would mean more funding for education, and staff. Church Lane would have its entrance remodelled with a more secure office at the front of the building, and there would be new covered areas in the nursery playground. The school will still be a small school and no expansion will take place at Church Lane. At St Mary's the site will be expanded, with new classrooms and all existing classrooms will be redecorated. A linked studio and kitchen will be created and the new design will incorporate small rooms for study.

Questions and Answers, Concerns and Responses at the 9.30 am meeting on 19 January 2015

Q.1 A local Resident asked if there would be more parking for teachers in the scheme.

R.1 Teachers already use the car park at the bowling green and have enough parking.

Q. 2 There is already a problem with parking and double parking in the vicinity of the school and residents have difficulties accessing parking in their street.

R.2 It was accepted by the Headteacher that this was an issue. She mentioned that the School Travel Plan will continue to encourage walking to school and parents being issued with a 'parking promise'. Already the staff at the school, including the Headteacher, help to manage parking outside the school and encourages parents to park further away or walk.
The Vice Chair of Governors asked if the Council could consider creating a new CPZ in the area around the school and the Headteacher explained that the CPZ near the school has pushed traffic and parking down to the St Mary's area and the school is asking for more crossings to be installed.

The senior Project Officer stated that a planning application will be required for the proposed works and that a transport statement will be included. Officers are working to address residents concerns, but nothing can be guaranteed at this stage.

Q.3 A parent asked about the "parking promise" and what it is.

R.3 The Headteacher explained that if a parent is parked inconsiderately or dangerously they get issued, via their child, with a statement and then a 'parking promise' asking them to promise to park more considerately, thus encouraging safer parking behaviour.

Q.4 A parent said his child is disabled and unable to walk far and he asked what they were supposed to do.

R.4 The Headteacher stated that in such an instance parents should communicate with the school and the school would enable parking in the school car park. The Parent responded that he hadn't been made aware of this before.

Q.5 Could the Council use vans with cameras to deal with parking offenders?

R.5 The Headteacher responded that these vans do appear sometimes, as do the police and parking attendants.

Q.6 There were 19 respondents in the previous round of consultation and many parents feel this is a 'done deal' and a 'fait accompli' and that there is no point in attending the consultation meetings.

R.6 The Head of Education services stated that it is not a done deal and that evidence is needed that the proposal is supported before the scheme can proceed, and it is important to know what the concerns are so that officers may address them. She asked those present to let others know this. The Headteacher confirmed that it is not a done deal. The Vice Chair of Governors added that there are three schools where expansion has halted.

Q.7 Why had this school been chosen rather than another school that could take children from a wider area?

R.7 The Head of Education services stated that if this scheme goes ahead 50% of places will be available to local residents and 50% will be based on church attendance, and this was the preferred option based on all the criteria considered.
The Vice Chair of Governors stated that governors had looked at all the details and the church will get more places for people within the parish as part of the consultation on admission arrangements being conducted separately to address the increasing school popularity.

Q.8 A question was asked about church representation.

R.8 The Headteacher explained that St Mary's is a Church school and not a Faith school and as a community school it sets priorities for admissions that take account of the need to cater for the wider community as well as churchgoers.

Q.9 What consultation has taken place at other schools with potential to meet local need for expansion?

R.9 129 people responded at the other school identified, and they overwhelmingly rejected the proposal. People wanted to talk about other options before proceeding, and broader consultation is now taking place in that area.

Q10 "Most parents feel it's a fait accompli and I nearly didn't come because if governors are supporting the scheme and parents think it is going ahead,

what difference can parents make. Also the consultation questionnaire is quite off putting because of the length of the form and responses required. I didn't realise there were four different options in terms of the decision to be made by Cabinet. If parents were presented with these options and then a simple yes/no anser and two lines to complete with comments, there would be a greater response.

R.10 The Head of Education Services stated that although there is a need to be concise, various legal requirements also have to be met. However there isn't anything setting out how responses have to be made and they could be submitted by email. She stated that she appreciated this being raised and would have a look at this suggestion.
The Headteacher stated that she has produced some information outlining the benefits to the school and asking parents to respond and this will be sent out to parents if this is OK with the Council.
The Head of Education Services said that it was and that she was delighted to hear of other means of consulting with parents, and she and the Headteacher will ensure something is produced for distribution to parents.

Q.11 The Vice Chair of Governors asked if Stage 3 could be explained in more detail.

R.11 The Head of Education Services explained the options available to the Cabinet in reaching a decision:

I. Rejection – this is clear.
II. Approval without modification – this is also clear.
III. Approval with modifications – the proposal could be modified for instance the start date could be changed.
IV. Approve the proposal (with or without modification) subject to certain prescribed events being met – for example, where a large redevelopment required the purchase of additional land, a proposal might be approved but only if the land could be acquired or subject to extra funding being required – neither of which apply to this expansion proposal at St Mary's.

A parent stated that this section would be clearer to parents if an example was provided.

Q.12 A parent asked about the number of pupils expected if the new scheme goes ahead and the impact on projected attainment of pupils.

R.12 The Headteacher explained that the school is in a better state than last year and that it is improving year on year and will continue to do so, and standards are getting better. Pupils get a better deal every day because children are the most important thing at this school and will remain the absolute focus. She believes the school can provide the same quality and indeed improved quality with more children.
Contribution from Parent Governor:

The Governing Body has had numerous discussions including at every committee meeting and has held the Local authority to account. It had been tough at times and the proposals had not been rubber stamped.

Q.13 A parent asked about the impact on the school budget.

R.13 The Headteacher explained that the more children the school has on roll, the more funding is allocated, because a certain amount is allocated per child. She stated that she would not be supporting the proposal if it could adversely affect the education of the children. The Vice Chair of Governors responded that the relocation of the music centre had been pushed for by governors to enable expansion for pupils of breakfast and after school clubs, with a new kitchen, food technology area and small study rooms for pupils. Without the expansion many of the planned improvements would have taken many years to materialise, whereas with the expansion and additional pupils, these improvements can be justified and paid for by the Council rather than out of the existing school budget.
The Headteacher reiterated that it would take 15 years otherwise to achieve these improvements instead of the proposed 18 months. The changes, with more staff, will also enable teachers to focus more on the children rather than other issues.

Q.14 What if the additional pupil numbers don't materialise?

R.14 The Head of Education Services stated that all the evidence continually shows that there is increased demand for places and St Mary's was chosen because of the demand element – it is a popular school and reception has a waiting list now that would fill the school, however there are ongoing conversations about changing demand. The future cannot be absolutely predicted, but the latest information is used and this shows demand consistently increasing.

Q.15 Shortfalls in demand do happen, for instance at North Harringay demand decreased.

R.15 Sometimes bulge classes are created where there are small increases in demand, whereas in this area demand is such that an extra class is needed for each year group over time. If the numbers don't materialise at a later date conversations will be held with the Governing Body about reducing classes over time. For the time being the budget has been agreed for the expansion and the works will all be completed in one tranche.

Joanna Heard – Senior Project Officer: Once the scheme is approved the costs will be scrutinised. The budget is ring fenced to a specific account and will be monitored monthly. There is a very efficient design team using imaginative solutions.

Q.16 Statement in support: A parent stated that If standards were to fall the Headteacher and others could lose their jobs because they are monitored by Ofsted, therefore the Headteacher has to be pretty sure of the advantages to recommend proceeding with this. A Governor concurred that they would notice if standards were deteriorating as they monitor this continuously.

The Headteacher added that the architects have been fantastic and have visited the school each time a change has been requested to the plans.

Q.17 Statement in support: A parent commented that the school will have more staff and with an extra class in each year group there are more resources for planning and monitoring and tasks such as organising school trips can be shared with other teachers in the same year group. There would also be more senior staff and lead specialists.

R.17 The Headteacher added that as numbers on roll have increased so have the resources and each class now has a T.A.

Q.18 Will the number of places be there in local secondary schools to take the increased number of primary pupils?

R.18 This is a key area also being looked at and plans are being drawn up to address this.

Round Up

The Head of Education Services confirmed that she and the Headteacher will produce a consultation handout to go to parents and she thanked everyone for attending

The meeting ended at 10.50am.

Questions, Answers, Comments and Responses at the 6 pm meeting on 12 January 2012

The Assistant Director commented that the Governing Body had had a very good debate and the proposal will provide improvements for children and their education.

Q.1 A staff member raised the issue of parking and whether there would be any provision made for the extra cars that would be expected.

A.1 The Senior Project Manager stated that parking spaces for staff members won't increase. There would have to be a transport statement for planning purposes and one of the things being considered is putting in new zebra crossings that would result in instant fines for parents who park there. This might be made a condition if planning consent is granted.
The CPZ near Hornsey has shifted traffic and parking to the area surrounding the St Mary's, and the School's travel plan is working to address travel issues. The school has said that if a child is disabled, arrangements for drop off can be made in advance between parents and the school.

The Ward councillor, Adam Jones, added that he is hoping to see some movement on the parking issue in the coming months. In the meantime he welcomed the proposal and the school working with the Local Authority to achieve improvements.

Q.2 How will admission arrangements be affected?

A.2 The school is reviewing the admissions policy and the preferred model is for 50% of admissions based on church attendance and 50% based on local residence, with priority being given to those closest to the school.
The Vice Chair of Governors confirmed that the admissions policy is being reviewed because the school is more popular and there is currently a greater demand for places – priority will now be given to those living closest to the school.

The Headteacher informed the meeting that there are now two forms of questionnaire available for responses to the consultation – a long form and a shorter version. These were distributed to those present.

There being no further questions or comments, everyone was thanked for attending, particularly the parents.

The formal meeting ended at 7.40pm and attendees were invited to stay for an informal discussion.

Appendices 5: Transcripts of emails received/sent from the Consultation mailbox

Dear ******
>
> Many Thanks for your e-mail and apologies if you received an email about the consultation being closed. It hasn't. This was an auto-reply from the previous consultation.
>
> I have now amended this.
>
> Many Thanks
> Nick
>
> Nick Shasha
> School Place Planning Lead
>
> Haringey Council
> Education Services
> River Park House
> 225 High Road
> London
> N22 8HQ
>
> Please note that I work from home on Fridays
> (T) 020 8489 5019
> (E) nick.shasha@haringey.gov.uk
> www.haringey.gov.uk
>
> twitter@haringeycouncil
> facebook.com/haringeycouncil
>
> -----Original Message-----
> From: *********
> Sent: 30 January 2015 17:39
> To: Stmarysn8expansion
> Subject: 3 form entry
>
> Dear sir/madam,
>
> My children attend St Mary's school and we have been very happy there. I fully understand the need for more school places and it is important that these places are made available to children as soon as possible.
>
> I think St Mary's will make an excellent 3 form entry school.
>
> Yours sincerely
>
****

Appendices 6: Formal response from the Governors of St Mary's C of E primary school

St Mary's C.E. Primary School

SMP1

SMP1

LETTER FROM THE GOVERNORS

[ ] January 2015

Dear Sir/Madam

Consultation re 3-form Entry

We are writing on behalf of the Governing Body of St Mary's CE Primary School in response to the consultation about 3-form entry at our school.

In January 2015, the Governing Body voted unanimously in favour of proceeding with the proposed expansion because we firmly believe that it will really help the school on its journey from good to outstanding. We have spent a great deal of time scrutinizing your proposal and working with you to ensure that any expansion gives our school the very best possible outcomes in terms of design, buildings, and resources. We therefore now believe that, overall and on balance, there are strong advantages in proceeding with the expansion as against retaining the status quo.

Here are some of the advantages we perceive from the expansion and which guided us in our decision.

1. **It will make the quality of learning even better than it already is. That's because:**
    - The school will be more attractive to the best teachers because it will offer greater opportunities for career development
    - The funding for the expansion will give us additional and more state-of-the-art ICT infrastructure
    - The school will have more group rooms for smaller learning groups and specialist teaching
    - The school will get a group class room dedicated to food technology
2. **The school will attract more funding.**
    - The school budget will be increased by over 50%
    - Therefore we will be able to better spread our costs more effectively
3. **The Church Lane site will retain the lovely 'village school' feel we know is so important to everyone.**
    - The Lower Phase will continue to have the same number of classrooms and pupils
    - Other than a small redevelopment of the Nursery, no other learning spaces will be affected
4. **The Rectory Gardens site will become even better because:**
    - No playground space will be lost. In fact, there will be a greater covered area for parents and carers to shelter (and for children to play out of the rain)
    - The development of the playground will be accelerated, including the upper level of the playground area for Middle Phase children (including our younger pupils)
    - The remaining 4 class rooms on the 1st Floor (Years 3 & 4) will be able to be developed to the high standard of the current classrooms for Years 2, 5 and 6.
    - The school will have a lift to all floors enabling access. That ensures we stay compliant with the Disability Discrimination Act without having to move any classes around.

St Mary's C.E. Primary School

However, we also recognize that (like any major change) there will no doubt be some disruption and some inconvenience along the way. As Governing Body, we would ask for your commitment to work with us at all times to ensure that these are reduced to the absolute minimum and to allow our Senior Leadership team to stay 100% focused on the education of the children of our school throughout the expansion project.

Kind regards

Jessica Smart

Jess Smart, Chair of Governors

John Hoggard, Vice Chair of Governors

Appendices 7: FAQ's for St Mary's C of E Primary

Frequently asked questions – St Mary's CE Primary School

The Council is currently consulting on the possible expansion of St Mary's CE Primary School from two to three forms of entry. We are concurrently carrying out consultation on the possible expansion of St James CofE Primary School from one to three forms of entry and the reinstatement of the published admission number of 90 pupils (currently the school admits 60 pupils each year) at Bounds Green Infant and Junior School. We are seeking views on the possible increase in numbers at all three of these primary schools to reflect growing local demand for reception places.

The consultation runs from 15 September to 7 November 2014 (8 weeks)[15] and we welcome all views from everyone who might have an interest in the increase in pupil numbers at any of these schools.

Below is a list of questions that we think interested parties may ask us together with answers to those questions. We know that there will be other questions asked during the consultation period that are not set out below and we do undertake to update this list of questions through the consultation period on a dedicated webpage at www.haringey.gov.uk/stmarysn8expansion

The Consultation

23. Why are you consulting us and what will you do with our responses?

The current consultation is an opportunity for the Council to share information about a proposed expansion of your school and to hear views from all interested parties. This consultation is **not** a statutory stage in the process of any expansion of a school but it is fundamental to informing what might happen next.

The consultation will provide a number of ways to give you information and to gather your views including: –

- Public meetings
- Drop in sessions
- Consultation documents
- Background documents including the 2014 School Place Planning Report
- Email and telephone contact

The consultation runs from 15 September to 7 November (eight weeks). Full details of how to have your say and to hear the views of others are available in our consultation document or by calling 020 8489 3607, and on our dedicated webpage at www.haringey.gov.uk/stmarysn8expansion

[15] The consultation date has been extended to provide additional time for stakeholders to consider the amended consultation document.

We will use all of the information gathered from this consultation to inform a report that will recommend **whether or not** we proceed to the next step - the publication of a statutory notice setting out our intention to expand your school.

The Department for Education (DfE) provides guidance on how to expand maintained schools. The guidance primarily relates to the 2013 School Organisation Regulations. The guidance sets out the four statutory stages for any expansion. These are:

5. Publication of a statutory notice setting out the Council's intention to expand a school
6. Representation (formal consultation)
7. Decision on whether or not to expand
8. Implementation of the expansion

Question 6 below provides further information on the statutory stages of the consultation, and a flow chart setting out an expansion process is also appended to these Q and As.

24. Why does the local authority want to expand schools and why our school?

A combination of a sharp rise in the birth rate, increased housing in the borough and inward migration has created the need to provide additional primary school places in our borough and across the whole of London. We have selected St Mary's CE Primary as a potential school to expand from two to three forms of entry to accommodate some of this increasing primary aged population. The data we have that helps us to plan for school places shows that we will not have enough local school places in the future if we do not take action to increase capacity now. We have already expanded a number of other local schools and there are some schools where it is not physically possible to provide additional classrooms or where to expand a school would be at odds with the local authority's agreed school place planning principles.

25. How will you gather views during the consultation phase from pupils, parents and carers, staff and local residents and businesses?

Copies of a consultation document have been made available to every parent, carer, member of staff and governor in the school. Copies of the document, together with other background information, have also been made available on the council's webpage at www.haringey.gov.uk/stjamesn10expansion. A leaflet drop has been made to local residents and businesses giving them information about the consultation. We will also be using the School Council to gather the children's views. Information on the consultation has also been sent to all adjoining boroughs, all primary, secondary and special schools in Haringey, all of Haringey's Councillors, the two elected MPs for the borough, and the Diocese of Westminster and the London Diocesan Board for Schools.

26. Who will take minutes of the public meeting to feedback to parents who cannot attend any public meetings?

Minutes of the meetings will be taken by the local authority and published on our website at www.haringey.gov.uk/stmarysn8expansion We will also provide copies of the minutes to the school office for parents and carers to pick up if they were not able to attend one of the meetings.

27. How will developments be communicated to parents who cannot speak English

The Council will use the usual methods of communication with parents who cannot speak English including, where applicable, translations and interpreters. Your school has advised us on the best way to communicate with parents with a child already at the school.

28. Publishing a statutory notice/Representation stage

If, following this consultation period, it is agreed that a notice should be published setting out the Council's intention to expand the school it is currently expected that such a notice will be published on 8 January 2015. Immediately following the publication of the notice there will be a further fixed four week representation period during which time all stakeholders will have an opportunity to express their views. Further details on the representation period, including details of public events, will be made available if a decision is taken to publish the notice.

The Council's cabinet would make a final decision on whether or not the school is expanded. At the present time it is expected that Cabinet would make this decision in March 2015.

29. If a significant number of stakeholders are opposed to expansion, how will the Council take their views into account?

Statutory guidance sets out that the local authority is the decision maker as to whether of not the expansion is agreed. However it is important that the local authority seeks all views on the expansion and balances this against the need to continue to ensure that there are sufficient local school places for children in the coming years. Our projections indicate that we will run out of school places locally if we do not increase the number of places available by 2016. Before making any decision the local authority will take into account a number of factors including:

- Views gathered as part of this consultation exercise
- Any effect on school standard and school improvement
- The need for places
- The expansion of successful and popular schools
- Funding and land
- Special educational needs provision

We need to have your views to inform this process. During this consultation we will be seeking the views of all those with an interest in the possible

expansion of St Mary's. The feedback we gather as part of this process views will help us to decide whether or not to proceed with the expansion plans

30. **Can I see a comprehensive breakdown of the consultation process?**
    A flow chart is appended to this Q and A.

Why expand our school and not expand another school or build a new school?

31. **Can the local authority build a new school?**
    Recent changes in legislation (Education Act 2011) means that any new school should now be a Free School or an Academy – these are publicly funded schools that are independent of the local authority. There are currently no proposals for such a school in the central part of Haringey where we have identified a projected place shortage. Two primary free schools have previously opened in Haringey: Eden Primary opened on Creighton Avenue in September 2012 offering 30 reception places a year, and Hartsbrook School opened in September 2013 offering 60 reception places a year. A further free school – Harris Academy Tottenham will open a 'through' school in September 2014 offering 60 reception places and 180 year 7 places.

    The Academies Act 2010 allows for applications to be made to open a free school. at the time of writing the local authority (LA) is not aware of any free school proposals approved or otherwise, that might impact on demand for and supply of places in the west of the borough. One of the issues that Haringey faces is the scarcity of sites that are of a size and in a location capable of accommodating a new school, a problem seen across many LAs.

32. **How are schools assessed or suitability for bulge or permanent expansion?**
    In Haringey we use our School Place Planning Principles to prioritise schools for expansion and associated investment. The principles, agreed by the Council's Cabinet, are:

- Seek to meet demand for places within established, new or emerging local communities, having regard for the role of schools at the heart of sustainable communities;
- Supporting work to make all our schools good or outstanding, ensuring that every child has a place at a good or outstanding school. Where expansion is needed to meet demand for places, we should favour the expansion of schools where there is proven demand and well-established and successful leadership and management at a good or outstanding school;
- Have regard to the impact of any changes on the viability and standards at existing and new schools;

- Bring forward proposals that make best use of scarce capital resources;
- Work with schools to provide the optimum forms of entry appropriate to the capacity of the school site and the level of demand for that particular school, giving each school the capacity to meet our aspirations.

33. We are a church school and you are thinking about expanding us, one other church school (St James CofE Primary N10) and a community school (Bounds Green Infant and Junior School). Why have you chosen these schools?

Schools have been indentified for expansion because they are popular, the standard of education is excellent and there is room to expand in a way that provides value for money. Building the additional classes will help to ensure every child has a school place. If the schools being expanded are local to you we would always encourage you to visit before you decide where to send your child to school, however are other local schools you may wish to make for preference for too.

The impact of any expansion on my child(ren)

34. What are the potential advantages and challenges of an expansion?

Delivery of the curriculum – how would an expansion affect the delivery of the curriculum in our school?

The expansion of the school will allow the Head Teacher and Governors the opportunity of employing more specialist teachers and engage more specific educational services – with the opportunity arising from the economies of scale resulting from increased funding and proportionately lower fixed costs. Does the leadership of the school see an expansion as an opportunity to broaden specialisms and the scope of offer to our children? Our experience of larger schools is that yes, there is greater scope for specialism and the offer to children. With St Mary's being a split site the school has indicated that it will be able to increasingly offer provision that is age and stage focused with any potentially negative aspects of a larger school being mitigated by the organisation and management of the two sites. With increased funding that comes with a larger school ad economies of scale the school's leadership has commented that they will also be able to maintain and build on their excellent levels of staffing and resources.

- Toilets – will there be enough toilets?

  Yes there will be: The number of toilets for pupils and staff is laid down in specific requirements. The expanded school will provide the number of toilets required for the size of the new school and layout will be addressed to ensure a safe environment is retained for pupils
- Parental choice – parents and staff have chosen this school because of its size. Will an expansion change the ethos and feel of the school?

  The Head Teacher and her staff are very keen to preserve the ethos and feel of the school – the welcoming and nurturing environment enjoyed by pupils and parents of the school. The Head Teacher has been very carefully working with design consultants to build into the new school design a clear recognition of this requirement. This will be

able to be seen through the clustering of year group classrooms and group rooms and the location and adjacencies of key school rooms e.g. main office, medical room, reception etc.

- Resources – will resources like IT, teaching assistants, access to specialist facilities in the school be spread more thinly or does the expansion allow for greater funding, a more efficient economy of scale and an opportunity to increase the offer to our children? The majority of school funding in Haringey, over 88%, is distributed through pupil led funding. It follows that larger schools will attract more funding and will be able to realise economies of scale, allowing a greater proportion of resources to be spent on education. The school expansion will provide for a 21st century ICT infrastructure for the whole school, supporting the required evolvement of ICT at St Mary's under the guidance of the Head Teacher and her team.
- The hall – how will assemblies be run? Will the school still be able to put on shows and concerts?

  The expanded school at Rectory Gardens will have the existing main hall and a small Hall which are adjoining and can be opened up to form a large space for assemblies and performances. In addition to this there will be a group room, specialist flexible classroom and Rainbow room near the hall to support any school productions. The number of children at Church Lane will not change after the expansion, therefore the use of the hall at this site will remain unaffected by the expansion.
- Local area – will the roads and pavements become too busy at pick up and drop off? Will the new buildings overlook our neighbours or give them the opportunity to overlook our school?

  Haringey's Transportation Team will work closely with the Design Team to ensure that this aspect of the school expansion is addressed. Initial review of the proposed additional numbers at the Rectory Gardens site together with a review of the school's location and the school's Travel Plan indicates that the increased number of pupils at Rectory Gardens will not have a significant impact on local roads and pavements. All schools are encouraged to have School Travel Plans promote sustainable ways for the whole school community to travel to and from school. the Plan should encourage walking, cycling, car sharing and public transport use and should aim to reduce the number of car journeys to and from schools. There will be no additional children at the Church Lane site, so again, roads should remain unaffected.
- Timetabling – what are the implications for the timetabling of activities such as music, PE and languages?

  The expanded school will provide classrooms and group rooms to support and develop current curriculum practice. In addition new specialist spaces / rooms which currently do not exist will be provided providing the clear opportunity for a qualitative curriculum experience for the pupils. These new spaces include a Food tech room, flexible specialist classroom, group rooms and improved Rainbow rooms.

There will be a sufficient number of rooms and spaces to accommodate the needs of the school.

- Would a three form entry school strengthen the potential for teacher planning and working together or sharing workload, more ideas, subject specialism, cross-class working, and differentiation?
  The brief answer to this question is yes. The expanded school will provide the opportunity for more specialist teaching to be delivered, potentially freeing up time for teaching planning in a flexible approach to CPD/lesson planning. This opportunity will be dependent on the school management. The school's leadership has commented that being a bigger school will bring the added benefit of economies of scale, and will make the school an attractive workplace for professionals. They have confirmed that the school already attracts high quality staff and are a school of choice for teachers as well as for parents. They believe that being larger will enable them to offer increased career progression, and a larger staff body will mean a more equitable sharing of the additional responsibilities that support continued school improvement. The head has confirmed that the focus of the school will remain on the achievement, progress and well-being of all of the children and families that move through the school.
- Will there be more opportunities for staff recruitment and retention as well as staff development?
  The expanded school will be able to offer a more diverse educational environment for teachers and support staff to operate within. This in and of itself will be attractive and would support improved recruitment.
- Do permanent expansion(s) mean that less schools will be asked to take bulge classes and that the LA's strategic planning can focus on permanent expansions and not bulge classes?
  With every permanent expansion comes secured additional places and a reduced or removed requirement for any bulge classes. Bulge classes are a short term solution to allow a quick response to the need for additional places. They are not viewed as a sustainable long term solution to place shortage. They also serve a role where population is fluctuating slightly year on year and where a permanent expansion could not be sustained.
- What additional funding will the school receive for learning resources and staffing? – Every pupil brings additional funding to the school s/he attends that will cover learning resources and staffing and make a contribution to other school costs.
  The funding of schools is largely based on the number of pupils attending – so an expanded school would have expanded funding.
- How can I see how the pupil place requirement is divided up throughout the borough? The borough is divided into five 'planning areas' (PAs) for the purposes of school place planning. St Mary's CE Primary School falls within PA2. Details of these planning areas, including a map showing how the borough is divided into the five PAs,

can be found in our annual School Place Planning Report at www.haringey.gov.uk/schoolplaceplanning

- How do I know that there is a local need for primary places? What radius is used to determine local need? The School Place Planning Report sets out the local need for school places and shows that demand in the Hornsey area exceeds supply and that demand is expected to continue to rise for the foreseeable future. There is no single radius that determines whether or not a place is local but we look at individual PAs and ascertain whether or not demand meets supply and whether those living in the PA are able to attend a school within the PA or, if living close to the PA boundary, a school in the adjoining PA.
- Is St Mary's in an area of local demand – if so what is the pupil place deficiency in this area? The deficiency for the planning area within which St Mary's CE Primary School sits is set out in our annual School Place Planning Report. This shows that we expect a deficiency of two form of entry (up to 60 school places) in the short term, and one form of entry (30 school places) in the longer term.
- Over what time period is this under capacity set to exist?
  Our projections for school places are for a period up to ten years ahead.
- What will happen to the schools budget if the 'extra' places deemed to be needed do not fully materialise?
  In a year of expansion the AWPU funding for the new class comes from the Growth Fund and is guaranteed for 30 pupils for the period September to March also paid is £15,000 initial funding. From the following April funding is based on the number recorded in the October census, although there may be some adjustment for historical late entries in reception.
- What are the local authority's agreed school place planning principles and how does this relate to St Mary's?
  Our School Place Planning Principles are set out in our annual report at www.haringey.gov.uk/schoolplaceplanning
- How secure is the means of identifying additional pupil places – for example London is increasingly seeing internal migration with families moving from borough to borough and out into surrounding counties. Given such a scenario with what level of probability can we say that 30 places will be needed at our school?
  We work with the Greater London Authority to produce annual projections for school places. These projections are based on actual and projected birth rates and school rolls and take account of birth rates from the Office for National Statistics (ONS) and the latest available information on inward and outward migration in London.

- How will the quality of education at St Mary's be maintained through the expansion works? Will additional resources be made available to secure standards?

  Through careful planning and strong leadership, which the school has, we have confidence that these issues will be addressed through any implementation process. We recognise that to deliver an excellent expansion it takes the time of senior leaders in the school and resources are made available to support this.
- Given that council tax payers' money and central government funding will be making the new school/expanded school possible how many non faith pupil places will be available?

  The governors of the school have committed to going through a process to change the school's admission arrangements so that 50% of the overall 90 places at the school would be offered to families from the local community.

  Any expansion will mean more local spaces for children on our local community and a greater opportunity for them to attend a school of their choice. The local authority has already been considering the benefits and disadvantages of an expansion and some of the conversations we have had with your head teacher and governors have explored some of these issues. These conversations will be ongoing right up until the time that any decision is taken not to expand or until such time as an expansion has been effectively delivered.

35. What if I do not want to continue with an education for my child at the expanded school?

If you have any concerns at any point about the impact of an expansion on your child, we would encourage you to speak to your child's class teacher to discuss your concerns in the first instance. Continuity of education is important and significant thought will go in to enhancing your child's experience through an expansion process.

36. How will pupils be affected as part of a bigger school?

One of the most important aspects of any school is its leadership and the quality of teaching and we are confident that the school is well led and that the quality of teaching delivered is high. A larger school will give more possibilities to attract and retain high quality teaching staff. Further teaching staff will be recruited as required to accommodate the increased reception intake from 2016 *if* the expansion goes ahead.

37. How do parents of children going into Reception in 2016 (or before) make their choices?

Full information about applying for a school place can be found in the Admissions booklet at www.haringey.gov.uk/schooladmissions

Delivery of any expansion

38. When would any expansion be delivered

The current consultation is the first step in a process to establish the principle of whether or not your school will be expanded. Within this process there is ample opportunity for all those with an interest in the school to make their views heard. The consultation document sets out a period for consideration of the proposal which runs from September 2014 to March 2015. During this time there are two potential periods of consultation – the current consultation and a further consultation know as the 'representation stage' which it is scheduled would happen between January and February 2015 but *only* if a decision is taken to publish a notice setting out the Council's intention to expand the school. A published statutory notice would set out the date on which the Council would like to implement the expansion of the school. This implementation would be incremental: this means that the expansion would begin with an increase in the number of children admitted into the reception class. The expanded number of children entering reception class would continue until, after seven years (2022), there were three forms across all year groups.

In March 2015 the Council's Cabinet (the decision making body of the Council) will make any final decision on the principle of whether or not to expand the school.

39. How long will any building work take?

Work is likely to last up to 18 months. Any work will need to take place both during term time and in the school holidays. Work that is likely to cause the most disruption will be programmed to take place in consultation with the school for periods when the disruption can be avoided/minimised.

40. What input can we have on the design process of the school if the expansion goes ahead?

A list of FAQs from a design project perspective has been complied and can be viewed on the consultation page.

41. What will an expanded school look like?

It is not possible to say at this stage, but all possible measures to maintain the character of the school and the maximum space for children to learn and play will be made. A list of FAQs from a design perspective is available to view on our dedicated consultation page at www.haringey.gov.uk/schoolexpansions2014

As and when more detailed feasibility study is carried out, issues including pace utilisation and access, as well as design and layout will be looked at in more detail and this will be shared with the school.

Other questions

42. Does a bigger school mean bigger class sizes?

The class sizes will remain at 30 pupils per class.

43. How will the overall expansion programme be funded?

The local authority will provide funding for the project.

44. What happens if the school is expanded, but in further we find that the places are not needed?

Pupil numbers are continually monitored across our borough and we look at our projections to be sure that we plan to provide enough school places, while at the same time balancing this against the need not to over provide or to make one school bigger while at the same time seeing an neighbouring school's numbers declining. Our projections of our school rolls are based on actual and projected birth rates and we do know that the birth rate in Haringey is rising and that we expect to need more school places in the coming years. This is a pattern that has been evidenced across our borough for several years and, since 2005, we have added a total of 11 additional classes to our primary schools as well as the five classes (150 children) provided as a result of the opening of free schools in the borough.

Based on a careful analysis of our projections we do not expect to find that any additional places created through expansion will not be needed. In the unlikely event that this does happen we will undertake consultation to decide on the most appropriate action. We expect demand for places to increase year on year until at least 2023. Thereafter there may come a time when numbers decrease slightly. We will consult on the most appropriate action as and when required.

45. What are other schools doing to help solve the places shortage?

We have already expanded a number of our primary school and provided bulge (one off) classes at others to increase the number of reception places that are available each year. We are currently carrying out similar consultation with two other schools – St James CofE Primary N10 and Bounds Green Infant and Junior School – to seek views on increasing the numbers that come into their reception classes each year. Harris Academy Tottenham will provide an additional 60 reception places in the borough from September 2014.

Our projections (set out in our 2014 School Place Planning Report) show that we will need capacity above and beyond that outlined above, even assuming that we increased numbers at all three schools. We will be working with our school community over the coming years to see if and how we can provide further places to meet projected demand. We will also factor in any additional 'free' school places provided in the coming years.

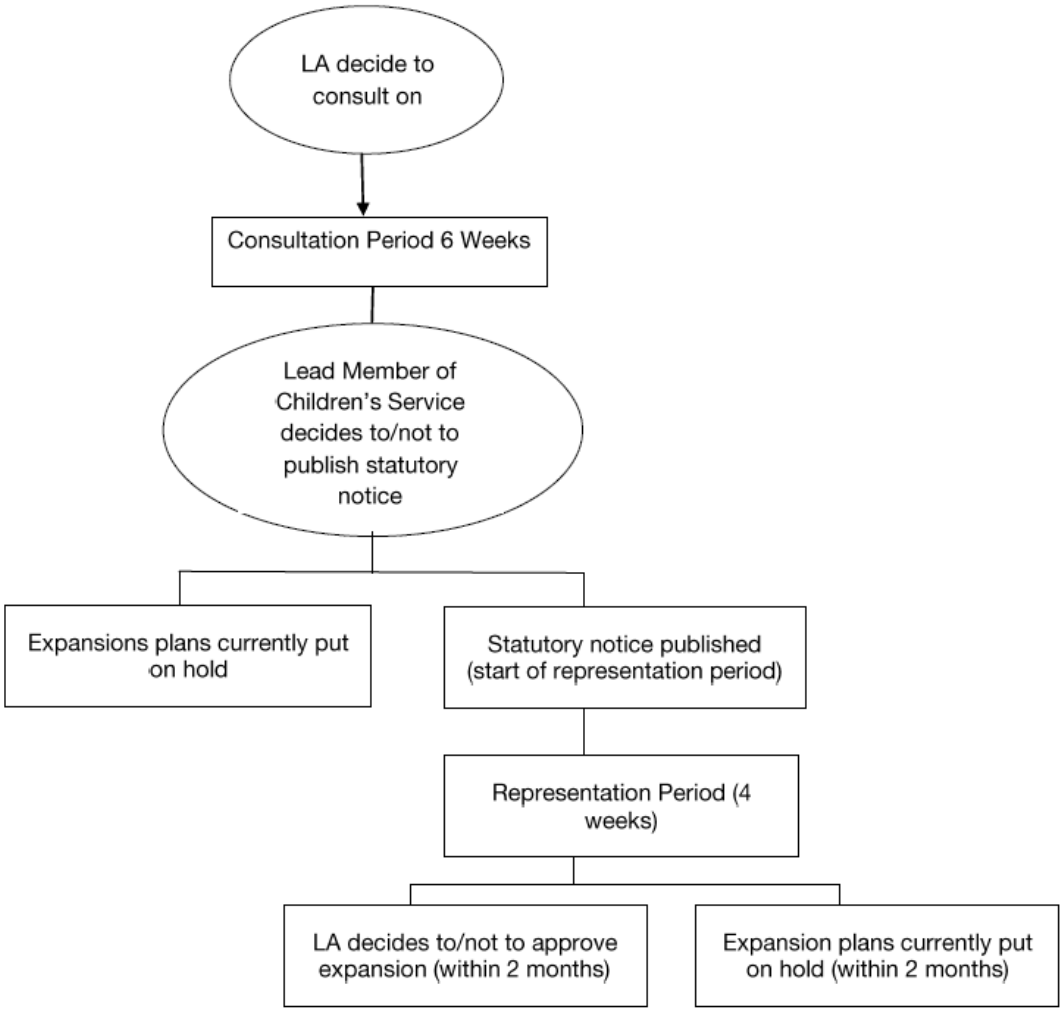
46. How can I keep updated?

There are two main ways to keep informed – by visiting Haringey's dedicated webpage and by reading the correspondence that will be sent to you from the LA via the school.

47. A town planning application

If a final decision is taken to expand the school there will need to be a planning application submitted to secure permission for the relevant building works to the school to support the expansion. As part of the planning application a fixed consultation period of 21 days would be held to allow all interested parties to express views on how the school would look. Detailed floor and elevation plans would support this application to allow everyone to see what the new building works would look like from the street and from within the school, and to show how the floor plans for all year groups would be laid out.

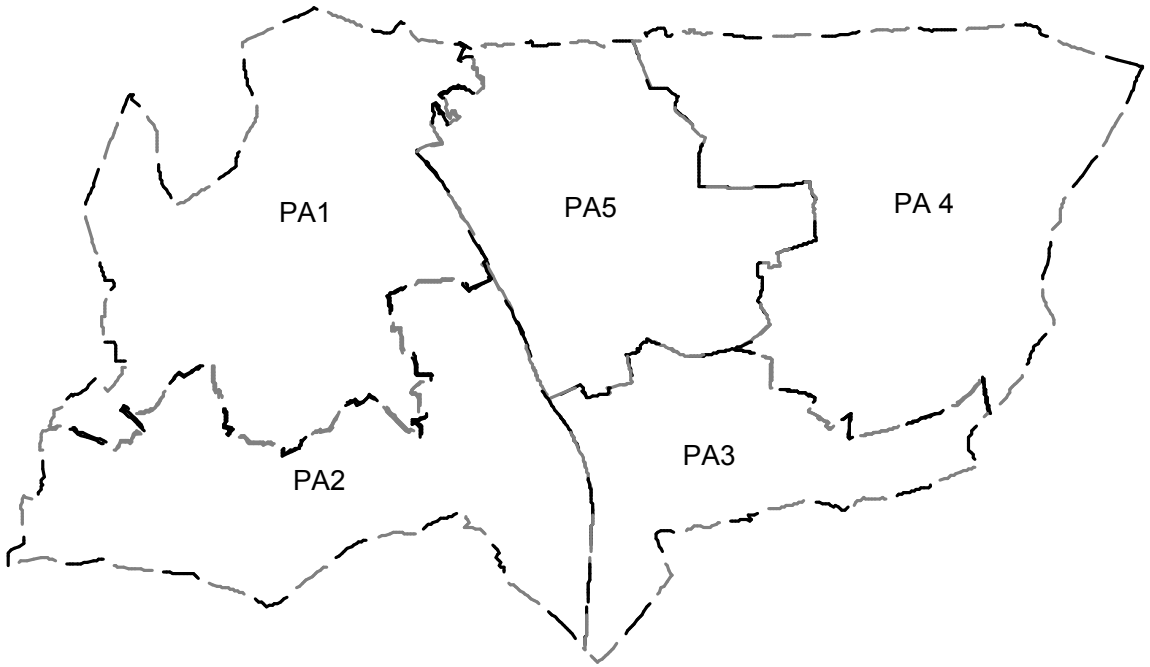
Communication and Decision Process



Appendix 5

Map of Planning Areas (PAs) 5 and 2

Map of Planning Areas

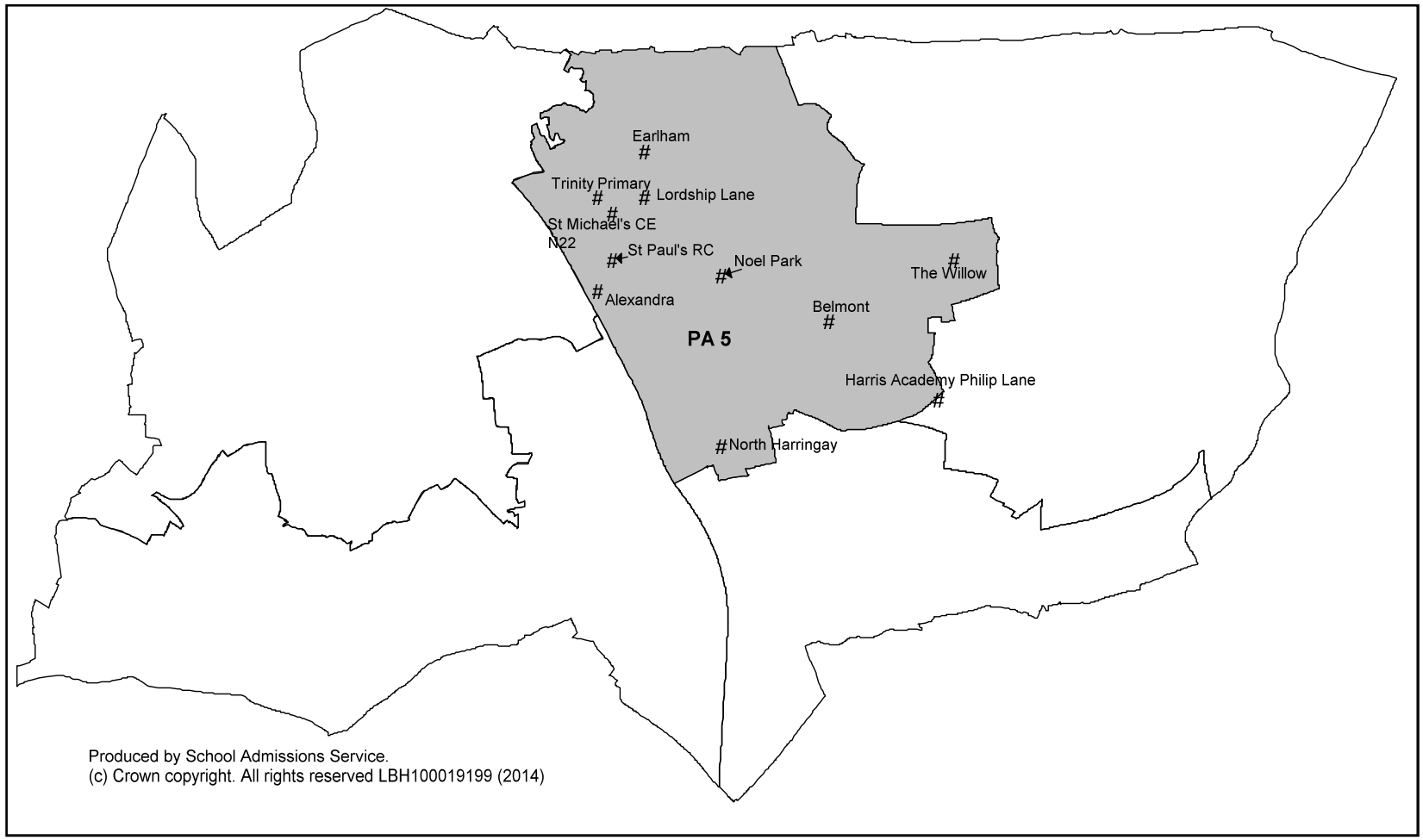


Produced by School Admissions Service.
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Planning area 5

Planning Area 5 incorporates Noel Park, West Green, Woodside, South half of Bounds Green and north half of Harringay wards and includes the following schools: Alexandra Primary, Belmont Infant, Earlham, Harris Primary Academy Philip Lane, Lordship Lane, Noel Park Primary, North Harringay Primary, St Michael's CE Primary N22, St Paul's RC Primary, The Willow and Trinity Primary Academy.

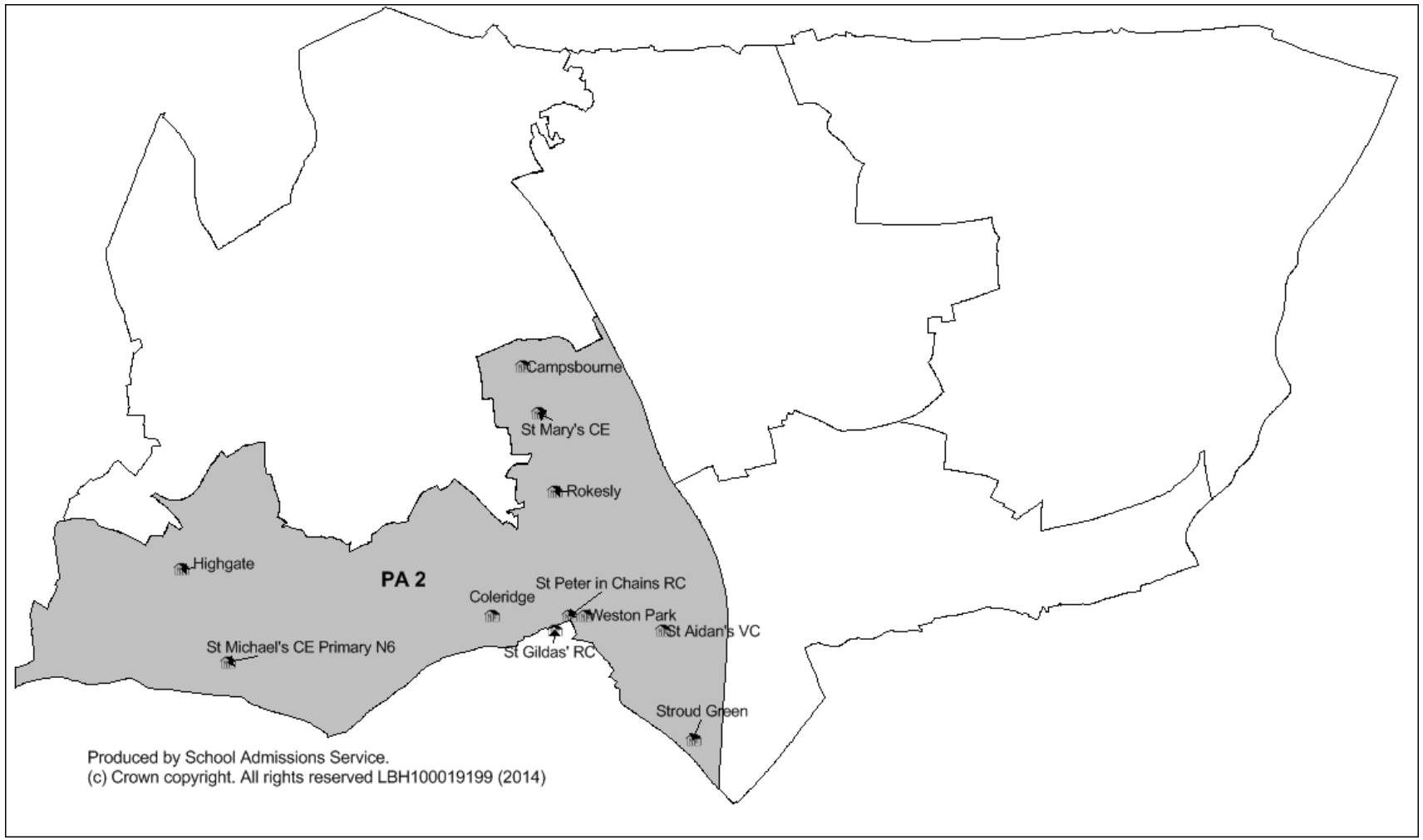
Planning Area 5 map



Planning Area 2

Planning Area 2 incorporates Highgate, Crouch End, Hornsey and Stroud Green wards and includes the following schools: Campsbourne Infants, Coleridge Primary, Highgate Primary, Rokesly Infants, St Aidan's, St Mary's CE Primary, St Michaels CE Primary N6, St Peter in Chains RC Infants, Stroud Green and Weston Park.

Planning Area 2 Map



Appendix 6

PA5 data on demand and supply of places, projections

GLA projections for planning area 5

Year	Number of Births for the equivalent school year	Actual (2009/10-2013/14) & Projection (2014/15-2024/25) reception aged pupils	PAN figure	Surplus/Deficit of places
2009/10	848		617	
2010/11	844	598	617	19
2011/12	918	636	647*	11
2012/13	963	624	626**	2
2013/14	906	621	626	5
2014/15	944	655	656***	1
2015/16	854	654	626	-28
2016/17	833	651	626	-25
2017/18		659	626	-33
2018/19		683	626	-57
2019/20		697	626	-71
2020/21		713	626	-87
2021/22		725	626	-99
2022/23		736	626	-110
2023/24		746	626	-120
2024/25		753	626	-127

* Alexandra accommodated a bulge class (+1fe)

** The PAN at Alexandra was reinstated to 60 and Noel Park's PAN reduced from 81 to 60

*** Noel Park accommodated a bulge class (+1fe)

Appendix 7

PA2 data on demand and supply of places, projections

GLA projections for planning area 2

Year	Number of Births for the equivalent school year	Actual (2009/10-2013/14) & Projection (2014/15-2024/25) reception aged pupils	PAN figure	Surplus/Deficit of places
2009/10	712	614	626	12
2010/11	708	617	626	9
2011/12	747	630	626	-4
2012/13	669	675	686*	11
2013/14	735	634	656**	22
2014/15	737	709	656***	-53
2015/16	696	693	626	-67
2016/17	678	656	626	-30
2017/18		652	626	-26
2018/19		662	626	-36
2019/20		663	626	-37
2020/21		660	626	-34
2021/22		660	626	-34
2022/23		659	626	-33
2023/24		658	626	-32
2024/25		656	626	-30

*Weston Park took a bulge for September 2012 and a year 1 bulge class was accommodated at St Mary's CE in September 2013

**Weston Park took a bulge for September 2013

Appendix 8

List of streets where fliers were delivered

Adams Mews	Herbert Road
Albert Close	High Road
Albert Road	Hillside Gardens
Alesia Close	Imperial Road
Alexandra Avenue	Ireland Place
Alexandra Park Road	Justin Place
Amethyst Close	Kings Road
Arcadian Gardens	Lascotts Road
Bailey Close	Lyndhurst Road
Bedford Road	Lynton Gardens
Bidwell Gardens	Maidstone Road
Blake Road	Manor Road
Bounds Green Road	Marlborough Road
Braemar Avenue	Marquis Road
Bridge Road	Martins Walk
Brownlow Road	Maryland Road
Buckingham Road	Maya Place
Cameron Close	Morant Place
Canning Crescent	Munro Drive
Cheshire Road	Myddleton Mews
Churston Gardens	Myddleton Road
Clarence Road	Neville Place
Clifton Road	Nightingale Road
Cline Road	North Way
Clyde Road	Northbrook Road
Commerce Road	Northcott Avenue
Corbett Grove	Oak Lane
Cornwall Avenue	Outram Road
Crescent Mews	Palace Gates Road
Crescent Rise	Palace Road
Crescent Road	Palmerston Road
Dagmar Road	Park Avenue
Dorset Road	Park Grove
Durnsford Road	Park Road
Earlham Grove	Parkhurst Road
Eastern Road	Partridge Way
Edith Road	Passmore Gardens
Edwards Drive	Pinkham Way
Eleanor Road	Portree Close
Falmouth Close	Princes Avenue
Finsbury Cottages	Queens Road
Finsbury Road	Ranelagh Road
Fletton Road	Redruth Close
Gateway Mews	Rhys Avenue
Gordon Road	Richmond Road
Green Lanes	Ring Way
Hampshire Road	Sakura Drive
Harcourt Road	Selborne Road
Shropshire Road	Trinity Road
Sidney Road	Truro Road

South Way	Tunnel Gardens
St Michaels Terrace	Victoria Road
Station Road	Warwick Road
Sylvan Avenue	Whittington Road
Talbot Road	Winton Avenue
Terrick Road	Wolseley Road
The Drive	Woodfield Way
Thorold Road	Woodside Road
Torrington Gardens	Wroxham Gardens
Tredegar Road	

List of streets where fliers were delivered – St Mary's CE Primary school

Abbeville Road	Fairfield Gardens

Alexandra Palace Way	Fairfield Road
Alexandra Road	Falkland Road
Ashford Avenue	Farrer Mews
Aubrey Road	Farrer Road
Back Lane	Felix Avenue
Baden Road	Ferme Park Road
Barrington Road	Ferrestone Road
Bedford Road	Finsbury Road
Beechwood Road	Frederick Place
Berkeley Road	Frobisher Road
Birchington Road	Frome Road
Birkbeck Road	Gisburn Road
Bounds Green Road	Glasslyn Road
Bourne Road	Glebe Road
Boyton Close	Great Amwell Lane
Boyton Road	Greig Close
Broad Lane	Grove House Road
Brook Road	Hampden Road
Bryanstone Road	Harefield Road
Campsbourne Parade	Haringey Park
Campsbourne Road	Haringey Road
Campsfield Road	Harold Road
Carysfort Road	Harvey Mews
Chadwell Lane	Harvey Road
Chestnut Avenue	Hawthorn Road
Church Lane	Hermiston Avenue
Church Path	High Street
Clarendon Road off Coburg Road	Hillfield Avenue
Clarendon Road off Hornsey Park Road	Hillfield Mews
Clovelly Road	Hornsey Park Road
Coburg Road	Inderwick Road
Coleridge Lane	Lausanne Road
Cranford Way	Lawton Road
Cranley Gardens	Lightfoot Road
Cranmore Way	Linzee Road
Cross Lane	Lynton Road
Cross Lane Footpath	Malvern Road
Crouch Hall Road	Mary Neuner Road
Danvers Road	Mayes Road
Denmark Road	Mayfield Road
Denton Road	Middle Lane
Drylands Road	Middle Lane Mews
Eastfield Road	Miles Road
Elder Avenue	Minster Walk
Elmcroft Close	Montague Road
Elmfield Avenue	Mortimer Mews
Etheldene Avenue	Moselle Close
Mulberry Close	Station Road
Muswell Hill	Sydney Road
Myddelton Road	Temple Road

Nelson Road	The Avenue
New River Avenue	The Broadway
New Road	The Campsbourne
Newland Road	The Gardens
Newnham Road	The Grove
Nightingale Lane	The Mews
North View Road	Tivoli Road
Oak Avenue	Topsfield Close
Oakley Gardens	Topsfield Road
Palace Gates Road	Tottenham Lane
Palace Road	Tower Terrace
Park Avenue North	Turnpike Lane
Park Avenue South	Uplands Road
Park Ridings	View Crescent
Park Road	Warner Road
Parkland Road	Wavel Mews
Pembroke Road	Western Road
Primezone Mews	Weston Park
Priory Avenue	White Hart Lane
Priory Road	Wightman Road
Raleigh Road	Wolseley Road
Rathcoole Avenue	The Mews
Rathcoole Gardens	Tivoli Road
Ravenstone Road	Topsfield Close
Rectory Gardens	Topsfield Road
Redston Road	Tottenham Lane
Ribblesdale Road	Tower Terrace
Ridge Road	Turnpike Lane
Rokesly Avenue	Uplands Road
Rosebery Gardens	View Crescent
Russell Road	Warner Road
Shanklin Road	Wavel Mews
Silsoe Road	Western Road
Sirdar Road	Weston Park
South View Road	White Hart Lane
Spencer Road	Wightman Road
St Marys Road	Wolseley Road

Appendix 9

Consultation documents (pamphlet) for each school and fliers

SHAPE THE FUTURE
Have your say
Haringey

Shaping the future of Bounds Green Infants and Junior School

Consultation on a proposed school expansion

The consultation period (statutory representation) will run from Friday 9th January 2015 to Thursday 5th February

This document set outs:

- The number of additional school places needed
- The processes undertaken so far
- What will happen next?
- The consultation timetable
- How you can give your views
- Survey

PUBLIC MEETING

12 January 2015 at 9.30-11AM and to be repeated at 6-7.30PM

To be held at Bounds Green Infants and Junior School -
Bounds Green Road, London, N11 2QG

The proposed expansion of Bounds Green Infants and Junior School

Introduction

The population in Haringey is rising and we know that we need additional reception school places in our borough to meet future demand. In the area around Bounds Green Infant and Junior School we will need another 30 places (equivalent to one reception class) from 2015/16 and with demand for places continuing to rise after that.

What has happened so far?

For some months we have been working with the Head teacher and the governors of Bounds Green Infant and Junior School (hereafter called Bounds Green) to discuss how the school might be expanded by one additional reception class a year to meet this demand. As part of this work with the school we consulted you between September and November 2014 on the possible expansion of Bounds Green. A full explanation of why we need more places and the feedback we received from the consultation is available to view on the Council's website at www.haringey.gov.uk/schoolexpansions2014

We listened to the views expressed in the consultation we held in 2014 and balanced this against the need to provide more local school places so that all local children would have a place. Taking all of this into account we prepared a report recommending that the expansion of Bounds Green should proceed to the first statutory stage of expansion – the publication of a statutory notice.

In December 2014 the Council's Cabinet member for Children and Families, Councillor Ann Waters, agreed the recommendation in the report to publish a statutory notice setting out the Council's intention to expand the school from its current two forms of entry (admitting 60 children into the reception class each year) to three forms of entry (admitting 90 children into the reception class each year. The report can be viewed at www.haringey.gov.uk/schoolexpansions2014 together with other information that was available throughout the consultation period.

What will happen next?

On 9 January 2015 the Council published a statutory notice in the Haringey Independent newspaper and this publication marked the beginning of a four week fixed representation period which ends on 5 February 2015. During this representation period we want to hear whether you support the expansion of Bounds Green. The table below sets out the important dates in the coming weeks including the dates of two public meetings being held at the school where you can ask questions on the proposed expansion of Bounds Green. The table also sets out the four statutory stages required in the expansion of a school.[1]

[1] The four statutory stages are **Stage 1** – Publication, **Stage 2** – Representation, Stage 3 – Decision, and **Stage 4** – Implementation.

Date	Event	Comment
Friday 9 January 2015	**Stage 1** - Publication of statutory notice	The notice is published in accordance with the information provided in the Department for Education's (DfE) School Organisation Guidance.
Friday 9 January	**Stage 2** - Start of the statutory representation period	The representation period is a fixed four week period and cannot be shortened or lengthened (para 18 of the Guidance).
12 January 2015	Public meetings to be held at the school at: 9.30am to 11am and repeated at 6pm to 7.30pm	The meetings will be held in the School Hall at: **Bounds Green Infant and Junior School** **Bounds Green Road** **London** **N11 2QG**
Thursday 5 February	End of the statutory representation period	The representation period is set at four weeks and cannot be extended beyond this date (para 9 of the Guidance)
17 March 2015	**Stage 3** - Cabinet decision on whether or not to expand the school.	A decision on whether or not the school is expanded MUST be made within a period of two months of the end of the representation period (para 20 of the Guidance)[2]
September 2016	**Stage 4** - The school expands from two forms (60 children) to three forms (90 children) starting with the reception cohort in September 2016.	This only happens if the Council's Cabinet agrees that the school be expanded at Stage 3

Where can I get further information and give my views?

We want to hear your views on whether you support the expansion of Bounds Green Infant and Junior School. You can let us have your views in a number of ways:

- By responding to the online questionnaire at www.haringey.gov.uk/schoolexpansions2014
- By attending one of the **public meetings** arranged for 12 January 2015 where you will have the opportunity to ask questions, share your views and hear the views of others.
- By email to boundsgreenpan@haringey.gov.uk
- By telephoning 020 8489 3607

[2] Para 20 of DfE Guidance sets out that if a decision is not made within two months of the close of the representation period they must be referred to the Schools Adjudicator.

- By completing the response sheet attached and ether handing it in to your school office or posting it to:

  Education Services
  3rd Floor
  River Park House
  225 High Road
  N22 8HQ

All comments **must** be received by the 5 February 2014 or they cannot be taken into account. Please note you can also complete this survey online at: http://www.haringey.gov.uk/boundsgreenexpansion.htm

Q1) Which of the following best describes your view of the proposed expansion of Bounds Green Infants and Junior School?

Tick ONE only:	**Answer**
Support	
Neither support not object	
Object	

Q2) Please give reasons for why you support, or object to, the proposed expansion of Bounds Green Infant and Junior School. *Please enter your answer below:*

Q3) Please use the box below if you have any other comments on the proposed expansion of Bounds Green:

Q4) Please indicate your gender below:

Tick ONE only:	Answer
Female	
Male	
Prefer not to say	

Q5) Please indicate your ethnicity below:

Tick ONE only:	Answer
White	
Mixed/multiple ethnic groups	
Asian/Asian British	
Black/African/Caribbean/Black British	
Other ethnic group	
Prefer not to say	

Q6) Please indicate in what capacity you are filling out this questionnaire:

Please tick all that apply:	Answer
Local resident	
Parent / Carer of pupil(s) at Bounds Green	
Parent / Carer of pupil(s) at another school	
Local business	
Member of staff / governing body / at Bounds Green	
Other	

This booklet tells you about a proposal to expand Bounds Green Infant and Junior School. For a copy in your own language, please tick the box, fill in the form and return to the address below.

Shqip ☐

Kjo broshurë ju tregon për një propozim për të zgjeruar Shkollën Fillore Bounds Green Infant and Junior. Për një kopje në gjuhën tuaj, ju lutem shënoni kutinë, plotësoni formularin dhe ktheheni në adresën e mëposhtme.

Polski ☐

Niniejsza publikacja dotyczy propozycji rozszerzenia szkół Bounds Green Infant i Junior School. Aby uzyskać kopię publikacji w języku polskim należy zaznaczyć rubrykę, wypełnić formularz i odesłać go na podany poniżej adres.

Français ☐

Ce livret fournit des renseignements sur une proposition visant à élargir l'école maternelle et l'école primaire de Bounds Green. Pour en obtenir une copie dans votre langue, veuillez cocher la case, remplir le formulaire et le renvoyer à l'adresse ci-dessous.

Soomaali ☐

Buugyarahani wuxuu kaaga warramayaa ra'yiga la soo jeediyay ee ah ballaadhinta dugsiga dhallaanka ee Bounds Green iyo dugsiga dhexe. Si aad u hesho koobbi luqaddaada ku qoran, fadlan calaamadi sanduuqa , buuxi foomka oo ku soo celi cinwaanka hoose.

Kurdî Kurmancî ☐

Ev destpirtûk li ser pêşniyareke firehbûna Xwendegeha Bounds Green Infant and Junior agahîyê dide we. Heke hun kopîyeke bi zimanê xwe dixwazin, ji kerema xwe qutîkê nîşan bikin, formê tije bikin û ji navnîşana jêrîn re bişînin.

Türkçe ☐

Bu broşür Bounds Green İlkokulu Birinci ve İkinci (Infant and Junior School) kısımlarının genişletilmesine yönelik tasarı hakkında bilgi sunmaktadır. Broşürün Türkçe kopyasını edinmek için, lütfen kutuyu tıklayın, formu doldurun ve aşağıdaki posta adresine gönderin.

Please tell us if you would like a copy of this document in another language that is not listed above or in any of the following formats, and send the form to the address below.

☐ In large print ☐ On audio tape ☐ In Braille ☐



☐ In another language, please state:

Name: Tel:

Address:

Email:

Please return to: Haringey Council, Translation and Interpretation Services, 8th Floor, River Park House, 225 High Road, London N22 8HQ

Haringey Council offers this translating and interpreting service to Haringey residents. We can translate this document into one language per resident ONLY.

6

SHAPE THE FUTURE
Have your say
Haringey

Consultation on proposed expansion of Bounds Green Infants and Junior School.

Public meeting –
12 January 2015

www.haringey.gov.uk

Haringey Council

Come along and have your say...

Where: Bounds Green Infants and Junior School
Bounds Green Road,
London, N11 2QG

Date: Monday 12 January 2015

Time: 9:30am - 11:00am

and repeated 6:00pm - 7:30pm

Consultation runs from Friday 9th January 2015 to Thursday 5th February

For more details visit
www.haringey.gov.uk/boundgreenexpansion

SHAPE THE FUTURE
Have your say
Haringey

Shaping the future of St Mary's CE Primary School

Consultation on a proposed school expansion

The consultation period (statutory representation) will run from Friday 9th January 2015 to Thursday 5th February

This document set outs:

- The number of additional school places needed
- The processes undertaken so far
- What will happen next?
- The consultation timetable
- How you can give your views
- Survey

PUBLIC MEETING

19 January 2015 at 9:30-11am and to be repeated at 6-7:30pm

To be held at St Mary's CE Primary School -
Rectory Gardens, N8 7QN

The proposed expansion of St Mary's CE Primary School

Introduction

The population in Haringey is rising and we know that we need additional reception school places in our borough to meet future demand. In the area around St Mary's CE Primary School we will need another 30 places (equivalent to one reception class) from 2016/17 onwards.

What has happened so far?

For some months we have been working with the Head teacher and the governors of St Mary's CE Primary School (hereafter called St Mary's) to discuss how the school might be expanded by one additional reception class a year to meet this demand. As part of this work with the school we consulted you between September and November 2014 on the possible expansion of St Mary's. A full explanation of why we need more places and the feedback we received from the consultation is available to view on the Council's website at www.haringey.gov.uk/schoolexpansions2014

We listened to the views expressed in the consultation we held in 2014 and balanced this against the need to provide more local school places so that all local children would have a place. Taking all of this into account we prepared a report recommending that the expansion of St Mary's should proceed to the first statutory stage of an expansion – the publication of a statutory notice.

In December 2014 the Council's Cabinet member for Children and Families, Councillor Ann Waters, agreed the recommendation in the report to publish a statutory notice setting out the Council's intention to expand the school from its current two forms of entry (admitting 60 children into the reception class each year) to three forms of entry (admitting 90 children into the reception class each year. The report can be viewed at www.haringey.gov.uk/schoolexpansions2014 together with other information that was available throughout the consultation period.

What will happen next?

On 9 January 2015 the Council published a statutory notice in the Haringey Independent newspaper and this publication marked the beginning of a four week fixed representation period which ends on 5 February 2015. During this representation period we want to hear your views and whether you support the expansion of St Mary's. The table below sets out the important dates in the coming weeks including the dates of two public meetings being held at the school where you can ask questions on the proposed expansion of St Mary's. The table also sets out the four statutory stages required in the expansion of a school.[1]

[1] The four statutory stages are **Stage 1** – Publication, **Stage 2** – Representation, **Stage 3** – Decision, and **Stage 4** – Implementation.

Date	Event	Comment
Friday 9 January 2015	**Stage 1** - Publication of statutory notice	The notice is published in accordance with the information provided in the Department for Education's (DfE) School Organisation Guidance.
Friday 9 January	**Stage 2** - Start of the statutory representation period	The representation period is a fixed four week period and cannot be shortened or lengthened (para 18 of the Guidance).
19 January 2015	Public meetings to be held at the school at: 9.30am to 11am and repeated at 6pm to 7.30pm	The meetings will be held in the Junior School Hall at: **St Mary's CE Primary** **Rectory Gardens** **N8 7QN**
Thursday 5 February	End of the statutory representation period	The representation period is set at four weeks and cannot be extended beyond this date
17 March 2015	**Stage 3** - Cabinet decision on whether or not to expand the school.	A decision on whether or not the school is expanded MUST be made within a period of two months of the end of the representation period (para 20 of the Guidance)[2]
September 2015	**Stage 4** - The school expands from two forms (60 children) to three forms (90 children) starting with the reception cohort in September 2015.	This only happens if the Council's Cabinet agrees that the school be expanded at Stage 3

Where can I get further information and give my views?

We want to hear your views on whether or not you support the expansion of St Mary's. You can let us have your views in a number of ways:

- By responding to the online questionnaire at www.haringey.gov.uk/schoolexpansions2014
- By attending one of the **public meetings** where you will have the opportunity to ask questions, share your views and hear the views of others. Details of these public meetings will shortly be available on the school expansions website.
- By email to stmarysn8expansion@haringey.gov.uk
- By telephoning 020 8489 3607

[2] Para 20 of DfE Guidance sets out that if a decision is not made within two months of the close of the representation period they must be referred to the Schools Adjudicator.

- By completing the response sheet attached and ether handing it in to your school office or posting it to:
  Education Services
  3rd Floor
  River Park House
  225 High Road
  N22 8HQ

All comments **must** be received by 5 February 2014 or they cannot be taken into account. Please note you can also complete this survey online at:
http://www.haringey.gov.uk/stmarysn8expansion.htm

Q1) Which of the following best describes your view of the proposed expansion of St Mary's?

Tick ONE only:	Answer
Support	
Neither support not object	
Object	

Q2) Please give reasons for why you support, or object to, the proposed expansion of St Mary's CE Primary School. *Please enter your answer below:*

Q3) If you have any other comments about the proposed expansion of St Mary's please specify below:

Please enter your answer in the space provided:

Q4) Please indicate your gender below:

Tick ONE only:	Answer
Female	
Male	
Prefer not to say	

Q5) Please indicate your ethnicity below:

Tick ONE only:	Answer
White	
Mixed/multiple ethnic groups	
Asian/Asian British	
Black/African/Caribbean/Black British	
Other ethnic group	
Prefer not to say	

Q6) Please indicate in what capacity you are filling out this questionnaire:

Please tick all that apply:	Answer
Local resident	
Parent / Carer of pupil(s) at St Mary's	
Parent / Carer of pupil(s) at another school	
Local business	
Member of staff / governing body / at St Mary's	
Other	

This booklet tells you about a proposal to expand St Mary's CE Primary School. For a copy in your own language, please tick the box, fill in the form and return to the address below.

Shqip ☐

Kjo broshurë ju tregon për një propozim për të zgjeruar Shkollën Fillore St Mary's CE . Për një kopje në gjuhën tuaj, ju lutem shënoni kutinë, plotësoni formularin dhe ktheheni në adresën e mëposhtme.

Polski ☐

Niniejsza publikacja dotyczy propozycji rozszerzenia szkoły St Mary's CE Primary School. Aby uzyskać kopię publikacji w języku polskim należy zaznaczyć rubrykę, wypełnić formularz i odesłać go na podany poniżej adres.

Français ☐

Ce livret fournit des renseignements sur une proposition visant à élargir l'école primaire de l'Église anglicane de St Mary's. Pour en obtenir une copie dans votre langue, veuillez cocher la case, remplir le formulaire et le renvoyer à l'adresse ci-dessous.

Soomaali ☐

Buugyarahani wuxuu kaaga warramayaa ra'yiga la soo jeediyay ee ah ballaadhinta hoose ee St Mary's CE. Si aad u hesho koobbi luqaddaada ku qoran, fadlan calaamadi sanduuqa , buuxi foomka oo ku soo celi cinwaanka hoose.

Kurdî Kurmancî ☐

Ev destpirtûk li ser pêşniyareke firehbûna Xwendegeha Destpêkê ya St Mary's CE agahîyê dide we. Heke hun kopîyeke bi zimanê xwe dixwazin, ji kerema xwe qutîkê nîşan bikin, formê tije bikin û ji navnîşana jêrîn re bişînin.

Türkçe ☐

Bu broşür St Mary's CE İlkokulunun genişletilmesine yönelik tasarı hakkında bilgi sunmaktadır. Broşürün Türkçe kopyasını edinmek için, lütfen kutuyu tıklayın, formu doldurun ve aşağıdaki posta adresine gönderin.

Please tell us if you would like a copy of this document in another language that is not listed above or in any of the following formats, and send the form to the address below.

☐ In large print ☐ On audio tape ☐ In Braille ☐



☐ In another language, please state:

Name: Tel:

Address:

Email:

Please return to: Haringey Council, Translation and Interpretation Services, 8th Floor, River Park House, 225 High Road, London N22 8HQ

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6

SHAPE THE FUTURE
Have your say
Haringey

Consultation on proposed expansion of St Mary's CE Primary School

Public meeting – 19 January 2015

www.haringey.gov.uk

Haringey Council

Come along and have your say...

Where: St Mary's CE Primary School - Rectory Gardens, N8 7QN

Date: Monday 19 January 2015

Time: 9:30am - 11:00am

and repeated 6:00pm - 7:30pm

Consultation runs from Friday 9th January 2015 to Thursday 5th February

For more details visit www.haringey.gov.uk/stmarysn8expansion

Appendix 10

DfE link to School Organisation Maintained Schools - Guidance for proposers and decision-makers

(see School Organisation: statutory guidance)

Appendix 11
Demand for reception places

Demand for reception places

Demand for reception school places in Haringey is rising and, as of 6 February 2015, there were a total of 88 reception places available across all of the borough's primary schools (out of a total of 3,350 available places, representing a surplus of 2%). Our projections (based on actual and projected school rolls and actual and projected birth rates) show that in the shorter term (up to 2019) we will have a deficit of 120 places (four forms of entry – 4fe), rising to a deficit of 310 places (11fe) by 2024. While our projections are more accurate in the shorter term (because they are based on children already born) we do know that accuracy in recent years has ranged from 0.2% (6 pupils) to 2.71% (80 pupils). Further and more detailed information, including supporting data, is available to view in the 2014 SPPR and in the December 2014 report at paras 5.10 to 5.13. Where provision of additional school places is being considered the Council uses Cabinet agreed School Place Planning Principles to inform all considerations. The Principles can be viewed at Appendix 2 of this report.

The deadline for the submission of reception applications for a September 2015 place at a Haringey school was 15 January 2015. As this deadline has now passed we now have an indication of the number of on time applications we have received for September 2015 entry. We have 3,260 reception places available for September 2015 and we have received 2931 on time applications for these places representing 90% of the available places.

Appendix 12

Equalities and Community Cohesion

Appendix 12

Equalities and Community Cohesion

1. **Consideration of EQIA** – **Background to this Equalities Assessment** – prior to undertaking the statutory consultation on proposed expansion the points of the screening process were considered to decide whether a full EqIA (Equalities Impact Assessment) was required for the proposed provision of additional school places in the areas concerned. As the main objective of the proposal was to expand rather than contract the provision of a council service, the analysis of the protected characteristics of reception age children (ethnicity and approximate number) in the two wards affected provides sufficient evidence of the children that would benefit from the provision of additional places and who would not benefit, should expansions not occur.
2. The proposal being put forward is to create additional school places in Bounds Green ward and Hornsey ward by expanding Bounds Green Infant and Junior School from its current two forms of entry to three forms of entry (90 children) and by expanding St Mary's CE Primary from its current two forms of entry to three forms of entry (90 children). Before we create additional places the local authority must be sure that our five agreed Planning Principles (Appendix 2 of Cabinet report) are met.
3. Both schools are popular, successful and oversubscribed and the percentage of unfilled places at reception in these and other local schools is 0%. Having few or no reception places available means that fewer parents are offered local schools, meaning that some families have to travel further to access a local place and that the risk is very high that we will not be able to meet our statutory duty of being able to offer a school place to every child who requires one.
4. **Consideration of available data (Bounds Green ward**) - Data from the 2011 Census relating to the ethnic composition and number of 0-4 children is included below. Figure 1 shows the complete ethnic composition of 0 to 4 year olds in Bounds Green ward. This is the most relevant age grouping for reception place children. It shows that the single largest ethnic grouping is White at 52% followed by mixed/multiple ethnic group (18%), Black/African/Caribbean/Black British (17%) and Asian/Asian British (10%).

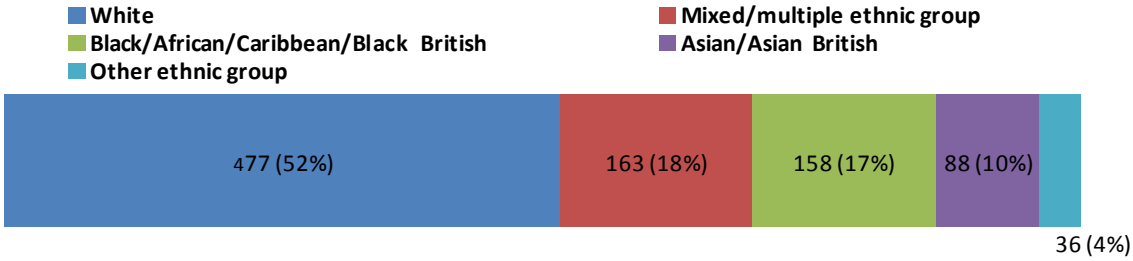
Figure 1 - Ethnic group and numbers of 0 to 4 population, Bounds Green ward
(Source 2011 Census)

Ethnic Group	**Age 0 to 4**	**Percentage distribution (%)**
All categories: Ethnic group	922	100%
White: Total	**477**	**52%**
English/Welsh/Scottish/Northern Irish/British	232	25%
Irish	9	1%
Gypsy or Irish Traveller	0	0%
Other White	236	26%
Mixed/multiple ethnic group: Total	**163**	**18%**
White and Black Caribbean	47	5%
White and Black African	32	3%
White and Asian	39	4%
Other Mixed	45	5%
Asian/Asian British: Total	**88**	**10%**
Indian	23	2%
Pakistani	9	1%
Bangladeshi	20	2%
Chinese	10	1%
Other Asian	26	3%
Black/African/Caribbean/Black British: Total	**158**	**17%**
African	87	9%
Caribbean	33	4%
Other Black	38	4%
Other ethnic group: Total	**36**	**4%**
Other ethnic group: Arab	16	2%
Other ethnic group: Any other ethnic group	20	2%

5. It is important to clarify that within the single largest component of the White category is the Other White group (26% of the overall total) and this classification may include the children of recent migrants from the A8/A10 Eastern European countries – an important consideration for Equalities monitoring of new prospective school places.

Figure 2 uses the same data as Figure 1 but aggregated up to broad ethnic group.

Figure 2 - 2011 Aggregate ethnic composition of 0 to 4 population, Bounds Green ward
(Source 2011 Census)



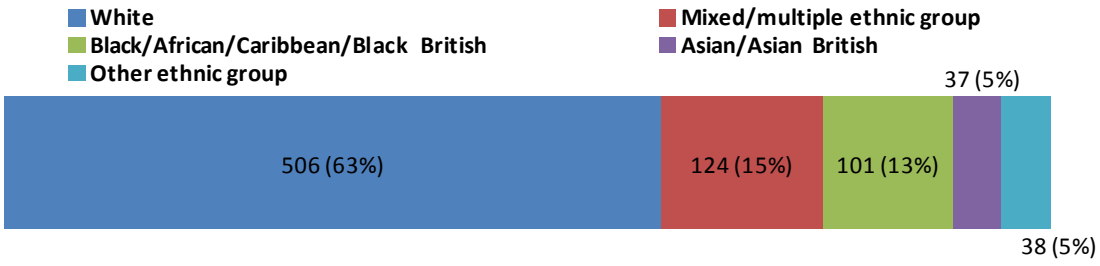
6. **Consideration of available data (Hornsey ward**) - Figure 3 shows the complete ethnic composition and number of 0 to 4 year olds in Hornsey ward. It shows that the single largest ethnic grouping is White at 63% followed by mixed/multiple

ethnic group (15%), Black/African/Caribbean/Black British (13%) and Asian/Asian British (5%). Figure 4 uses the same data as Figure 3 but aggregated up to broad ethnic group.

Figure 3 - Ethnic group and numbers of 0 to 4 population, Hornsey ward
(Source 2011 Census)

Ethnic Group All categories: Ethnic group	**Age 0 to 4** **806**	**Percentage distribution (%)** **100%**
White: Total	**506**	**63%**
English/Welsh/Scottish/Northern Irish/British	397	49%
Irish	9	1%
Gypsy or Irish Traveller	2	0%
Other White	98	12%
Mixed/multiple ethnic group: Total	**124**	**15%**
White and Black Caribbean	26	3%
White and Black African	12	1%
White and Asian	44	5%
Other Mixed	42	5%
Asian/Asian British: Total	**37**	**5%**
Indian	4	0%
Pakistani	4	0%
Bangladeshi	9	1%
Chinese	5	1%
Other Asian	15	2%
Black/African/Caribbean/Black British: Total	**101**	**13%**
African	49	6%
Caribbean	28	3%
Other Black	24	3%
Other ethnic group: Total	**38**	**5%**
Other ethnic group: Arab	14	2%
Other ethnic group: Any other ethnic group	24	3%

Figure 4 - 2011 Aggregate ethnic composition of 0 to 4 population, Bounds Green ward
(Source 2011 Census)



7. Admissions Criteria – the population of primary schools is determined by the application of Haringey's School Admissions Criteria or the school's own Admissions Criteria to the preferences stated by parents/carers on their application forms for school places. The fifth criterion (distance) for Haringey means that the majority of pupils entering a primary school live locally to that school. For St Mary's the criteria is determined by governors (in accordance with Admissions Code) and with a 50:50 faith/community split meaning that, once again, the majority of pupils entering the school live reasonably locally. The

equalities profile of a school will therefore be influenced, but not wholly determined, by the make-up of the local area.

8. The Admissions Code regulates the criteria used to determine how school places are allocated. All additional places as proposed would be allocated according to the published admission criteria of each school. In the case of St Mary's there would be a faith bias to reflect the published admissions arrangements. At the present time and where the school is oversubscribed a ratio of 36 foundation places are offered against the overall 60 places. If an expansion were to go ahead the split between the 90 available places would be 50:50 meaning 45 foundation places and 45 non foundation places (compared with the 24 currently available). This change in ratio sees the proportion of locally available places without a faith bias increase disproportionately and opens up locally available places to a wider local audience.

9. **Assessment of Impact** – the creation of additional places at Bounds Green and St Mary's would contribute towards ensuring that the Council continues to provide enough places to meet demand. Creating extra capacity is also likely to mean that more parents/carers are offered a place at their preferred local schools and reduce the likelihood of children having to travel longer distances to attend school.

10. Expanding a school brings challenges and needs careful management and the disruption and lasting impact of the changes has been highlighted by some stakeholders through the representation period. However, both schools have been identified as having demonstrably strong leadership to manage change while maintaining and strengthening standards.

11. Should the expansions go ahead the people who will be affected are those attending the school and their families during and after the expansion has been implemented, as well as the wider population (including prospective parents and their families and other local residents). The creation of additional school places will benefit the local community by ensuring continued school place sufficient and potential adverse impacts will be minimised or negated through working closely with the schools' leadership to develop plans that meet the needs of the school and enable educational standards to be maintained or enhances, careful planning and management of building works to minimise disruption, and putting in place measures to address any issues arsing from (town) planning consultation e.g. traffic calming.

12. **Conclusion** – the expansion of either or both of these schools will provide additional places in area(s) where there is future projected unmet demand. The Council has a statutory duty to ensure there are enough school places to meet demand and without the provision of more local places families would be placed at a disadvantage through a) having to travel further to access a school place or b) having no school place.

Appendix 13

Equality Impact Assessment

Name of Project	2015 Primary Schools Expansions	**Cabinet meeting date** ***If applicable***	24th February 2015
Service area responsible	Education Services		
Name of completing officer	Nick Shasha	**Date EqIA created**	24th February 2015
Approved by Director / Assistant Director	Anji Phillips	**Date of approval**	6th March 2015

The Equality Act 2010 places a '**General Duty'** on all public bodies to have '**due regard'** to:

- **Eliminating discrimination, harassment and victimisation and any other conduct prohibited under the Act**
- **Advancing equality of opportunity between those with 'protected characteristics' and those without them**
- **Fostering good relations between those with 'protected characteristics' and those without them.**

In addition the Council complies with the Marriage (same sex couples) Act 2013.

Haringey Council also has a '**Specific Duty'** to publish information about people affected by our policies and practices.

All assessments must be published on the Haringey equalities web pages. All Cabinet papers MUST include a link to the web page where this assessment will be published.

This Equality Impact Assessment provides evidence for meeting the Council's commitment to equality and the responsibilities outlined above, for more information about the Councils commitment to equality; please visit the Council's website.

Stage 1 – Names of those involved in preparing the EqIA	
1. Project Lead (Nick Shasha)	5.
2. Equalities / HR (Erica Ballmann)	6.
3. Legal Advisor (where necessary) (Samat Bhikhu)	7.
4. Trade union (N/A)	8.

Stage 2 - Description of proposal including the relevance of the proposal to the general equality duties and protected groups. Also carry out your preliminary screening (Use the questions in the Step by Step Guide (The screening process) and document your reasoning for deciding whether or not a full EqIA is required. If a full EqIA is required move on to Stage 3.

Prior to undertaking the statutory consultation on proposed expansion the points of the screening process were considered to decide whether a full EqIA (Equalities Impact Assessment) was required for the proposed provision of additional school places in the areas concerned. As the main objective of the proposal was to expand rather than contract the provision of a council service, the analysis of the protected characteristics of reception age children (ethnicity and approximate number) in the two wards affected provides sufficient evidence of the children that would benefit from the provision of additional places and who would not benefit, should expansions not occur.

The proposal being put forward is to create additional school places in Bounds Green ward and Hornsey ward by expanding Bounds Green Infant and Junior School from its current two forms of entry to three forms of entry (90 children) and by expanding St Mary's CE Primary from its current two forms of entry to three forms of entry (90 children). Before we create additional places the local authority must be sure that our five agreed Planning Principles (Appendix 2 of Cabinet report) are met.

Both schools are popular, successful and oversubscribed and the percentage of unfilled places at reception in these and other local schools is 0%. Having few or no reception places available means that fewer parents are offered local schools, meaning that some families have to travel further to access a local place and that the risk is very high that we will not be able to meet our statutory duty of being able to offer a school place to every child who requires one.

Stage 3 – Scoping Exercise - Employee data used in this Equality Impact Assessment **Identify the main sources of the evidence, both quantitative and qualitative, that supports your analysis. This could include for example, data on the Council's workforce, equalities profile of service users, recent surveys, research, results of recent relevant consultations, Haringey Borough Profile, Haringey Joint Strategic Needs Assessment and any other sources of relevant information, local, regional or national.**	
Data Source (include link where published)	**What does this data include?**
EqIA Profile on Harinet	Age, gender, ethnicity, disability information – for the Council and the Borough
N/A This is not an employee exercise	N/A This is not an employee exercise

Stage 4 – Scoping Exercise - Service data used in this Equality Impact Assessment **This section to be completed where there is a change to the service provided**	
Data Source (include link where published)	**What does this data include?**
N/A This proposal refers to the additional provision of school places not to a change in service.	N/A This proposal refers to the additional provision of school places not to a change in service.

Stage 5a – Considering the above information, what impact will this proposal have on the following groups in terms of impact on residents and service delivery: Positive and negative impacts identified will need to form part of your action plan.				
	Positive	**Negative**	**Details**	**None – why?**
Sex				N/A – the proposal aims to supply school places irrespective of gender
Gender Reassignment				N/A – see above
Age	This proposal will benefit reception age children			
Disability	Both schools proposed for expansion provide for pupils with a wide range of needs			
Race & Ethnicity	This proposal will provide more places for reception age children irrespective of race and ethnicity			
Sexual Orientation				N/A
Religion or Belief (or No Belief)				See Stage 8 below
Pregnancy & Maternity	This proposal will benefit the parents/carers of reception age children by providing more school places			
Marriage and Civil Partnership (note this only applies in relation to eliminating unlawful discrimination (limb 1))				N/A

Stage 5b – For your employees and considering the above information, what impact will this proposal have on the following groups: Positive and negative impacts identified will need to form part of your action plan.				
	Positive	**Negative**	**Details**	**None – why?**
Sex				See above for possible impacts on employees with reception age children who are Haringey residents as well.
Gender Reassignment				
Age				
Disability				
Race & Ethnicity				
Sexual Orientation				
Religion or Belief (or No Belief)				
Pregnancy & Maternity				
Marriage and Civil Partnership (note this only applies in relation to eliminating unlawful discrimination (limb 1))				

Stage 6 - Initial Impact analysis	Actions to mitigate, advance equality or fill gaps in information
The purpose of schools expansion is to provide more, not less of a council service so the impacts should be positive and universal.	N/A

Stage 7 - Consultation and follow up data from actions set above	
Data Source (include link where published)	**What does this data include?**
ONS (2011 Census)	Data on numbers and ethnic breakdown of the 0-4 population in Hornsey and Bounds Green wards.

Stage 8 - Final impact analysis

(Opening paragraph repeated from Stage 2) Prior to undertaking the statutory consultation on proposed expansion the points of the screening process were considered to decide whether a full EqIA (Equalities Impact Assessment) was required for the proposed provision of additional school places in the areas concerned. As the main objective of the proposal was to expand rather than contract the provision of a council service, the analysis of the protected characteristics of reception age children (ethnicity and approximate number) in the two wards affected provides sufficient evidence of the children that would benefit from the provision of additional places and who would not benefit, should expansions not occur.

Consideration of available data (Bounds Green ward) - Data from the 2011 Census relating to the ethnic composition and number of 0-4 children is included below. Figure 1 shows the complete ethnic composition of 0 to 4 year olds in Bounds Green ward. This is the most relevant age grouping for reception place children. It shows that the single largest ethnic grouping is White at 52% followed by mixed/multiple ethnic group (18%), Black/African/Caribbean/Black British (17%) and Asian/Asian British (10%).

It is important to clarify that within the single largest component of the White category is the Other White group (26% of the overall total) and this classification may include the children of recent migrants from the A8/A10 Eastern European countries – an important consideration for Equalities monitoring of new prospective school places.

Consideration of available data (Hornsey ward) - Figure 3 shows the complete ethnic composition and number of 0 to 4 year olds in

Hornsey ward. It shows that the single largest ethnic grouping is White at 63% followed by mixed/multiple ethnic group (15%), Black/African/Caribbean/Black British (13%) and Asian/Asian British (5%). Figure 4 uses the same data as Figure 3 but aggregated up to broad ethnic group.

Assessment of Impact – the creation of additional places at Bounds Green and St Mary's would contribute towards ensuring that the Council continues to provide enough places to meet demand. Creating extra capacity is also likely to mean that more parents/carers are offered a place at their preferred local schools and reduce the likelihood of children having to travel longer distances to attend school.

Expanding a school brings challenges and needs careful management and the disruption and lasting impact of the changes has been highlighted by some stakeholders through the representation period. However, both schools have been identified as having demonstrably strong leadership to manage change while maintaining and strengthening standards.

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Conclusion – the expansion of either or both of these schools will provide additional places in area(s) where there is future projected unmet demand. The Council has a statutory duty to ensure there are enough school places to meet demand and without the provision of more local places families would be placed at a disadvantage through a) having to travel further to access a school place or b) having no school place.

Point on Religion or Belief (from 5a – impact on residents and service delivery)

The population of primary schools is determined by the application of Haringey's School Admissions Criteria or the school's own Admissions Criteria to the preferences stated by parents/carers on their application forms for school places. The fifth criterion (distance) for Haringey means that the majority of pupils entering a primary school live locally to that school. For St Mary's the criteria is determined by governors (in accordance with Admissions Code) and with a 50:50 faith/community split meaning that, once again, the majority of pupils entering the school live reasonably locally. The equalities profile of a school will therefore be influenced, but not wholly determined, by the make-up of the local area.

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Data and Figures

Figure 1 - Ethnic group and numbers of 0 to 4 population, Bounds Green ward

(Source 2011 Census)

Ethnic Group	**Age 0 to 4**	**Percentage distribution (%)**
All categories: Ethnic group	922	100%
White: Total	**477**	**52%**
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Gypsy or Irish Traveller	0	0%
Other White	236	26%
Mixed/multiple ethnic group: Total	**163**	**18%**
White and Black Caribbean	47	5%
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White and Asian	39	4%
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Asian/Asian British: Total	**88**	**10%**
Indian	23	2%
Pakistani	9	1%
Bangladeshi	20	2%
Chinese	10	1%
Other Asian	26	3%
Black/African/Caribbean/Black British: Total	**158**	**17%**

African	87	9%
Caribbean	33	4%
Other Black	38	4%
Other ethnic group: Total	**36**	**4%**
Other ethnic group: Arab	16	2%
Other ethnic group: Any other ethnic group	20	2%

Figure 2 uses the same data as Figure 1 but aggregated up to broad ethnic group.

Figure 2 - 2011 Aggregate ethnic composition of 0 to 4 population, Bounds Green ward

(Source 2011 Census)

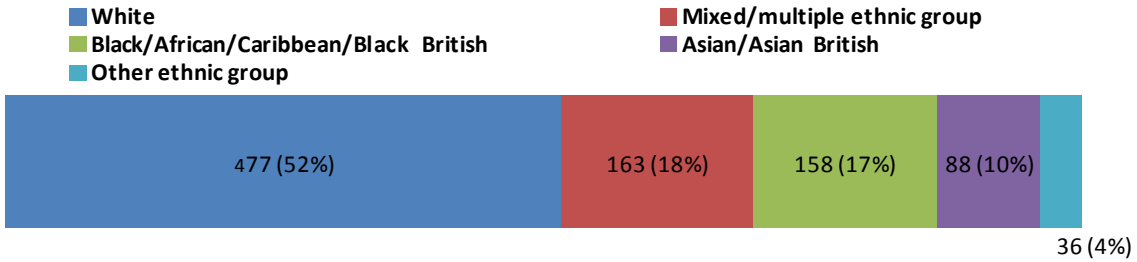


Figure 3 - Ethnic group and numbers of 0 to 4 population, Hornsey ward

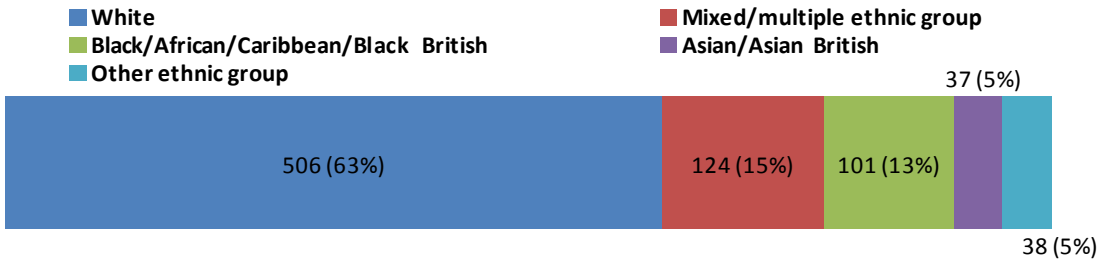
(Source 2011 Census)

Ethnic Group	**Age 0 to 4**	**Percentage distribution (%)**
All categories: Ethnic group	**806**	**100%**
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Gypsy or Irish Traveller	2	0%
Other White	98	12%
Mixed/multiple ethnic group: Total	**124**	**15%**
White and Black Caribbean	26	3%

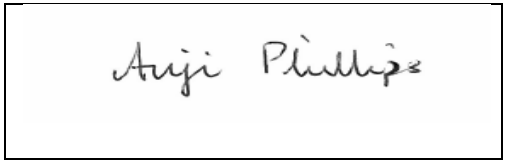
White and Black African	12	1%
White and Asian	44	5%
Other Mixed	42	5%
Asian/Asian British: Total	**37**	**5%**
Indian	4	0%
Pakistani	4	0%
Bangladeshi	9	1%
Chinese	5	1%
Other Asian	15	2%
Ethnic Group – Cont'd	**Age 0 to 4**	**Percentage distribution (%)**
Black/African/Caribbean/Black British: Total	**101**	**13%**
African	49	6%
Caribbean	28	3%
Other Black	24	3%
Other ethnic group: Total	**38**	**5%**
Other ethnic group: Arab	14	2%
Other ethnic group: Any other ethnic group	24	3%

Figure 4 - 2011 Aggregate ethnic composition of 0 to 4 population, Bounds Green ward

(Source 2011 Census)



Stage 9 - Equality Impact Assessment Review Log

Review approved by Assistant Director		Date of review	6th March 2015
Review approved by Director / Assistant Director		Date of review	

Stage 10 – Publication

Ensure the completed EqIA is published in accordance with the Council's policy.

Agenda Item 22

Haringey Council

Part A

Report for:	**Cabinet 17 March 2015**	**Item Number:**	

Title:	**Riverside School, Art and Music , Award of contract for Phase 2**

Report Authorised by:	**Jon Abbey, Interim Director for Children's Services**

Lead Officer:	**Niall Tallis, Senior Project Manager, Property and Capital Projects**

Ward(s) affected: Woodside	**Report for Key Decision**

1. Describe the issue under consideration

1.1. This Cabinet item is to request approval to award a contract for construction of Art and Music curriculum facilities at Riverside Special School.

1.2. This contract is to be awarded on the basis of the most economically advantageous tender.

1.3. This paper seeks approval to award the contract to MBS Contracting Services Ltd for Construction works in the amount of £877,427.45 for a contract period of 20 weeks.

1.4. In addition, if Cabinet sees fit to approve the award of the contract, this authority includes approval for the Project Manager to instruct Haringey Council Legal Services to issue a Letter of Intent permitting orders to be raised by MBS Contracting Services Ltd with their supply chain; up to and not exceeding 10% of the contract sum as allowed under CSO 9.07.3 whilst formal works contracts are being prepared.

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2. Cabinet Member introduction

2.1. Pupils at Riverside School, a secondary special school, need easy access to art and music facilities which are both invaluable in their education. Their current shared use of the two designated rooms in Woodside High, has become more difficult now that Woodside has become an academy and the provision of new purpose built facilities on their own premises and with easy access will make their lives much easier and enable them to thrive and achieve.

2.2. The contractor for this construction project has been procured in accordance with Haringey Council procedures and the budget, already allocated for next year comes from the Secondary School lifecycle fund.

2.3. The award of this contract under consideration will deliver appropriate curriculum facilities for children with special needs.

3. Recommendations

3.1. The recommendation is to appoint MBS Contracting Services Ltd in the amount of £877,427.45 for a contract period of 20 weeks. This will allow for delivery of the project by October 2015.

4. Alternative options considered

4.1. The authority procured the contractor via Constructionline. The authority considered use of LHC School and community building framework for award of this contract. Upon consideration, the LHC framework was considered not suitable for this size of project. The authority also considered the iESE contractors framework. This was unsuitable due to the predicted value of the contract being less than £1m.

5. Background information

5.1. Riverside is a secondary special school, which accommodates 120 students. The original curriculum and school organisational vision for Riverside School was dependent on the use of Building Schools for the Future (BSF) funded rooms and spaces in Woodside High School – which was then a local authority School. The two specific rooms funded by BSF were the Riverside Art Room and the Riverside Music Room, both located in Woodside High School, 'Cedar' block. This project facilitates expansion of Woodside High School as the previous Riverside facilities will be used by Woodside.

5.2. These two specific well used curriculum rooms from July 2015 are being subsumed into the Woodside High School (academy). Haringey Council are seeking to deliver Art and Music curriculum facilities for the students of Riverside

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School within the grounds of the school itself. Art and Music facilities provide key curriculum and therapeutic learning experiences for Riverside students and form one of the fundamental platforms for student Development.

5.3. Students' involvement in music, especially those with learning disabilities, engages, increasing their self-esteem, and maximising their progress in education and not just in music. The project supports the positive impact music can have on personal and social development.

5.4. Art and design is also a critically important curriculum area for students with difficulties and disabilities of all kinds, identifying previously hidden abilities they may possess and providing opportunities for enjoyment and achievement that can be missing from other areas of the curriculum. At Riverside students explore the language and meaning of art and design through engaging in a comprehensive curriculum spanning a spectrum of ability levels. Sensory based therapeutic activities are important for students with Profound and Multiple Learning Disabilities (PMLD) where students experience light, textures and colour. The design of the new facilities aims to support this vision by providing bespoke spaces for these therapies.

5.5. At the planning stage review group meeting, the procurement of the construction resources was agreed to be split into an enabling project (phase 1) and a main works package (phase 2) in order to minimise disruption to the schools and create a decant area for the children affected by the project. This item covers appointment of the second phase contractors. The scope of this work will be to construct Art and Music facilities on the front elevation of the school on land that is owned and controlled by Haringey Council thus ensuring continued access to important learning resources for Riverside students.

5.6. A contract to carry out phase one of this project was awarded under delegated authority on 10 February 2015. The first phase enables this project to take place with as little disruption to Riverside and the neighbouring school as possible. The scope of the first phase is to build a replacement classroom to a rear open terrace, works are expected to commence in March 2015.

5.7. The companies invited to tender were generated from Constructionline, a government managed UK register of pre-qualified construction companies. Companies were identified to undertake the construction works as identified in the tender documents drafted by Playle and Partners. Following discussion with Haringey Procurement, the tender was assessed on the basis of 60% quality and 40% price. MBS Contracting scored a total of 94.8%, scoring top for both price and quality.

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5.8. Final Quality and Price assessment was as follows:

No.	Contractor	QDP (Max 60%)	Price (Max 40%)	Total
1	MBS Contracting Services Ltd	54.80%	40.00%	94.80%
2	Contractor D	43.60%	38.19%	81.79%
3	Contractor A	41.20%	37.61%	78.81%
4	Contractor C	40.20%	37.33%	77.53%
5	Contractor B	41.20%	33.50%	74.70%

6. Comments of the Chief Finance Officer and financial implications

6.1. The initial budget estimate for the project was £1m. Following development of the design and competitive tender of this project as two separate construction contracts, the current total estimated project cost is £1.317m.

6.2. Funds have been allocated to this project in the approved CYPS capital programme for 2015/16. A virement from the programme's contingency reserve will be made to cover the total projected cost of £1.317m.

6.3. The project will be financed from the Secondary School lifecycle fund. This fund is built up from DfE revenue grant received each year. It is available for use at the Council's sole discretion for priority projects at the Council's remaining community secondary schools, including Riverside School.

7. Comments of the Assistant Director of Corporate Governance and legal implications

7.1. The Assistant Director of Corporate Governance has been consulted in the preparation of this report, and makes the following comments.

7.2. This report is seeking approval to award a contract for Phase 2 of the construction of Art and Music facilities at Riverside School to MBS Contracting Services Limited.

7.3. The contract is below the threshold where a tendering exercise in Europe is required under the Public Contracts Regulations 2006 (as amended).

7.4. The business unit has invited tenders from five organisations registered with Constructionline, a UK register of pre-qualified construction services contractors. This is in compliance with the Council's Contract Standing Orders.

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7.5. The value of the proposed contract exceeds £500,000 therefore the award requires the approval of the Cabinet in accordance with CSO 3.01 (b).

7.6. The award of the contract is a Key Decision and, as such, needs to be included in the Forward Plan. The business unit has confirmed that this has taken place.

7.7. The Assistant Director of Corporate Governance confirms that there are no legal reasons preventing Cabinet from approving the recommendations in this report.

8. Equalities and Community Cohesion Comments

8.1. Policy and Equalities Team have been consulted in the preparation of this report and have commented as follows:

8.2. This award of contract has been subject to a competitive tender process and is in line with the Council's procurement strategy and procedures which are informed by the Council's Equal Opportunities Policy and have equal opportunities considerations at all their key stages.

9. Head of Procurement Comments

9.1. The contractors have been selected from Constructionline, (a government managed UK register of pre-qualified construction services database).

9.2. The tender has been prepared and tendered on a quality/price basis of 60% quality and 40% price and evaluated as the most economically advantageous tender for this award.

9.3. The selected contractor as referenced in paragraph 3.1 represents best value for money for the Council.

10. Policy Implication

10.1. The project supports Haringey's key priorities principally;

- To make the borough outstanding for all - enabling all Haringey children to thrive.
- Work with schools, early years and post 16 providers, to deliver high quality education for all Haringey children and young people
- Enable every child and young person to thrive and achieve their potential.

11. Reasons for Decision

11.1. To complete the construction of art and music facilities at Riverside school to ensure continuing delivery of an important curriculum area.

11.2. To enable the project to move forward within critical timescales.

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12. Use of Appendices

n/a.

13. Local Government (Access to Information) Act 1985

13.1. This report contains exempt and non-exempt information. Exempt information is under the following category (identified in amended Schedule 12A of the Local Government Act 1972). S (3) Information relating to financial or business affairs of any particular person (including the authority holding that information).

Report for:	Cabinet	Item Number:	

Title:	Review of Libraries and Improving Face to Face Customer Services

Report Authorised by:	Sergio Sgambellone, AD Customer Services

Lead Officer:	David Murray, Customer Services Integration Lead

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

1. Describe the issue under consideration

1.1. There are two issues being addressed in this report. The first is to share with members a review of Haringey's libraries and library service that was completed in 2014 and make appropriate recommendations to invest significantly into the borough's Libraries. The second issue concerns the relocation of 180 staff currently located at Apex House which is being transferred to new owners in November 2015 and that will require the improvement of Wood Green and Marcus Garvey libraries to facilitate the move.

1.2. ***Library Service Review***
An extensive review on Haringey's Library Service was undertaken by "Activist Group" last year (attached as appendix 1). The review looked at:

- Efficiency and effectiveness
- Drivers
- What our customers thought
- Examples of how libraries in other authorities work
- Options for the future
- Investment required

1.3. The recommendations proposed in this report before you today look to resolve some of the issues raised in the Libraries review by investing significant funding into improving our libraries. This is a large programme of work, and in order to ensure delivery, the programme has been split into three tranches, each with different deliverables. This report concerns itself with the delivery of Tranche 1 which specifically asks Members to invest in upgrading the Wood Green and Marcus Garvey Libraries and deliver significant improvements to these spaces, and also release feasibility funding to develop an options analysis for Muswell Hill Library. Tranche 2 looks to develop a longer term library space strategy which will support planning around the whole library network. Tranche 3 looks to improve the libraries IT Network which will need further funding.

1.4. ***Apex House- Relocation of staff and services***
Apex House is a Council building in Seven Sisters which currently hosts Housing and Customer services. It was declared surplus, has been sold and is due to transfer to new owners in November 2015. Officers have been working with members, staff and unions to find an alternative location for the services. In seeking to re-provide these services and accommodate the staff, officers have taken the opportunity to look more widely at our Council wide face to face services and the findings of the Library Review to explore how the Council can deliver better face to face customer services to more residents.

1.5. Recommendations for the relocation of staff from Apex House into 48 Station Road, Wood Green and Wood Green Library have therefore been proposed along with a request for funding to deliver the works necessary to facilitate the move.

2. Cabinet Member introduction

At a time when libraries across the country are closing due to significant funding cuts by central government, the Council will not only protect our nine libraries, but also invest in them. Whether helping learners of all ages, supporting jobseekers to build their skills or through their traditional role as a place to explore the joys of reading, libraries remain important spaces that are free to use, open to all and very much loved by residents. The Council remains resolute in its commitment to ensure our libraries continue to be at the heart of our communities.

The Library Review has shown that Haringey's libraries are doing well, with strong user satisfaction. However, there is still clear room for improvement including better book stock, refreshed building layouts and design, improved IT and a wider service offer. The recommendations set out in this report will enable the Council to make necessary investments to improve two of our biggest libraries, Marcus Garvey and Wood Green. It also outlines how we will re-provide services from Apex House – a building that is not fit for purpose and surplus to requirements – so that we can deliver an ambitious programme of work in Tottenham and Wood Green.

This report makes clear our determination to deliver the high quality libraries and customer services that all of our communities deserve. In the coming months, I look forward to working with users, friends groups and other key stakeholders to develop a strategy that clearly defines the role of our libraries in delivering the Council's corporate plan.

3. Recommendations

3.1. Members are asked to approve:

3.1.1. Tranche 1 - Building and improvement works to Marcus Garvey Library to upgrade the building and improve library, learning and customer services and the release of £3m to fund capital works.

3.1.2. Tranche 1 – Improvement works to Wood Green Library to redesign the library space and to locate an improved Customer Service offer into the unused space upstairs allowing a consolidation of Customer Services staff to be located in Wood Green Library and the release of £1.5m to fund capital works.

3.1.3. Tranche 1 - The refurbishment of 48, Station Road, Wood Green to facilitate the re-location of Community Housing Services currently in Apex House to 48, Station Road, Wood Green and the release of £0.5m to fund capital works.

3.1.4. Tranche 1 - Develop an options analysis for the delivery of library services from Muswell Hill Library and release £80k revenue funding from the Transformation Reserve.

3.1.5. Tranche 2 - The development of a library strategy to plan for the longer term future of the library service which will be presented to Cabinet in September 2015.

3.1.6. Tranche 3 – the development of the IT network for libraries.

4. Background

The Library Service Review

4.1 The Council has made a commitment to keep all nine libraries and further, to invest in them. An extensive Library Service Review was undertaken by "Activist Group" last year to validate and make a business case to modernise and improve services in libraries. The review covered all aspects of our current library services delivered from our nine library locations including these areas;

- Efficiency and effectiveness
- Drivers
- What our Customers thought
- Examples of how libraries in other authorities work
- Options for the future
- Investment required

4.2 The Review report is attached at Appendix 1.

4.3 The review looked at all aspects of the running of our libraries and spoke to many users as part of the evidence for change.

4.4 The main findings of the review are as follows:

- The service is highly valued by users
- The service performs well when benchmarked against other boroughs with proportionately more visits at lower cost.
- Like most library services, fewer people are visiting and borrowing stock
- Users are ambitious for change and are eager to see other services being provided from library locations as long as they are well managed
- Users do want to see better book stock
- Libraries should partner more with other organisations to improve service offers
- Some of the buildings are in dire need of urgent attention
- IT needs upgrading

4.5 In terms of an analysis of what improvements needs to be made, the review suggests the following;

a) Better use of resources – needed to develop the book stock and IT environment and create support needed
b) Partnership working – the complexity of the service offer required to meet outcomes requires a deeper and broader set of partnerships
c) Focus on marketing & promotion – outcomes will not be achieved if there is no resource for promotion of events
d) Design – the layout and fit out of the libraries is not fit for purpose
e) Investment in new skills – different skills will need to be developed in order to meet the needs of a modern offer.

4.6 As a result of the findings in the review, it is clear that if we are to keep the nine library locations and ensure that their use is maximised, the Council will need to invest significantly.

4.7 It is proposed, in this report before you, that we deal with the proposals in the Library Review in three tranches;

Tranche 1 – This Tranche has been wrapped together with the work required to relocate staff from Apex House which is detailed later in this report. The works involve improving and upgrading Wood Green Library and Marcus Garvey Library which are the biggest and most heavily used of Haringey's Libraries. Also, in this Tranche, we will look to develop an options analysis for the future of Muswell Hill Library with a full local consultation. This report asks members to release funding of £5.08m for this Tranche.

Tranche 2 – The delivery of a wider Libraries Strategy that will engage with users and other key stakeholders and be transparent about the longer term use of the libraries, and will detail any funding requirements. We already know that the future of Coombes Croft Library will form part of 20,000 sq ft High Road West development to incorporate new library provision as part of a fully integrated approach to a wide range of Council services focussed on a modern library and learning facility. It is our intention to ensure that, through the Strategy, plans are developed for each of our library spaces with consultation taking place through late summer of this year. This strategy will be delivered to Cabinet for decision in September of this year. The development of a Libraries Strategy does not need additional funding.

Tranche 3 – an upgrade of IT Networks rolled out to all libraries linked into the Council's developing digital strategy. This will also be presented to Cabinet in September for decision. This tranche will require further investment and will be implemented during 2016/17.

5 Tranche 1 - Detailed Summary

Disposal of Apex House and re-location of staff and services

5.1 On 15th July 2014, Cabinet made a decision to dispose of Apex House which had been declared surplus. Apex House was not fit for purpose and has since been sold to provide 150 new homes, including significant affordable housing. The new owners are due to take vacant possession of the building in November 2015. Explicit within the financial comments of that original report (para 6.3) is a financial marker, utilising part of the capital receipt for the re-provision of Apex House services. This report before you fulfils the commitment to which the July 2014 report refers.

5.2 It is now incumbent on the Council to find alternative locations to deliver the Apex House services before the transfer to new owners. The task of moving 180 staff out of Apex House at a time when the Council is taking out significant savings, reducing the number of buildings it owns and reducing the number of people who work for the Council is particularly challenging. The solutions that need to be proposed have to be able to utilise the buildings we are keeping more effectively and we need to deliver our services better but with less people.

5.3 Services at Apex House currently include the face to face services and back office and administrative services including the Council's current Homelessness Service. There are 180 staff currently working at Apex House who will need to be relocated. 49 of these staff deliver a face to face housing advice service directly to customers

5.4 Officers have spoken to many stakeholders and looked at a number of different options and believe that the recommendations made in this report are the most robust and will offer residents an improved customer experience.

5.5 All Housing services that used to be delivered through the Community Housing Unit (including Homelessness Services) have now been transferred for management purposes into Homes for Haringey whose services are mainly delivered from Alex House in Wood Green and from offices at Broadwater Farm.

5.6 The transformation of the Council's Customer Services is a fundamental part of the Council's new ways of working and as a result, the move of Housing staff from Apex House is intrinsically linked to the Customer Services Transformation and indeed the Housing Improvement Programme. In line with previously agreed directions of travel, this report asks members to approve upgrades to 48, Station Road and Wood Green Library locations to facilitate the move of Apex House staff and services.

5.7 There are currently 180 staff working at Apex House. 49 of these staff offer a face to face Customer Service for customers presenting at Apex House. This team includes our staff dealing with customers presenting as homeless. All other staff at Apex House deliver back office and administrative Housing Services.

5.8 The task of the future location of Apex House staff is complicated by the fact that the Council is transferring its face to face staff into a single, front facing Customer Services Unit which was agreed by Cabinet in November 2013.

5.9 As part of the same report, Members approved a move towards shifting as much of our more advisory and transactional services on-line so that our community could self-serve as much as possible, making it easier and quicker to undertake their interaction with the Council. Self-service would then release customer service and professional staff to deal with our customers with more complex needs.

5.10 We have analysed best practices from other local authorities and service industry experts, while visiting other authorities to look at how they are creating high quality face to face customer services with a reducing financial envelope.

5.11 Finding the right location, therefore, for Apex House Services and staff has been complex. The officers have engaged and listened to staff, Members and unions with local opinions being sought through the public in the libraries.

5.12 There are three main issues to consider about future locations of Apex House staff:

- Availability of Council owned buildings to re-locate 180 members of staff in appropriate locations. Buildings not owned by the Council and which would attract an increased cost would mitigate against savings targets.

- The extent to which we use libraries buildings which we are keeping to deliver a front facing customer service for residents to access all Haringey services

- Ensuring that Tottenham residents are able to access services given that Apex House will no longer be available.

5.13 Other best practice sites in other authorities are easy to find (transport links are good), easy to use (good signage and access to on-line services), have highly visible and trained staff to help residents navigate their way to access the services they want. Any alternative locations therefore need to be easy to for residents to access by public transport.

5.14 **Alternative Locations considered**
Officers have looked at a number of different alternatives in order to move staff out of Apex House with consideration to the complexity around the time constraints of vacant possession of Apex House. The following table lists the main alternatives identified and considered.

Alternative Location Considered	Transport Links	Suitability Of Building	Indicative projection of cost of works	Additional annual revenue cost	Comments	Viable Option Based on time to develop, cost and size of building
639 Tottenham High Road	Good	Not big enough	Not costed		This building has been given over to the GLA for regeneration purposes. The building would not be big enough to house current activities and a Customer	No

Alternative Location Considered	Transport Links	Suitability Of Building	Indicative projection of cost of works	Additional annual revenue cost	Comments	Viable Option Based on time to develop, cost and size of building
					Services centre	
Carpet Right Building (638 Tottenham High Road)	Good	As yet unknown	Not costed		Harris are vacating the premises at the end of Jan being replaced by Sports Direct	No
Job Centre Plus Tottenham High Road (spare capacity)	Good	Not big enough	Not costed		This would be a good option however the spare space at the location would not be big enough to house Customer Service and Apex House staff. Early indications are no more than 8 to 10 workspaces available	No
Tottenham Town Hall	Good	This building is not owned by the Council. It would be expensive and time-consuming to modernise the building and to install new IT.	£3m	£200k	Using this space would require the Council to pay an annual rental value as well as modernisation costs. The building, which is listed and does not contain a council IT network, would need significant work to modernise it for use by a Customer Service	No

Alternative Location Considered	Transport Links	Suitability Of Building	Indicative projection of cost of works	Additional annual revenue cost	Comments	Viable Option Based on time to develop, cost and size of building
					Centre	
Chestnuts Community Centre	Not Good	Reasonably good however the location is not good enough for a high footfall Library and Customer Services Centre. Significant improvements would need to be made to the building	£3m		This would be considered a good option however the transport links to the location are not good enough meaning that it is likely that the Centre would be fully utilised. Also, recent community consultation on the future of this building indicates that there is likely to be local resistance to this option.	No
Empty shops in and around Tottenham	Good	There were no empty shops with a footplate big enough for our requirements, we would also have to pay a rental value.	£2m		At the time of looking, there were no vacant shop spaces big enough for the service we would require.	No

Alternative Location Considered	Transport Links	Suitability Of Building	Indicative projection of cost of works	Additional annual revenue cost	Comments	Viable Option Based on time to develop, cost and size of building
Marcus Garvey Library	Good	Needs refurbishment	£3m	Nil	MGL would make a good integrated library and cs centre and ideal for Tottenham residents	Yes
Wood Green Library	Good	Needs Refurbishment	£1.5m	Nil	Wood Green is already used as a multi service location	Yes
48 Station Road	Good	Needs refurbishment	£0.5m	Nil	Station Road is part of the Wood Green complex	Yes

Proposed Option for relocation of Apex House staff

5.15 As the table above shows, the three locations that offer the most appropriate viable options are Marcus Garvey Library, Wood Green Library and 48, Station Road. There have been many discussions with staff, Members, unions, comments from members of the public through the library network. There have also been some initial design conversations with architects about what is possible at each of the locations.

5.16 It became clear through these conversations and workshops that in fact, a solution that blended all three of the viable options would be the most practical solution with the most benefits accruing to the residents. This would therefore mean improving and modernising Marcus Garvey and Wood Green Libraries and using 48 Station Road to locate all Housing staff together.

5.17 ***Investing in Wood Green Library***
Wood Green Library has already been identified as part of the Council's future regeneration of Wood Green and will not exist in its current guise. The development is unlikely however to mobilise for at least three to five years so any solution for relocating staff has a medium term life span. The library has recently undergone a limited refresh. However, there is a significant amount of unused space that we can use to locate part of the Customer Services

team. The cost of the improvements, including upgrading the IT will be in the region of £1.5m however the benefits will be as follows:

- Improved public spaces and better utilised floor area
- Improved public access ICT
- Improved student learning areas
- Improved library services
- Improved ability for residents to access either on-line or face to face Customer Service.

5.18 ***Contact Centre and Housing Service at 48, Station Road***
48, Station Road is part of the Council's Wood Green complex of Council buildings where many staff are based. It is proposed that we use 48, Station Road to locate our Housing Services. The building will need to be refurbished in order to ensure that the contact with more vulnerable customers can be facilitated and security can be sensitively designed. Unions and staff have been involved in the feasibility studies. The cost of these works is likely to be approximately £500k. The benefits of this refurbishment are:

- Improved customer contact centre
- Housing services all in one place
- Security for vulnerable residents and staff designed sensitively

5.19 ***Investment into Marcus Garvey Library***
Marcus Garvey Library is situated on a shared site with the Fusion run leisure centre next to Tottenham Green. The library is a popular, respected landmark of significance to the local community. The children's library, study space and access to the free People's Network (the library's suite of computers), as well as the special collection focussed on Marcus Garvey himself, are of significant value.

5.20 Following the sale of Apex House, as agreed by Cabinet in July 2014, the customer service centre is required to vacate Apex House in 2015. There is a need to ensure that a customer service function remains available in Tottenham. The Tottenham Regeneration Programme and Tottenham Strategic Regeneration Framework identify Tottenham Green as a key site for the location of civic buildings and functions and, via the better use of existing and new buildings on the Green, aims to reaffirm the role of Tottenham Green as the civic and community hub of Tottenham. In addition there is a need to increase footfall on the Green and encourage more people to visit and use the area. All of these objectives build upon the recently completed public realm improvements to the Green. Therefore the opportunity to relocate the customer service centre from Apex House to Marcus Garvey library, as well as the proposed new pedestrian entrance route into the building and associated upgraded public realm (referred to in paragraph 5.24), is a key opportunity for the Tottenham Regeneration Programme. These interventions will assist with the delivery of our regeneration aims for Tottenham Green.

5.21 Therefore it is appropriate that we should be considering upgrading the facilities at Marcus Garvey so that Tottenham residents can enjoy access to a high quality library space as well as access to advice, support and signposting, information about jobs, skills and employment and the potential to relocate other community services so that they are more accessible. The relocation of the CSC into this location delivers a number of key outcomes, including a better library, the re-provision of a new CSC, improved people movement around the Tottenham Green area and an enhanced civic offer to sit alongside other significant providers of education, learning and cultural providers in the same location.

5.22 A closer working relationship with Fusion (the provider that manages the Leisure Centre on behalf of the Council) also offers opportunities to improve the offer for both services. Book displays on healthy eating, targeted promotions at specific groups on health issues and joint promotion of both services will all help to improve the use of the shared lobby space and generate additional footfall for both services.

5.23 The library (and the Fusion Leisure Centre which shares a front door and has been recently re-furbished) has a high footfall but the building requires the following improvements:

- Parts of the floor space are not well utilised and the placement of a central staircase inhibits best use of space. Some 35% of the space available is underused and offers a significant opportunity to retain service provision in a much better layout.
- The entrance décor looks shabby against the newly re-furbished Fusion part of the building.
- The carpets, and furniture are old and worn out and the lighting is insufficient.
- The signing and guiding is poor.
- The toilet facilities for customers and staff are very poor.
- The IT is out of date and insufficient to meet the very high demand.
- The self-service equipment does not work consistently.
- There are currently three separate customer service points that all need to be staffed separately.
- Heating and air con do not work effectively.

5.24 Initial feasibility designs to look at what improvements are possible at Marcus Garvey shows that there are significant works that need to be undertaken. We would also introduce a new entrance door at the side of the building (next to the Bernie Grant Enterprise Centre) and undertake associated improvements to the public realm which will improve flow through the Library and leisure centre and also introduce additional footfall and pedestrian routes to the Green via an enhanced public realm and open space next to the Bernie Grants Arts Centre.

5.25 The designs have also proved that there would be no loss of functional library space and in fact, with modern redesign, would be able to improve the library services. The investment in Marcus Garvey is significant at approximately £3m. However the benefits are:

- No loss of library space
- Improved access to building including a new access at the back of the building so bringing footfall into the open area around the Bernie Grant Arts Centre.
- Improved IT facilities for public use
- Improved toilet facilities
- Improved book stands and book stock
- Improved student learning zones
- Bringing three customer services points into one and providing modern mobile technology based customer service.
- Refreshed front door facilities to match the Fusion improvements

5.26 ***Muswell Hill Library***
It is clear from our public consultation work that Muswell Hill Library is a valued community asset. However there are significant problems with the infrastructure of the building. In order to develop options for Muswell Hill Library, we would propose to develop an options appraisal with independent experts which will be fully consulted on with the local community. The likely cost of this options analysis is £80k

6. Comments of the Chief Finance Officer and financial implications

6.1 This report concerns the investment of £5m into the refurbishment of Marcus Garvey Library, Wood Green Library and 48, Station Road, plus an additional £80k for the development of an options analysis including a full local consultation around the future of Muswell Hill Library.

6.2 As part of the Capital Programme being approved by Council on 23rd February 2015, £5m of capital funding will be made available for this programme of work over the three year period of the Medium Term Financial Strategy.

6.3 There may, however, be a need to re-profile the budget dependent on the progress of the scheme as the Council approval is only for £2m in 2015/16. Any re-profile request will need to be considered by Cabinet against the funding availability at the time and will be dealt with as part of the Cabinet's normal budgetary control reporting processes.

6.4 The £80k funding required for the options analysis will be made available from the Transformation Reserve.

7 Comments of the Assistant Director of Corporate Governance and legal implications

7.1 The Assistant Director, Corporate Governance has been consulted in the preparation of this report, and makes the following comments.

7.2 The Council entered into a conditional contract on 20 November 2014 to dispose of Apex House. The Council must provide vacant possession of the whole site on the date of completion. The Council must therefore move all of the services out of Apex House.

7.3.1 If Cabinet approves the recommendations in Paragraph 3 then the implications flowing from this would require procurement of contractors and consultants in compliance with EU Competition requirements under the new Public Contracts Regulations 2015 which are effective from 26 February 2015 and the Councils' Contract Procedure Rules including Contract Standing Orders. Confirmation can be provided of the fact that this decision appears on the Council's Forward Plan of decisions to be taken between 3rd February 2015 to 30th April 2015.

7.4 It is noted, and the Assistant Director, Corporate Governance supports, that there is an intention to conduct consultation and equality impact assessments as required before implementing any of the proposals which Cabinet resolves to adopt. Any information generated as a result of those exercises must be used to inform decision making.

8 Equalities and Community Cohesion Comments

8.1 Refurbishments within the new buildings will be sensitive to all equality requirements.

8.2 A fully considered equality impact assessment will be undertaken as part of the development of the full business case for the programme of work. Initial assessments show that residents will receive a better, more targeted service that will be tailored to our more vulnerable residents.

8.3 There will be a specific local consultation carried out for the future of Muswell Hill and an EQiA will be developed as part of that consultation work.

8.4 The consideration of on-line services and therefore the channel shift of residents away from telephone and face to face customer services is subject to EQiAs in the Customer Services Transformation Programme.

9 Head of Procurement Comments

9.1 The procurement requirements will be developed within the business case to which the Head of Procurement will be fully consulted.

10 Policy Implication

10.1 Members have previously taken a decision to sell Apex House, modernise the Council's Customer Services, maximise the use of Council assets and retain all nine libraries.

10.2 The options presented in this report align with all of these.

11 Reasons for Decision

11.1 These changes help deliver a number of key corporate outcomes for the Council. The actions contained within the report will deliver on the review of Haringey library service that was completed in 2014 and invest significantly to deliver a better service. The changes also secure a new location for 180 staff currently located at Apex House by improving significantly Wood Green and Marcus Garvey libraries. All of these changes help to deliver a better face to face service for residents and customers and deliver key aspects of the Council's corporate Customer Services Transformation Programme.

12 Use of Appendices

12.1 The Library Review completed last year is attached as Appendix A.

13 Local Government (Access to Information) Act 1985

Not applicable.

Appendix A – Library review completed by Activist 2014.

Report for Haringey Council

Library Service Review

Activist Group
2014

This report was produced on behalf of Haringey Council by Activist Group.

Report Details

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1. Executive Summary

Section 2: Introduction

1.1 Haringey's libraries provide an important statutory service that is highly valued by its users. The library service attracts 1.8 million visits and its users borrow 1 million books and other materials each year. User satisfaction levels are high. In comparison with similar authorities in London, Haringey's library service performs well, with proportionately more visits at a lower cost than the average. However, as for most library services across the country, fewer people are visiting Haringey's libraries and borrowing the stock.

1.2 Given the needs of the borough and the importance of libraries to its long-term success, the council has embarked on a process of exploring a range of ideas for how its libraries can fulfil a new, broader role, enabling them to play an even more important part in the life and success of the borough.

1.3 This review is designed to provide a model for the future of the Council's library service, drawing on experiences in Haringey and elsewhere and on the ideas of Friends, library staff, users and those who do not currently use the service.

1.4 Following the standard four-stage cycle of 'strategic commissioning' (analyse, plan, do, review), the library service review began with an **analysis** of the needs that the council is trying to address; how the service operates; how other councils deliver their services; what the management options are; and the views of users and non-users. The second stage has been to begin the **planning** process: exploring the long-term outcomes that the council is trying to address; the extent to which the service is well-placed to help achieve those outcomes; the changes that would be needed; before designing a future model for the service and an implementation plan.

Phase 1 - Analysis

Section 3: What's Driving the Review

1.5 The starting point for the review is understanding the borough's needs and whether and how the library service can contribute to meeting them, informed by the **four key outcomes** sought in the council's corporate plan:

- Outstanding for all: enabling all Haringey children to thrive.
- Safety and wellbeing for all: a place where everyone feels safe and has a good quality of life.
- Opportunities for all: a successful place for everyone.
- A better council: delivering responsive, high quality services.

1.6 Haringey's Joint Strategic Needs Assessment provides data demonstrating the levels of deprivation in the borough; the challenges of ill-health, poverty and unemployment; and the need to improve young people's life chances and educational attainment. The review explored initial ideas for how libraries can help to address those needs.

1.7 Given the council's priorities and the needs identified, the 'drivers' for the review were identified as:

- Delivering a better experience for our customers.
- Creating a compelling vision for the future.
- Being as efficient as we can be.
- Building momentum for change.

Section 4: Review of Operational Efficiency

1.8 A review was undertaken of the efficiency of the service. This examined how the service compared with those in other boroughs and focused on potential efficiencies, the use of technology, the service offer, marketing, service take-up, the staffing structure and the physical library network.

1.9 Overall, a number of key strengths were identified: in comparison with similar authorities, the library service achieves above average performance for below average costs. However, a number of opportunities and areas for improvement were identified:

- Creating a clear, new vision and an up-to-date brand and image.
- Helping the council to provide more efficient customer services.
- Improving the library service's infrastructure, including its buildings and IT.
- Increasing the proportion of the budget spent on books and other stock.
- Reviewing the events and outreach programme in collaboration with partners.
- Reviewing opening hours and refreshing the self-service technology.
- Reviewing the staff structure and embarking on a change programme.
- Encouraging greater community involvement in the service and more volunteers.
- Exploring the opportunity for sharing and collaboration with other boroughs.

Section 5: Examples of Other Library Services

1.10 Section 7 of the Public Libraries and Museums Act 1964 states: "It shall be the duty of every library authority to provide a comprehensive and efficient library service for all persons desiring to make use thereof".

1.11 While the core functions of libraries are seen by most people to be the lending of books and providing access to reference materials, there has been a recent surge of innovation (or rediscovery of old ideas) over the last 10 to 15 years. As a result, libraries have become:

- Places of learning, eg Tower Hamlets' Idea Stores.
- Culture centres, eg Canada Water Library.
- Customer service centres, eg Plymouth Central Library.
- An economic stimulus, eg Westminster City Council.
- Home to cafes, eg Canada Water Library and Bow Idea Store.
- Part of a leisure experience, eg Lewisham's Wavelengths and Deptford Lounge.
- Community centres, eg the For All Healthy Living Centre in Weston Super Mare.
- Multi-purpose buildings, eg Wigan Life Centre.
- Digital libraries, eg San Antonio's Bexar County 'bookless' library, BiblioTech.

1.12 While Haringey's libraries display a number of these characteristics, there is the opportunity to apply many of these principles in moving to a new model. As part of the review, Haringey's library managers also visited some of these examples and identified good practice that could be adopted in Haringey.

Section 6: Partnerships and Management Options

1.13 In a modern library network, so much information is on offer and so many services made available that it would be simply impossible for a library service to deliver all those services on its own. As a result, a library service has to be able to work in partnership and to draw on the resources of other organisations, whether from the public, private or third sectors.

1.14 Some authorities have gone further to create a shared library service (eg Triborough); to outsource it (eg Croydon); to transfer parts to community management (eg Lewisham); or to transfer it to a mutual (eg Wigan). However, it was considered that options such as outsourcing and a transfer to community management would not be practical given the scale of change envisaged to the service.

1.15 Three options were explored further in the review: in-house transformation, sharing and conversion to a charitable trust. These options and their costs, benefits and risks are explored later in the report with a recommendation provided on the most effective approach to partnership working.

Section 7: What People Think about the Service

1.16 A survey of library users was conducted in November 2012 to find out how people rate the service provided. A further survey was conducted by the council in 2014 survey to identify people's attitude towards the services that could be offered in future.

1.17 Two workshops were held with Friends groups to explore their views about how the current library service could be improved and their ideas for the library service of the future. Friends groups were asked to indicate their priorities for improvement at each library. Managers and staff also took part in workshops to review how the service could be improved and contributed numerous ideas.

1.18 Overall, we found considerable goodwill towards the library service and a positive willingness to discuss change. In general, people:

- Are very supportive: there is considerable support for what the library service is trying to achieve and, overall, high levels of satisfaction.
- Are ambitious for change: people are eager to see the service improve further and are willing to support change providing it is managed well.
- Want investment in the book stock: the quality of stock and stock management is an area which people believe requires improvement.
- Would like the buildings to be improved: the core fabric of the buildings and their design needs modernisation, with better layouts and access.
- Want further investment in IT: both the IT available to users and the systems used by staff are felt to need further investment.
- Welcome a wider service offer: on balance, people are supportive of more services being provided in libraries, providing that these changes are resourced.

Phase 2 - Planning

Section 8: Outcomes Framework

1.19 Based on the analysis of the service; the drivers; and discussions with participants, the outcomes being sought from Haringey's library service were identified. What is noticeable about the outcomes is the breadth of vision that people have for what libraries could be and for what they can achieve. While people have been keen to stress that the provision of books and other materials must remain the 'core business' of libraries, they take the view that libraries do – and must - have an extraordinarily wide remit. These **primary outcomes** are explicitly aspirational and extend far beyond what libraries, on their own, can deliver:

Haringey's libraries will give everyone in Haringey the chance to flourish by:

1. **Sharing the joys offered by books and other writing.**
2. **Getting a great start.**
3. **Getting the most out of life.**
4. **Making Haringey a creative, thriving place.**
5. **Bringing people together.**

1.20 A gap analysis was carried out to explore whether the library service was currently capable of meeting these broad and ambitious outcomes. This was also supplemented by focus groups and interviews. While a number of the right elements are in place, the library service would have to adopt a new approach based on:

- **Better use of resources**: these are needed to develop the book stock and IT environment and create the management and staff support needed. This will need to be addressed, at least in part, through refocusing the staffing structure.
- **Partnership working**: the complexity of the service offer required to meet the outcomes demands a broader and deeper set of partnerships, not least to help address the resource gaps identified.
- **Focus on marketing and promotion**: the service will not be able to achieve the outcomes required without a resourced commitment to promoting what's on offer.
- **Design**: the layout and interiors of libraries are not currently fit-for-purpose to support the range of services that people would like their libraries to offer.
- **Investment in core skills**: generic skills will need to be broadened and new skills acquired, particularly in partnership working and marketing and promotion.

Sections 9 and 10: Service Design and the Future Model for Libraries

1.21 To make this possible, a new vision or 'service design blueprint' has been developed to reflect the level of ambition shown by users, elected Members, Friends, managers and staff.

1.22 Instead of remaining largely a **repository** for books, information and advice, the **library service would become a campaigning organisation**. It would continue to encourage people to use the libraries to borrow books and DVDs; study quietly; use the computers; and find out information. However, it would set out to extend its reach beyond the confines of the walls of the library buildings. The library service would campaign throughout the borough to encourage reading, celebrate culture, encourage creativity,

realise potential and forge community. This new ethos – the mission for libraries - could be summed up in the following strapline:

"We're growing: growing minds, growing potential, growing together."

1.23 To make this possible, the library service would create the following **experience for its users:**

"Whenever people use our library service, they feel welcomed and supported and stimulated by what's on offer. We are determined to understand what our users want and how best to encourage non-users to take advantage of our services."

1.24 While each library would continue to be unique, reflecting its local environment and communities, the library service would offer a set of 'centres' that were professionally organised and of a consistently high standard. The **new service experience** will be:

"Our libraries give everyone in Haringey the chance to get the most out of life by providing welcoming, creative places to enjoy great writing; explore the arts; contribute to their community; draw on advice; and get the information they need to succeed."

1.25 The new service offer will be as follows:

The Library Service Offer of the Future

• All our libraries offer a rich variety of books and other materials and encourage people of all ages to share the joys of great writing and of our other resources.
• Our new**, tenth 'Library Online'** provides a lively new resource for the borough.
• All our larger libraries offer the following services:
  ◦ Our **learning centres** provide a wealth of learning opportunities for all ages.
  ◦ Our **arts centres** showcase great culture and art and encourage people to express their own creativity.
  ◦ Our **business centres** offer small business space and networking and information on business and employment opportunities.
  ◦ Our **advice centres** provide information on people's rights and how to look after their health.
  ◦ Our **customer centres** enable people to do business with the council and other public services.
  ◦ Our **meeting centres** provide great places for the whole community to meet and work together.
  ◦ Our **cafes** and vending machines provide wholesome, value-for-money food and drink.
• Our smaller libraries will offer some of these additional services where space and demand allow.

1.26 This new service offer will depend on the support of a 'future operating model' which aligns the service's communications, processes, finances, buildings, technology, information management, staff management and sourcing policies. The future operating model is described in greater detail in sections 9 and 10.

Section 11: Partnership Options Appraisal

1.27 The potential contribution of a new approach to the management of the service was evaluated, exploring three options: transforming the service in-house, sharing with other boroughs and converting the service to a charitable trust. While each option has a number of benefits and disadvantages, a shared service model was estimated to bring the greatest financial saving of £1m over five years. However, this would be problematic to achieve given the level of change envisaged for the service. With this in mind, an in-house transformation, including extended consortium working, could be the best mix for Haringey in the short-term, with a shared service model being pursued in the longer term to increase the benefits which can be achieved.

Section 12: Investment Plan

1.28 The achievement of the future operating model will depend on a capital investment. An investment plan has been estimated based on three options, each of which would bring the service closer to the vision:

Investment Option	Includes	Capital Cost
Lower: marginal improvement	New self-service machines in larger libraries. Cosmetic improvements to all libraries.	£1.7m
Medium: revitalised core	The changes for lower option, plus: Full remodelling of larger libraries. Some remodelling of space in smaller libraries. Fully remodelled library website.	£2.7m
Higher: full transformation	The changes for lower and medium options, plus: New self-service machines in larger libraries. Full remodelling of smaller libraries. Lifts and extension for some smaller libraries.	£4.7m

1.29 Only the higher level of investment would enable the vision to be fully realised. There may be a very positive return on the capital investment required, but this will need to take into account the results of the council's customer service transformation programme and the expected release of assets for reinvestment. More detailed work will be required to refine a business case and the impact on annual revenue budgets.

Section 13: Implementation and Conclusion

1.30 The creation of the future operating model for libraries set out in this report represents a substantial programme of work which will be complex and demanding. It will also require a continuing programme of engagement and consultation with Friends, users, staff and other potential users and partners.

1.31 Throughout this review, people have contributed ambitious ideas for what libraries can achieve for the people who live and work in Haringey. In doing so, a new model has emerged that would transform the impact of Haringey's libraries. The new library service that would result will play an important part in securing the long-term success of the borough.

2. Introduction

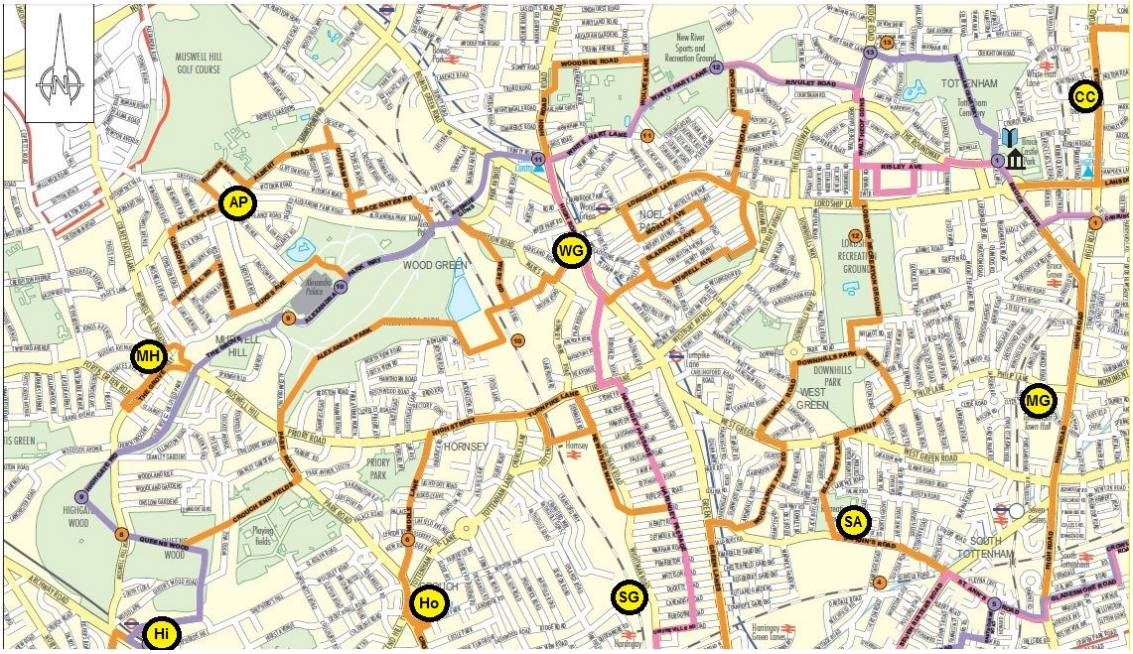
A Brief Overview of Haringey's Library Service

2.1 Haringey's libraries provide an important statutory service that is highly valued by its users. The library service attracts 1.8 million visits a year and its users borrow 1 million books and other materials each year[1]. User satisfaction levels are high.

2.2 The library network is made up of nine libraries. Three of the libraries (Wood Green, Hornsey and Marcus Garvey) are larger and account for the majority of use. The opening hours of all the libraries are generous in comparison with those in most other boroughs. All the libraries are open for at least six days a week and four are open seven days a week.

2.3 The libraries are distributed across the borough as shown in the map below, with the overwhelming majority of the population living within a mile of their nearest library.

Figure 1: Locations of Haringey's Libraries



Key: AP = Alexandra Park; CC = Coombes Croft; Hi = Highgate; Ho = Hornsey; MG = Marcus Garvey; MH = Muswell Hill; SA = St Ann's; SG = Stroud Green and Harringay; WG = Wood Green.

2.4 At the heart of the service is the traditional role of a library. The service offers a wide variety of books to borrow as well as reference materials that can be used in a library and online materials that can be accessed in a library and remotely. Each library houses a dedicated children's library. Haringey's libraries also hold a large stock of other materials to borrow, such as DVDs.

2.5 In addition, visitors to the libraries can also take advantage of a wide range of other services, such as:

[1] From the library service's performance figures for 2012/13.

- Free PCs, internet access and Wi-Fi.
- Learning activities, including homework clubs and adult education courses run by a range of providers.
- A range of drop-in advice sessions, including public health advice.
- Reading, arts and other cultural events.

2.6 The service has the equivalent of 77 full-time posts[2] which are filled by a mixture of full and part-time staff. The service is supplemented by a bank of 26 casual staff who are used flexibly to enable the library network to function effectively. A small number of volunteers provide a range of support activities.

2.7 There are networks of library 'Friends' who collaborate with local library staff to help with a range of activities in libraries, including running events and some fund-raising. Five of the nine libraries have active Friends groups (that also come together periodically as FORE!) which have, in the past, campaigned about the library service.

2.8 The library service's total expenditure is £5.2m per annum in 2013/14 and it generates income (eg from DVD hire and room hire) of £0.4m. The largest proportion of spending is on staff at £2.8m and the cost of running the buildings adds up to £0.7m. The budget for maintaining the library stock of books and other materials is £0.3m.

2.9 In comparison with similar authorities in London, Haringey's library service performs well, with proportionately more visits at a lower cost than the average[3].

So Why the Need for Change?

2.10 Like most library services across the country, fewer people are visiting their libraries and borrowing the stock. Nationally, this long-term trend is perceived to be due to a variety of factors, including economic changes and shifts in social patterns and reading habits. Like many other library services, budget pressures have led to reductions in the budget available for books and other materials, resulting in the stock gradually becoming less enticing.

2.11 More recently, a rapid increase in the take-up of electronic books and online streaming has led to suggestions that the traditional library is living on borrowed time. However, the library service provides a much wider role in the borough – introducing young people to reading; giving people a place to learn and study; providing access to the internet; providing information and advice; and offering a neutral, free and welcoming place to meet and socialise.

2.12 More significantly, only 17% of the borough's population are active borrowers[4] (although many more use the library) with the risk that those most in need are either not aware of the library has to offer or don't find it relevant to them.

[2] 76.6 fte funded posts are in the library service's structure for 2014/15.
[3] Source: CIPFAstats comparative profile for a group of 16 London Borough's library services (2011/12 Actuals and 2012-23 Estimates).
[4] 'Active borrowers' are those who have borrowed at least one item of stock in the previous 12 months.

2.13 Given the needs of the borough and the importance of libraries to its long-term success, the council has set out to build on the current service by transforming its libraries into 'community hubs'. The council has embarked on a process of exploring a range of ideas for how its libraries can fulfil a new, broader role, enabling it to play an even more important part in the life and success of the borough. This review represents the culmination of that process.

2.14 Despite the service budget pressures facing the Council, it has made clear its intention to retain nine libraries. Nevertheless, given the £22m of savings the council is planning in 2014/15 and the budget gap of £54m over the following two financial years[5], the council will not be able to lavish money on this service, however important it is. Instead, the borough's libraries will need to be worked harder, maximising the use of the buildings and the impact of their services.

2.15 This means rethinking the purpose of the library; exploring ideas for how libraries can expand their brief further; understanding what long-term impact the council wants its libraries to have; and working out how best to secure that impact. This challenge is not one that Haringey Council is facing alone; councils across the country are redesigning their library services (often to save money) and the Government has announced yet another enquiry into the future of libraries[6].

2.16 This review is designed to provide a model for the future of the Council's library service, drawing on experiences in Haringey and elsewhere and on the ideas of Friends, library staff, users and some of those who do not currently use the service.

How we've Approached the Review

2.17 Following the standard four-stage cycle of 'strategic commissioning' (analyse, plan, do, review), the starting point for the review is an **analysis** of the needs that the council is trying to address; how the service operates; the views of users and non-users; and what the long-term outcomes are that the council is trying to address.

2.18 The second stage has been to begin the **planning** process: exploring the extent to which the service is well-placed to help achieve those outcomes and the changes that would be needed; before designing a future model for the service; and an implementation plan.

2.19 Essentially, this report describes **why** the library service needs to change, **what** it needs to become and **how** it will get there. While the main principles of strategic commissioning are simple enough, some of the management jargon associated with it and used in this report can be rather dense. A summary of the main contents and explanation of some of the jargon used are set out in the table below:

Table 1: Explanation of the Main Contents of the Report

[5] From report "Financial Planning 2014/15 to 2016/17" to the Council's Cabinet meeting on 11 February 2014.

[6] The Government announced on 8 February 2014 that an independent report on the public library service in England has been commissioned from philanthropist, entrepreneur and publisher William Sieghart.

Part 1: Analysis
• **Needs analysis**: a summary of challenges facing the borough's residents and initial ideas for how the library service can help. • **Drivers**: an analysis of the reasons why the service needs to change. • **Partnership overview**: a description of how the service could be managed differently and how the service could collaborate with other organisations. • **What people think**: a summary of user and non-user surveys and feedback from Friends, managers and staff.
Part 2: Planning
• **Gap analysis**: a review of the extent to which the current service will be able to help achieve the desired outcomes. • **Service design blueprint**: a description of the service that should be offered to users in future. • **Future operating model**: an analysis of how the service should be organised in order to deliver the new service design blueprint. • **Partnership appraisal**: a review of the main options for how the library service should be managed in future. • **Implementation plan**: an outline of the steps needed to implement the future model and the financial implications.

2.20 The review has been able to build on valuable preparatory work undertaken by the council. This has provided a firm foundation for exploring how the service could change in future with a wide range of people who have an interest in the library service. Contributors to the review have included:

- Nearly a thousand users and non-users who have participated in a borough-wide survey and follow-up focus groups and interviews.
- FORE! and Friends' groups who have participated in workshops and fed in their views and ideas.
- Library managers and staff who have taken part in a total of 13 workshops to provide ideas and comments on the plans as they have emerged.
- Members of the council's Cabinet, the Chair of the relevant scrutiny committee and other members of the main opposition group to understand their policy priorities and ideas for improvement.
- Members of the council's senior management responsible for the library service and those responsible for other services, such as adult education and children's services.
- The outgoing Chief Executive of the Haringey Association of Voluntary and Community Organisations.

2.21 What has been striking has been the universal support and warmth towards the library service and the passion for what libraries are - and what they could become. We are

very grateful to all the participants in the review who have contributed their time with such enthusiasm.

2.22 We have tried to capture people's ideas and ambitions for the library service in this report and bring them together to represent a consensus for the future. However, there were so many different ideas, sometimes conflicting, that finding a consensus was not always possible and we have tried to highlight key points of disagreement and issues that need to be resolved. We are sorry if any participant feels that their point of view has not been properly represented in this report, but we are sure there will be plenty of opportunities for putting that right as the plans are discussed and refined further.

3. Analysis: What's Driving the Review

Haringey Council's Ambitions for the Borough

3.1 The starting point for the review is understanding the borough's needs and whether and how the library service can contribute to meeting them. There is a wealth of existing data available to help us understand the needs of Haringey's population and which can inform the drive to improve and design its library service. As well as understanding needs, it is important to understand the 'assets' available to help meet those needs.

3.2 Drawing together and analysing the data helps us to **identify the strategic drivers** for the review and the **desired outcomes** we want from the service review. These will help us to design and plan the new service.

3.3 The council has set out its strategic direction in the corporate plan: **"One Borough, One Vision."** The overarching principles are:

- A one borough focus – serving all residents in the borough with high quality services.
- Investing in prevention and early help – improving the life chances of residents and reducing costs.
- Promoting equality – tackling the barriers facing the most disadvantaged, enabling them to achieve their potential.
- Empowering communities - enabling people to do more for themselves.
- Working in partnership - leading local partnership so that we achieve more, together.

3.4 These principles have been informed by an analysis of the population data and used to determine the **four key outcomes** sought in the council's corporate plan:

- **Outstanding for all**: enabling all Haringey children to thrive.
- **Safety and wellbeing for all**: a place where everyone feels safe and has a good quality of life.
- **Opportunities for all**: a successful place for everyone.
- **A better council**: delivering responsive, high quality services.

3.5 The data which are relevant to those priorities, particularly from the perspective of the Library Services Review, is taken from the Joint Strategic Needs Assessment (JSNA), the user survey and library profile information.

The Joint Strategic Needs Analysis and Other Information

3.6 This provides an overview of the borough's population and informs the priorities encapsulated in the corporate plan. This information, in turn, sets the strategic context for the future plans for the library service. Key features of the JSNA that are particularly relevant to the library service are:

Demographics

- Haringey has a **relatively young population** with almost a quarter of the population under the age of 20, and 90.5% of the population aged under 65. Following the national trend, the population is ageing – 9.5% are of pensionable age (65 plus), with a projected increase to 11.7% by 2021.
- It is the 4th most **deprived borough** in London and the 13th most deprived in the country. An estimated 21,595 (36.4%) children live in poverty, largely in the east of the borough.
- Haringey is the 5th most **ethnically diverse** borough in the country. Nearly half of the residents come from Black and minority ethnic (BME) communities, and nearly 81% of school children; 190 different languages are spoken in our schools.
- Haringey is one of the most **religiously diverse** places in the UK. A fifth of Haringey residents stated that they did not have a religion.

Housing and Employment

- Haringey has significant levels of **homelessness**; more than 3,000 households are officially in temporary accommodation, the highest in London. Just over 30% of households live in social housing with high concentrations in the east of the borough. The east of the borough is more densely populated than the west.
- Changes to the welfare system are likely to have significant impacts on the levels of **child poverty, homelessness and overcrowding**. The anticipated increase in inward-migration caused by poorer households being priced out of inner London boroughs will exacerbate the situation.
- Haringey **unemployment** rates are significantly above the England and London rates.

Health

- Haringey has **significantly lower male life expectancies** than the England average with a variation closely linked to deprivation levels across the borough – more deprived areas have lower life expectancy.
- The largest contributors to the male life expectancy gap are **diseases closely linked to smoking**.
- Haringey has higher than average incidences of **health problems related to deprivation** including: alcohol and drug abuse, obesity and malnutrition, mental health conditions and sexual health problems

Children.

- Haringey is working hard to reduce inequalities and close gaps in **educational attainment** between pupils eligible for free school meals (FSM) and other pupils. As a general rule children and young people who live in the more deprived areas of Haringey have lower levels of attainment than their more affluent peers
- Arrival of families from mainland Europe and beyond, some of whom have complex needs and additional vulnerabilities continues to bring challenge to the work of **safeguarding and protecting children**.

Community Safety

- Haringey is working to develop a clearer and more determined multi-agency response to the threat of **prevalence of criminal gangs** in our community and to understand the impact of criminal gang culture on the safety and well-being of children.
- **Domestic and gender based violence** (DGBV) constitutes 30% of all violent crime in Haringey, high when compared to other London boroughs. It is seven times higher in the deprived parts of east Haringey than in the west of the borough.
- Haringey has higher than average **levels of crime** with a range of social issues that contribute to the likelihood of vulnerability for both victims and offenders including unemployment, mental ill-health and Haringey's current local demographics which show Black Caribbean children making up the majority ethnicity within the nine highest risk Super Output Areas (SOA) for racial/religious crime.

How Libraries Can Make a Difference

3.7 The four key outcomes in the corporate plan are overarching and borough-wide. They are based on an analysis of the strategic needs of the population and are clearly aimed at attempting to reduce inequality between groups. This helps us to start planning the type of library service we want and how it can contribute to achieving the council's strategic outcomes.

3.8 The library service is one of the council's assets that can help to address the borough's needs: not just the physical buildings and materials, but the staff, volunteers and community groups who contribute to the running of the service. The library service also benefits from other assets: the work of its partners that collaborate with the service and operate from within its libraries. The borough's libraries enjoy a positive reputation with high levels of customer satisfaction and act as key 'anchors' of the council's presence in every part of the borough. There is an opportunity, through the review, to make the most of these anchors.

3.9 There are a wide range of activities already being offered within libraries which address many of the priorities identified in the Corporate Plan. In the following tables, we can see where the existing assets are contributing to the strategic vision already. We also begin to identify how the library service might develop its work – often in partnership - to make libraries a more effective place for all sections of the community. These initial ideas have been prompted from discussions to date with stakeholders and from experience elsewhere. A number of these ideas simply envisage expanding what is already underway in parts of the library network. These ideas describe what could be delivered **in** libraries (often by partners), not necessarily what library staff themselves would be delivering.

Table 2: Outstanding for all: enabling all Haringey children to thrive.

Needs in Corporate Plan *(and Equality Objectives)*	Existing Assets in Library Service	Initial Ideas for how Libraries Could Contribute Further
• Work with schools, early years and post 16	• Children's library sections	• Work with schools to provide information for parents about

providers, to deliver high **quality education** for all Haringey children and young people • Enable every child and young person to thrive and achieve their potential • Narrow the gap amongst under-performing groups	• Family drop in sessions • Toy libraries • Under-5 activities • Homework clubs • Tuition in maths, French, IT • Reading/book clubs • Youth & Community participation service (previously Connexions)	high quality early years places and to support informed school choices • Working with schools to encourage and extend use of library facilities and homework clubs • Working with schools and children's centres to encourage cross-fertilisation/outreach to young mothers • Work to support the 'Raising the Participation Age' through offering refuge/training/education to excluded children • Participate in establishing a 14-19 partnership board • Encouraging children and young people to become responsible and active citizens through Haringey Youth Council

Table 3: Safety and wellbeing for all: A place where everyone feels safe and has a good quality of life

Needs in Corporate Plan *(and Equality Objectives)*	Existing Assets in Library Service	Initial Ideas for how Libraries Could Contribute Further
• Make Haringey one of the safest boroughs in London: ***Support young people who are victims of crime*** • Safeguard children and adults from abuse and neglect wherever possible, and deal with it appropriately and effectively where it does occur: ***Safeguard children and vulnerable adults*** • Provide a cleaner, greener environment and safer streets • Reduce health inequalities and improve wellbeing for all: • ***Reduce the gap in male life expectancy between the east and the west of the borough***	• Police drop in desks • NHS consultations • Smoking cessation clinics • Weight watchers • Family drop in sessions • Counselling and therapy	• Recognise the unique role of libraries as places of refuge and ensure that staff are trained to recognise children and vulnerable adults who may need help accessing appropriate services • Work with the statutory and voluntary sector to review how libraries can be a bridge for vulnerable people to access those services • Participate in attempts to provide information and support for citizens affected by domestic violence • Work with partners to deliver healthy and safe relationship training to young people • Work with partners to expand the NHS Health Checks programme to libraries, ensuring it reaches those

Needs in Corporate Plan *(and Equality Objectives)*	Existing Assets in Library Service	Initial Ideas for how Libraries Could Contribute Further
• ***Increase maternity access at 12 weeks*** • ***Reduce Haringey's under 18 conception rate*** • ***Halt the rise in childhood obesity***		most at risk • Ensure café facilities offer healthy, sustainable food choices • Work with Fusion to ensure libraries and leisure are maximising their potential to reach a wider user group

Table 4: Opportunities for all: A successful place for everyone

Needs in Corporate Plan *(and Equality Objectives)*	Existing Assets in Library Service	Initial Ideas for how Libraries Could Contribute Further
• Drive economic growth in which everyone can participate: ***Develop work skills programmes focussing on young people*** • Deliver regeneration at priority locations across the borough: ***Regenerate the most deprived areas of the borough*** • Ensure that everyone has a decent place to live:***Ensure that our housing allocation processes do not negatively impact on any of the protected groups***	• IT classes • Youth careers service (ex-connexions) • Friends groups - advocacy and volunteering	• Work with HAL to extend access to learning across the library network and integrate the service offer. • Secure investment in library premises/relocation as part of regeneration programmes. • Offer housing advice drop-in • Access to housing allocations system on-line. • Extend employment support across the library network. • Provide a focus for volunteering (not just within libraries).

Table 5: A better council: Delivering responsive, high quality services; encouraging residents who are able to help themselves

Needs in Corporate Plan *(and Equality Objectives)*	Existing Assets in Library Service	Initial Ideas for how Libraries Could Contribute Further
• Ensure the whole council works in a customer focussed way • Get the basics right for everyone • Strive for excellent value for money: ***Promote the equal***	• Customer focussed staff - open to change • Culture of working with community groups	• Introduce customer service points into the library network. • Increase the number of customer service transactions that can be undertaken in libraries.

opportunity policy through procurement and commissioning	• Established relationships with volunteers • Active Friends groups • Collaborative working with partners.	• Provide support for the council's digital channel shift plans. • Extend shared procurement and collaboration with other boroughs • Extend and support the extension of volunteering.

Library Profiles and Library User Survey

3.10 In understanding who is using the library service and what for, we can start to think about who is not using the library and consider the ways in which individual libraries can tailor their service to reflect the particular needs of the local population and how they relate to the priorities identified for the council as a whole. The council's library profiles shown at Appendix 1 give a very useful overview of the user population by social class, gender, ethnicity and age group as well as how they are using their library.

3.11 For example, the libraries which have the highest PC use also have the highest proportion of BME, male users. These are also areas with the highest concentration of social groups D and E. The analysis of this type of information can help us to consider how the council's strategic priorities might apply to each library.

3.12 Libraries are already developing strategies for adapting the space to reflect the needs of their local communities and this information allows them to tailor their approach in order to maximise their impact.

3.13 However, the existing survey information, while identifying existing users' preferences and current levels of satisfaction does not tell us their priorities for the future nor their ideas for how libraries could be improved further. Since only 17% of residents are active borrowers, more work is need to understand how many users there are who don't borrow books and other materials and, even more importantly, why so many people who live and work in the borough don't use the library network.

Summary of Drivers

3.14 The starting point for the review is being clear about **why the service needs to change**, ie the 'drivers' for the review or the questions that the review needs to answer. After discussions with senior stakeholders, we gathered some initial views on the drivers for the review:

1 **Delivering a better experience for our customers**: how can we make our libraries more attractive and welcoming; how best should we improve the fabric and design of our libraries; and how can we encourage more people to enjoy our libraries and everything they have to offer?

2 **Creating a compelling vision for the future**: what's the role of the library in meeting the needs of our diverse communities in the digital age? How can we best preserve its core purpose of providing access to books and information and the pleasure and learning they offer? How can libraries contribute to – and take advantage of – the borough's regeneration plans?

3 **Being as efficient as we can be**: although the review is not targeted at saving money, public finances are under enormous pressure so how could the service demonstrate that it is as efficient as it could be and is delivering value-for-money? How can we make better use of self-service technology? How can we make best use of the space in libraries?

4 **Building momentum**: how quickly can we create a plan that we can unite behind; that secures the investment and commitment required; and are there quick wins that we can achieve to get the changes underway?

3.15 A more detailed list of the issues that need to be addressed are summarised in the table below.

Table 6: Drivers for Change in Haringey's Libraries – Key Issues to Address

Driver 1: delivering a better experience for our customers
• Many of the library buildings require investment in their basic fabric. • Better library facilities in the right locations should feature in regeneration plans. • The design of reception areas and the overall layout need improvement. • Libraries need to attract more users from all communities and increase borrowing. • The customer service offered to users can be improved. • Young people and adults need more safe places to study and learn. **Supports corporate plan strategic principles: 'a one borough focus' 'Empowering communities' and 'Promoting equalities'.**
Driver 2: creating a compelling vision for the future
• An ambitious new model is needed which defines the role of the library for the next decade. • The core purpose of providing access to books and information in the digital age needs to be enhanced to share the pleasure and benefits of reading, particularly for the borough's young people. • Libraries can offer more – more services, more information, more support to help tackle the borough's priority needs. • People need help to take advantage of the benefits of the digital age and digital economy. • We need to expand access to learning – whether for employment or pleasure. • We need to celebrate and promote access to culture and the arts. • Libraries need to become **the** heart of each community, reflecting that community. **Supports corporate plan strategic principles**: **'Investing in prevention and early help', 'Empowering communities', 'Working in partnership' and 'Promoting equalities'.**
Driver 3: being as efficient as we can be
• Libraries need to continue to become more efficient so that the best use can be made of the resources available. • Better use needs to be made of existing and new technologies. • A stronger performance culture is required. • The staffing structure needs to be brought up-to-date. • We need to make the best use of our physical assets and the most of the space. **Supports corporate plan strategic principles: 'a one borough focus'.**
Driver 4: building momentum
• A plan is needed that will secure support and investment. • The plan will need to be practical, realistic and affordable. • 'Quick wins' are needed to demonstrate commitment and progress.

- A framework is required that will govern investment decisions, so that the library service can contribute to – and benefit from – the borough's regeneration programme.

Supports corporate plan strategic principles: 'a one borough focus' and 'Empowering communities'.

4. Analysis: Operational Efficiency

Context

4.1 In order to help assess what changes are required in future, a review has been undertaken of the library service's operational efficiency now. The review of operational efficiency includes an examination of the following issues:

Review financial baseline and operational efficiency.	1. Confirm total cost of the service (including recharging arrangements) and staff within scope. 2. Review benchmarking data and identify target areas for potential efficiencies. 3. Identify current technology environment for in-scope services and take-up of automation and self-service. 4. Review the service offer, marketing and take-up data and evaluation methods used. 5. Review staffing structure and its effectiveness. **6.** Drawing on the existing asset review, summarise and critique the adequacy of the physical library network.

Our Approach and Methodology

4.2 There is currently no nationally approved or widely used template for reviewing the efficiency of a public library service. Public Library Standards, introduced as statutory measures for library services in 2001, were later abandoned in 2009 to be replaced by 'voluntary benchmarking'. The Local Government Association (LGA) does offer the Culture and Sport Improvement Toolkit (CSIT)[7], which was developed in response to local government's desire to see a single improvement tool for the sector. CSIT is, however, by definition not specific to library services, and whilst it may offer a useful tool to Haringey in measuring future improvement, it does not provide a framework for the current exercise.

4.3 Instead, based on experience elsewhere, our approach to reviewing operational efficiency has been to identify a number of key 'themes':

1. Vision and branding
2. Infrastructure: library buildings and ICT infrastructure;
3. Service offer: (a) core services; (b) extended services; and (c) access – including take up of services
4. Resourcing: staffing; self-service; community participation; and funding

Within each of these themes we have asked,

"What would this look like if it were being done really successfully?"

[7] CSIT was developed from earlier toolkits that focused on improving individual culture and sport services. Most recently updated in 2011, it amalgamates the purpose, function and content of 'Towards an excellent service' (TAES), 'Arts at the Strategic Centre' and 'Library peer review'.

We have then assessed Haringey's library service using available documentation and research; by reviewing benchmarking data[8]; and undertaking our own research, discussions and observation.

4.4 Within these themes we believe that the overall vision and direction (and where that sits in Haringey Council's wider vision) are key to future improvement. The themes can be viewed as a sequence, or cycle, and the need for a clear new vision and branding is the starting point, and the imperative to create these the end point and the launch point for a new way forward:



[8] CIPFAstats Comparative Profile 2011-12 Actuals and 2012-13 Estimates

Theme 1: Infrastructure

Library buildings

4.5 **Success =**

✓	Clearly branded to say: what's it for and what happens here?
✓	Modern/relevant
✓	Welcoming, vibrant
✓	Well decorated outside and inside, and also well furnished
eg	Canada Water, Swiss Cottage, Idea Stores, and further afield, eg Swindon, Paignton (see our Advisory Note on Future of Libraries).

Haringey:

4.6 Externally almost all sites are in poor decorative order, unwelcoming, and lack good branding/signage. There is very little to draw people in, especially new users.

4.7 Internally, with the exception of Coombes Croft the interiors are tired, albeit in a number a genuine effort is being made to make the best of it and brighten up (eg Stroud Green and Harringay). Wood Green is in need of major refurbishment. Hornsey is spacious but dated. Marcus Garvey is let down by the empty, unwelcoming leisure centre on the ground floor.

4.8 We understand that condition surveys of the libraries have identified that "£1.6m over the next three years and over £6m in next ten years has been estimated to be required in order to repair and maintain the current nine library buildings".[9]

4.9 There is evidently space in the three largest libraries - Wood Green, Hornsey and Marcus Garvey, and to a lesser extent at some others - that could be used by other council services or partner organisations. However, rather than simply 'drop' other services into vacant spaces, a far better option would be to reconfigure use of all the space as part of a coordinated programme of refurbishment and rebranding to support a new future vision for the libraries.

4.10 Entrances and counter areas need remodelling at almost every site to create a better 'first impression' and fully exploit self-service: extensive use of self-service will not be achieved without this. Wood Green also merits a new entrance direct from the pavement.

4.11 Physical access is generally acceptable except at Muswell Hill, where levels of use merit consideration of a small extension and lift to the rear of the building.

[9] Report to Overview and Scrutiny 28 March 2013 para 6.16.2

	ISSUES AND OPPORTUNITIES
★	The library buildings require a sustained programme of investment, which we recognise will not be easy in the current economic climate. This approach will however ultimately provide the best value for money and lead most effectively to meeting the council's aims and objectives.
★	There is a case for a strategy that invests first in the three main sites, which account for two thirds of library use, particularly as these three also offer the greatest opportunities to combine with a range of other service provision.

ICT Infrastructure

4.12 Success =

✓	Effective networks
✓	Good hardware and software
✓	Rapid and responsive support
✓	Proactive development planning

(IT as a public service is dealt with from paragraphs 4.29).

Haringey:

4.13 A recent in-house Library IT Review found that "the main Library IT systems are fit for purpose". An exception is the RFID (Radio Frequency Identification) self-service, which is dealt with in paragraph 3.73.

4.14 The IT Review makes recommendations[10], which are summarised in Appendix 2. The majority of these still need to be pursued.

4.15 There is a multiplicity of contracts in place[11]. A number of these are direct with the library service. Arrangements for these and future contracts would benefit from a review to ensure maximum efficiency, best value, and that the right expertise is available to manage them.

4.16 There is no card payment system in place at library counters, self-service terminals, over the phone, or on the Web. Many other local authorities and library services now have this in place and staff perceive this as a significant obstacle to good customer service as well as to maximising opportunities to collect income.

4.17 There is no coordinated event or room booking system in place, which is taking up staff time, limiting customer choice and potentially losing income. At a practical level, one example is that someone booking the gallery in Hornsey Library has to travel to Wood Green Library to pay for the booking.

[10] Library IT Review: Findings and Options. July 2013
[11] Regenerate IT for Wi-Fi; TALIS for LMS; LGFL and XMA/ITS for public PCs; Xerox for printers; 2CQR and Biblioteca for RFID

	ISSUES AND OPPORTUNITIES
★	The recommendations in the recent Library IT Review should be followed through.
★	The Library IT infrastructure would benefit from a more managed approach, including stronger relationships with the corporate IT team and a review of the variety of contracts currently in place. We recommend the identification of an 'IT Business Partner' in corporate IT who will understand both the business and the corporate requirements and work with the service to progress the recommendations and future issues.
★	Library IT requires ongoing investment and this should be factored into any future strategy for the libraries.

Theme 2a: Service Offer - Core Services

Stock and stock acquisition

4.18 Success =

✓	Stock that is current
✓	Stock that is relevant (to the local community)
✓	Stock that is in good physical condition
✓	Stock that is well-displayed and promoted
eg	Idea Stores, Stratford, Swiss Cottage, Norwich Millennium Library, but also retail eg Waterstones

Haringey:

4.19 The stock purchasing fund has recently been cut by £174k: total spend on new materials is now 14/16, and total book acquisitions 13/16 in the CIPFA Comparison group.

4.20 Stock is kept in good order but the tired physical condition is evident, reflecting a Lending Stock Replenishment Rate[12] of 13.5 years against an average of 6.8 years in the CIPFA Comparison group. This, and the comparative data considered above, suggests that the budget for stock is now barely adequate. Expenditure on new stock is currently only about 7% of total spend on the service and this needs to be addressed as part of a review of overall budgets.

4.21 Total book stock is very high, 1/16 in the CIPFA Comparison group (especially Adult Non-Fiction) with a low Stock Turn[13]. We suggest these figures probably include the large reserve stock held in the Hornsey Library basement and that there is a need to radically review or reduce this. There may also be a need to review the shelf and stock requirements rather than simply keep filling the current shelving.

4.22 The number of requests for specific items is average for the CIPFA Comparison Group and the rate at which requests are supplied is high, as is customer satisfaction with this, suggesting very efficient processes. There is a risk however that numbers of requests may rapidly rise as the cut in the stock purchasing fund works through.

4.23 Stock acquisition processes appear to be operating at maximum efficiency, using supplier selection for adult stock, EDI and efficient handling, requiring only 1 full-time equivalent (fte) post.

[12] Lending Stock Replenishment Rate defined as: ”Time taken in years to replenish the lending stock on open access or available on loan at 2011-12 rate”.
[13] Stock turn defined as “Number of books issued divided by the book stock (i.e. the average number of times each book was issued during the year”. Haringey was 13/16 in the CIPFA Comparison Group

	ISSUES AND OPPORTUNITIES
★	There is a real concern that more investment needs to be made in library book and other stock to maintain the quality and take up of core services. This may be achievable as a result of the re-evaluation of spending in other parts of the service.
★	Loan stock held on the shelves of the libraries, including the Reserve Stock, would benefit from an exercise to establish the levels now needed. (Any reduction in stock levels needs to be managed alongside library refurbishment and reconfiguration to avoid having empty shelves).

Non-book media

4.24 Success

✓	Stock that is responsive to the current and changing market
✓	Stock that is also responsive to local community demand and uptake[14]
✓	Stock that is attractively displayed
✓	Stock that is actively monitored and managed
eg	Stratford, Hendon, Norwich

Haringey:

4.25 There is a high focus on DVD and CDs, with stock levels of DVDs at 1/16 and Music at 3/16 in the CIPFA Comparison group.

4.26 Talking Book stock is at the mid-point in the CIPFA Comparison group (8/16).

4.27 E-book stock and stock acquisitions are below average in CIPFA Comparison group but this remains an uncertain area for public libraries – see our technical note on Future of Public Libraries

4.28 Non-book stock is generally well presented in Haringey Libraries and seems popular[15]. Receipts for loan issues currently exceed spend so that for the time being this stock appears to represent good value for money, as the table below indicates. However given the uncertain future of music and film in CD/DVD formats, this needs to be carefully monitored over the next few years.

[14] Varies depending on demographic, established pattern/demand, alternative local provision etc
[15] See below 3.2.2 Service take up

Audio/Visual spend v receipts				
	12/13 spend	12/13 receipts	13/14 planned spend	13/14 receipts projection[16]
Music CDs (incl. reserved items)	£7,142	£8,193	£7,000	£8,690
DVDs	£32,220	£82,602	£42,000	£90,700

	ISSUES AND OPPORTUNITIES
★	Given the potential impact of rapidly developing new media and the uncertain future for music and film in CD and DVD formats, this area of stock needs to be particularly carefully monitored over the next few years.

IT for public use

4.29 Success =

✓	Adequate numbers of PCs for public use with up-to-date hardware and software
✓	An efficient PC booking system
✓	Efficient printing with auto-pay facilities
✓	Availability of Wi-Fi
✓	Low levels of down time
eg	Harrow, Barnet, Peterborough

Haringey:

4.30 Numbers of public use PCs is average at 8/16 in the CIPFA Comparison group.

4.31 Public PCs are anecdotally well used and this is borne out by the 'Number of hours of recorded use per 1000 population' being 2/16 in the CIPFA Comparison group.

4.32 Public PCs are just over 3 years old and still under warranty.

4.33 Connection speed on public PCs has recently been addressed and is anecdotally now much better.

4.34 The recent Library IT Review commented that "There are aesthetic and comfort issues with the public PCs"[17], which should be addressed in any wider re-planning of the use of space in libraries.

[16] Mid-year estimate
[17] Library IT Review July 2013

4.35 The public computer booking system is really an automated 'ticket queue'; this seems adequate but there are better products on the market and in use in other public libraries, which might be considered when letting any future contract.

4.36 All Haringey libraries are Wi-Fi hotspots. The service is provided under a contract that also offers a public helpdesk number, although use of this is very low[18]. However, anecdotally there are a number of public complaints about the quality of the Wi-Fi network and having to find the 'right' spot to sit in the library to be able to access Wi-Fi.

4.37 The Library Service web pages offer the facility to renew loans, consult the library catalogue, reserve items and access a number of other services. 39% of all loan renewals are conducted online, but equally a further 40% are via the telephone renewals line. Channels of access are currently being reviewed as part of the council's wide Customer Service Transformation Programme (CSTP).

	ISSUES AND OPPORTUNITIES
★	The recommendations in the recent Library IT Review should be actively followed through.

Information provision

4.38 Providing information about the local community, businesses and services, and wider information on almost any subject, has always been a core activity of libraries. Originally this was embodied in the 'reference library' but with the growth of technology, especially the internet, and other changes in the way people live, work and study, the most successful libraries are those that now package and promote access to information in a way that is timely and relevant.

Success =

✓	Making effective use of the skills of library staff (professionals and para-professionals) to 'navigate' the C21st information explosion
✓	Supporting this with 'stock' that is heavily based on electronic sources, and packaging as much as possible to enable self-help on-site, via websites, and other media
✓	There is then a huge opportunity to build on this base to provide access to the services of the council and its partners.
eg	Westminster, Camden, Bromley, Manchester; and Watney Market Idea Store, and the Gateway libraries in Kent as examples of integrated access to other council services.

[18] An average of 13 calls per month during 2012/13

Haringey:

4.39 Haringey libraries have made changes to reflect the modern information world, reducing traditional reference book stock and replacing this with online resources, but the branding and delivery of information services could be developed further.

4.40 However the split between 'professionals' and other staff, most noticeable at the larger libraries, is outdated and doesn't make the best use of the skills and potential of both groups of staff. Users don't in any case make a distinction and their first point of contact could be with a casual assistant or someone with years of training and experience.

4.41 The current Customer Services Transformation Programme (CSTP) provides a great opportunity to move in a new direction. The majority of staff seem willing to adapt and change, and fully recognise the value of supporting information about, and access to, other services, but also feel that they need the right tools and training to help them do this.

4.42 The effectiveness and take up of the Business Lounge, offering access to facilities and advice sessions with the Global Institute for Entrepreneurship is in need of review to become a more ambitious service and one that is connected to the council's wider business growth agenda.

	ISSUES AND OPPORTUNITIES
★	A transformation programme to remodel the physical environment, move staff away from behind desks, and develop new skills and knowledge could greatly enhance the service.
★	The current Customer Services Transformation Programme (CSTP) provides a great opportunity to build on the role of Haringey's libraries as points of access to a range of information and services.
★	The Business Lounge service needs to be developed into a more extensive and ambitious service.

Theme 2b: Service Offer - Extended Services

Events and activities

4.43 Success =

✓	In an age when so much material is available electronically without ever going to a library building, the best modern libraries have developed as places where local communities can come together in a safe, neutral space and interact and socialise.
✓	Many libraries offer a wide range of extended activities for adults (reading groups; book clubs; author events; self-facilitated or volunteer run groups; 'conversation cafes'; as well as classes).
✓	Activities for children of all ages (baby read and rhyme; story times; homework clubs; learning sessions run by visiting speakers or staff; book challenges).

✓	Wherever possible opportunities should be taken to extend the service out of the library building through staff and volunteer visits to schools; day centres; community groups; health centres.
eg	Barnet

Haringey:

4.44 Haringey libraries run a vibrant programme of activities and events delivered to support religious holidays; national observances; programmes such as World Book Night or Adult Learners Week; Summer Reading Challenge, Black History Month; as well as regular weekly programmes for children.

4.45 There has been informal discussion about whether all events should continue to be provided free of charge but we urge caution because whilst ticketing can sometimes be useful for controlling numbers at popular events, and there may be a case for charging a nominal fee to cover the cost of materials at some activities, the overall income is likely to be minimal, administration costs high, and even with concessionary rates some people will miss out.

	ISSUES AND OPPORTUNITIES
★	In the context of a wider transformation programme for the library service and staff structure, the opportunity should be taken to review and evaluate the programme of events in libraries and 'outreach' visits, and ensure that the future programme is focused to deliver clear, measurable outcomes.

Wellbeing and social inclusion

4.46 Success **=**

✓	Library services that proactively make good links with health and wellbeing agencies and that are generally responsive to those unable to access static/traditional library services.
eg	Plymouth, Weston super Mare, Lambeth.
✓	Housebound services maintain a vital link to people of all ages who have no other means of accessing library loan services, but many services are now using alternative service delivery models including partnerships.
eg	Hammersmith & Fulham

Mobile library services have in most cases been withdrawn from urban areas: they were only ever able to replicate a loan service and with falling book loans and increased availability of e-book readers, this has become less relevant.

Haringey:

4.47 It has been agreed that the mobile library will cease to operate during 2014; few London boroughs now operate one.

4.48 The Housebound Service will continue but without any library vehicles, instead there will be a contract with corporate Property Services to make the deliveries.

4.49 It is recognised that, following these changes to mobile and housebound services, there is an opportunity to refocus staff time and expertise on developing partnerships with health and wellbeing agencies.

	ISSUES AND OPPORTUNITIES
★	In the context of a wider transformation programme for the library service and staff structure, the opportunity should be taken to refocus staff time and expertise on developing links with local health and wellbeing partners to develop the role of the libraries as sources of information, guidance and access to health and wellbeing services.

Theme 2c: Service Offer - Access

Opening hours

4.50 Success **=**

✓	Opening hours that reflect local need and demand and mirror the pattern of other local facilities and services [19] eg shops, education, leisure and health.
eg	Tower Hamlets Idea Stores, Swiss Cottage, Hounslow (Isleworth and Hanworth).
✓	Some libraries have extended hours beyond core opening' using self-service kit and staff cover by partner organisations, or security staff
eg	Hounslow (with leisure centres), Swindon (using security staff), Paulton Library, Bath & Somerset (using volunteers).

4.51 A balance needs to be struck: libraries locked up with resources inside when they could be being used is poor use of resources; however libraries opened and staffed at times when use is limited are equally inefficient.

Haringey:

4.52 Haringey has longer than average opening hours following a borough-wide increase in 2007 and Sunday opening at four libraries. Four libraries are open more than 60 hours a week (average in CIPFA Comparison group is 1 library or none), and all other libraries in the 45-49 hours a week bracket (average in CIPFA Comparison group is 2 libraries).

[19] The opening pattern within an authority should not however be so diverse that it leads to inefficiencies in providing staff cover.

	ISSUES AND OPPORTUNITIES
★	There is scope to review the distribution of opening hours across the week at each library and refocus staff time without any negative impact on overall levels of use. This would need to be negotiated sensitively with each local community.
★	As part of any wider changes to library buildings, including sharing space with other council services or partners, supported by a refresh of the self-service technology, opportunities should be sought to adjust/extend library opening hours.

Take-up of services

4.53 The following are commonly used when measuring take up of library services:

Use per 1,000 population	Average in CIPFA Comparison group	Haringey
Physical visits	6,044	7,397 (4/16)
Visits to library website	814	623 (12/16)
Book issues	3,656	3,677 (9/16)
Audio, visual and electronic issues	495.8	799.1 (4/16)
Numbers of active borrowers	167	172 (7/16)

4.54 Take up of services from Haringey libraries can therefore be seen to be broadly at or above average, although reasons for lower use of the website deserve further examination.

4.55 However whilst physical visits to libraries continue to fall nationally, and whereas the average drop since 2007-08 in the CIPFA Comparison Group is 12.7%, the fall in Haringey is 19% with a much sharper fall in 2011-12. This does confirm that a more radical look at the future role of Haringey's libraries is needed.

4.56 The three largest libraries (Wood Green, Hornsey and Marcus Garvey) are significant contributors to levels of use: 66.4% of annual visits and 62.3% of annual loan issues are actually achieved by the 'big three'[20].

	ISSUES AND OPPORTUNITIES
★	Whilst any longer-term improvement programme will wish to address all nine libraries, it is clear that investment and focus on improving facilities and services at Wood Green, Hornsey and Marcus Garvey will have the most immediate impact on how Haringey Libraries are used and perceived.

[20] 2011/12 data

Performance Management

4.57 Success **=**

✓	Performance data that includes *qualitative* as well as quantitative measures
✓	Data that is not simply gathered but is also evaluated and used to inform future service provision.
✓	Where possible such data is broken down to local sites in as much detail as possible, and discussed within local teams, so that team and personal responsibility for improvement is understood.
✓	Competition to improve between sites – for example to be 'most improving library or team for the month' – produces friendly rivalry with tangibly improved performance. Local target setting can also be effective
✓	Where it is possible to link individual targets to a staff performance and appraisal system, this can also deliver benefits.
eg	Peterborough Libraries; Harrow

Haringey:

4.58 Library Service performance management is monitored through the corporate Covalent system. The current and proposed KPIs are shown in Appendix 3.

4.59 Performance, specifically library visits and stock issues, are reviewed at branch manager meetings throughout the year. We have not, however, identified any consistent attempt to engage all staff in performance management and improvement. Haringey has a staff appraisal scheme which is used by the Library Service.

	ISSUES AND OPPORTUNITIES
★	Adopting a version of the model first developed in Peterborough[21] would better engage all staff in the drive to improve performance. For key staff this could be linked to the appraisal scheme.

[21] This model, first developed by Peterborough Libraries approx. 7 years ago, breaks down the KPIs to local library level, and further breaks down each category (eg loan issues to Adult NF, Adult F, Children's NF, Children's F, audio, DVD etc) so that library management can set realistic improvement targets for each. These are discussed a site team meetings, the key advantage being that individual staff understand how they personally can contribute to improvement through the way they deal with each customer, by making recommendations, or as a team by organising a successful activity. There is an element of friendly rivalry between teams.

Theme 3: Resourcing

Staffing

4.60 Success **=**

✓	A flexible structure across sites and services. Hence at current local government resourcing levels, a borough-wide team approach is likely to be more effective than site-based teams.
✓	A structure and workforce with the right skills, the right levels, the right numbers, and the right training.
✓	A clear service vision, understood by all, and hence a motivated workforce
eg	Idea Stores; Barnet; Kensington & Chelsea; Westminster
eg	But also retail examples eg John Lewis (Peterborough Libraries used John Lewis to assist with staff customer service training; the Idea Stores have also incorporated retail approaches into their recruitment and training).

Haringey:

4.61 The structure dates from 2007 and is fairly traditional with largely site based teams.

4.62 Total staff numbers are below average in the CIPFA Comparison group resulting in Haringey's position being 13/16.

4.63 For a number of years, the service has taken posts from the structure in response to individuals leaving, driven by a need to make savings. This has resulted in a structure that no longer optimises the available resources available. Despite relatively few 'manager' posts, and the low salaries common to most library services, 37.7% of posts are professional staff compared with 16.5% average in the CIPFA Comparison group. This professional/non-professional distinction is outdated and uneconomic, especially in a service with long opening hours and low overall staffing levels. As a consequence, staff cost per employee is high (2/16 in the CIPFA Comparison group).

4.64 There are too many layers in the structure. A team approach would be more effective (eg Operations, Adults and Children's; or Operations and Development with sub teams within the latter).

4.65 There is an over-reliance on casual staff and senior managers working shifts on the rota. Whilst this is inevitable under the current structure, it can lead to inconsistent service quality and is certainly uneconomic. The arrangements for administering staff rosters is effective but is itself taking up considerable time on a daily basis. It should be noted that current arrangements for cover rely considerably on staff goodwill and flexibility.

4.66 The current staff structure functions – just – for staffing the current library service offer; any proposal to refocus the service will need a restructure and *full change programme* (baseline staff numbers; roles; skills to deliver future vision). This is all achievable but not as a 'quick fix'.

4.67 Following a restructure, re-training would be required to support self-service, floor-walking, and potential new services that might be offered eg through CSTP.

	ISSUES AND OPPORTUNITIES
★	The staff are undoubtedly one of the library service's greatest assets but there is a need for a new staff structure, which should be implemented as part of a wider change programme that empowers and enables staff to undertake refocused roles, in a new packaging of the service offering, perhaps including access to other services.

Self-service

4.68 Success **=**

✓	90%+ of 'standard' transactions (including payments) taking place at kiosks, endorsed by good customer satisfaction with this and a recognition that staff are now free to interact with customers' other needs.
eg	Harrow all libraries; Hounslow some branches; Barnet some branches

90%+ is dependent on some vital success factors:

- A clear policy that self-service is the norm for transactions
- Maximum functionality in the equipment
- A library layout that endorses and reinforces self-service
- Staff training to support self-service (and redirection of resource to more complex customer support)
- Customer education – through a 'launch programme' with strong customer service focus

Haringey:

4.69 7 of the 9 libraries in Haringey have some form of RFID self-service kit but there is a variety of kit at different libraries, much of which is outdated and cannot take payments. The existing equipment cannot be brought up to today's standards and requirements need to be re-specified and re-tendered.

4.70 The policy (if one exists) is that self-service is an option, rather than something to be encouraged.

4.71 A view is often expressed that being served by staff provides an opportunity for staff and the public to interact and discuss the books being borrowed. An alternative view is that being tied up with check-out and returns stops staff from being able to get out from the behind the counter and engaging more intensively with the public. Library layouts heavily encourage customers to be served by staff at traditional counters.

4.72 Levels of use of self-service varies considerably between libraries. At the three busiest libraries the pattern for issues, renewals and returns carried out on site at the library is:

Table 7: Levels of Self-Service in Larger Libraries

Loan issues, renewals and returns				
	Staff:	**RFID self-service:**	**Total**	**% carried out using self-service**
Wood Green	263,816	82,573	346,389	23.8
Hornsey	218,186	127,322	345,508	36.9
Marcus Garvey	67,640	98,894	166,534	59.4

4.73 Clearly this is well below what the most successful library services are achieving. Of these three, anecdotally Marcus Garvey is the site where customers are most encouraged to use the self-service terminals, which is reflected in the figures above. However even here it is unlikely that a higher percentage can be achieved without addressing all the success factors listed above at 7.10.

	ISSUES AND OPPORTUNITIES
★	Our view is that the existing self-service RFID equipment cannot be brought up to today's required standards. The requirements need to be re-specified and re-tendered, followed by a roll-out programme linked to re-design of entrance areas and a staff change programme. This will have most impact at the busiest libraries and the case for self-service at the smaller libraries needs to be re-examined.
★	A business case should be made for renewing the self-service technology, implementing its use as part of the wider transformation of buildings, staff and facilities.

Community participation

4.74 Success **=**

✓	Library services that work constructively with active Library Friends groups/library focus groups/user councils.
✓	Successful use of volunteers to add value to library services.
✓	Some authorities have taken this further by moving smaller libraries to community management with mixed success.
eg	Successful community management examples: Bucks County Council; Camden (Keats, Primrose Hill, Belsize Park). It should be noted that local socio-economic factors appear to play a key part in the ease and success with which this can be done.

Haringey:

4.75 Haringey has active support groups associated with a number of the libraries. A range of activities at libraries are organised or supported by these groups, including Bake-off; Community Tales; maths classes; advice sessions, coffee mornings, gardening group, poetry reading.

4.76 Haringey reported a total of 1,830 volunteer hours to CIPFA[22], placing the borough 6/13 in the comparison group[23]. However, all of the boroughs ahead of Haringey in this table – Merton, Lewisham, Newham, Enfield and Wandsworth – report substantially higher number of volunteers.

4.77 Management and staff seem to appreciate the added value that volunteers can bring but also recognise the time taken to manage volunteering.

4.78 Haringey Council is committed to keeping 9 libraries open and there is no appetite for outsourcing the service. It may however be useful to explore whether greater community involvement in the library service could be encouraged over the next few years.

	ISSUES AND OPPORTUNITIES
★	Haringey may benefit from working with some of the boroughs that report high volumes of volunteers (eg Merton) to identify their success factors.
★	There would be merit in creating a post in a new structure with responsibility for coordinating this effort, perhaps alongside other health and wellbeing activity.
★	It may be useful to explore whether greater community involvement in the library service could be encouraged over the next few years.

Co-location and integrated service delivery

4.79 Success =

✓	Nationally many public libraries are now co-located with other services. To be truly successful co-location must bring additional income and/or added community/social value.
✓	Real success requires the services not simply to cohabit the same premises but to also feature some or all of: shared building management and opening hours; shared staffing; joint activities and promotions; easier customer access.
eg	Leisure: Isleworth and Hanworth, Hounslow
eg	Culture: The Hive, Worcester; CentreSpace, Hounslow (an early example)
eg	Learning: Idea Stores; N4, Islington
eg	Health: For All Health Living Centre, Weston super Mare; Plymouth, Health Zone

[22] CIPFAstats Comparative Profile 2011-12 Actuals and 2012-13 Estimates
[23] 3 authorities in the group of 16 were either not using volunteers or made no return

eg	Access to council and other community services: Kent Gateways; Wigan Life Centre

Haringey:

4.80 There is good practice in terms of joint occupation eg Marcus Garvey and leisure centre; Wood Green and Adult Learning, but there is little real integration. There are real opportunities where there is space that is vacant or could be reconfigured, eg Hornsey, Marcus Garvey, and also at Wood Green as part of a redesign. There may also be opportunities for some of the smaller libraries to incorporate more community facilities.

4.81 The Council is interested in the 'Community Hubs' concept and is pursuing this in conjunction with the Customer Services Transformation Programme. Linked to this there is an opportunity through a new vision for library services to create innovative community hubs that go far beyond co-location.

	ISSUES AND OPPORTUNITIES
★	New opportunities should be sought to co-locate, with integrated service provision, and to find new ways of delivering existing services with or through partner organisations.
★	There are real opportunities where there is space that is vacant or could be reconfigured, eg Hornsey, Marcus Garvey, and also at Wood Green as part of a redesign.

Shared Services: joint provision

4.82 Success **=**

✓	Jointly providing individual service elements eg housebound library services
✓	Sharing IT and access to stock
eg	the London Libraries Consortium (LLC)
✓	Jointly providing a wider range of services
eg	Libraries West[24]
✓	Two or more library authorities combining to provide a joint service
eg	The Tri-borough model[25] which fully shares service management;
✓	One library service operating another on a contract basis
eg	Slough library service which is run under contract by Essex County

Haringey:

[24] Bath & Northeast Somerset; Bristol; North Somerset; South Gloucestershire
[25] Westminster, Kensington & Chelsea, Hammersmith & Fulham

4.83 Haringey libraries are part of the Capita London Consortium (CLC), a group of libraries within the M25 who currently use Capita's Library Management System (formerly TALIS).

4.84 Haringey is not currently jointly sharing any other services: the investigation of sourcing options for the service (eg shared services) should explore future opportunities.

	ISSUES AND OPPORTUNITIES
★	Haringey should continue to evaluate the benefits of opportunities to jointly provide any elements of the library service

Funding

4.85 Haringey's revenue expenditure and income on library services is:

	Expenditure	Income	Net expenditure
2011/12 Actual	£5,119,191	-£611,495	£4,507,696
2012/13 Estimate	£4,944,600	-£627,400	£4,317,200

4.86 In terms of spend per 1,000 population Haringey ranks 9/16 in the CIPFA Comparison group, with expenditure a little below the average.

Spend per 1,000 population	Expenditure	Income
Haringey	£20,036	-£2,393
Average	£22,259	-£1,719

4.87 However as can be seen, Haringey Libraries are achieving income well above the average for the group. Specifically, for income from the loan of audio-visual materials Haringey ranks 2/16 in the CIPFA Comparison, and for 'Receipts from the public', which represents a variety of other income excluding overdue charges, Haringey is 4/16.

4.88 Within these overall expenditure figures there is some divergence in how Haringey and the other local authorities in the CIPFA Comparison spend on specific aspects of the service:

Table 8: Comparative Expenditure on Aspects of Library Service

Budget heading	Haringey expenditure per 1,000 population	Average expenditure per 1,000 population	Rank
Employees	£11,817	£11,198	7/16
Premises	£2,951	£2,512	5/16
Materials (books etc)	£1,192	£1,631	14/16
Other supplies and services	£892	£1,163	9/16
Transport	£75	£74	9/16
Support Services	£2,750	£4.901	11/16

4.89 Thus expenditure on materials is seen to be relatively low, a point already picked up in earlier in the report. The cost of support services also appears low. We have not examined the method of calculating Haringey's recharges, so we are unable to confirm that support services are indeed much lower than in comparator authorities.

4.90 Expenditure on Employees is only a little above the average, but comparable 'cost per employee' is high at £37,789 against an average in the CIPFA Comparison Group of £31,244[26]. This reflects the point picked up earlier in the section on staffing, where we noted that an average 37.7% of posts are professional and managerial staff, which is well above the average.

4.91 Overall, Haringey's library service appears cost-effective ranking 15/16 in the CIPFA Comparator Group in terms of Cost per Visitor at £2.71 against an average of £3.68 within the CIPFA Comparator Group, placing Haringey 15/16 in terms of this cost measure.

	ISSUES AND OPPORTUNITIES
★	As already indicated, the staff are undoubtedly one of the library service's greatest assets but there is a need for a new staff structure, which should be implemented as part of a wider change programme, and in doing so it would be appropriate to review the roles needed to deliver the future service and the costs of these.
★	As already indicated, there is a real concern that more investment needs to be made in library book and other stock to maintain the quality and take up of core services. This may be achievable as a result of the re-evaluation of spending in other parts of the service.

[26] These figures include on-costs and do not represent actual salaries paid to staff

Theme 4: Vision and branding

4.92 Success **=**

✓	A clear vision for the library service and how the council see it contributing to its wider agenda for the local community.
✓	This vision is interpreted as a 'brand', which is easy to understand, tells people what to expect from the service and carried through into the external and internal appearance of the library buildings, service ethos and staff behaviours, marketing materials other media
eg	Devon Country Libraries; Blackpool Libraries

Haringey:

4.93 The expressed vision is for "A vibrant, relevant and sustainable 21st century library service which promotes learning, recreation and creates a valued community space for all"[27].

4.94 Five 'strategic priorities' support this:

1. Promote and support learning opportunities
2. Embrace the opportunities offered by new technology.
3. Engage with the community to make libraries the focal point of their communities
4. Ensure all library buildings are welcoming, accessible and provide value for money for a wide range of community uses
5. Develop a highly skilled workforce capable to respond to changing patterns of library use.

4.95 Whilst this vision and these priorities are a good aspiration for the service we suggest that they fall short of offering a vision that grips the imagination or inspires. Certainly there is nothing in this that could be used to promote the service to existing or potential users. And although to varying degrees the Haringey libraries have some success against all five priorities, a casual visitor to most of the libraries would be able to identify few of them.

4.96 As we suggested at the beginning of this paper, identifying the overall vision and direction for Haringey's libraries - and where they fit within Haringey Council's wider vision - is key to transforming the service and enabling it to maximise its potential and its greatest efficiency.

[27] Haringey Libraries Draft Improvement Plan 2013-2016

	ISSUES AND OPPORTUNITIES
★	The council needs to develop a clear vision for Haringey Library Service, including its contribution to wider council agendas, and use this as the basis for a libraries transformation programme backed up with a clear strategy for implementation.
★	We suggest that investing in professional branding expertise to support this will be very worthwhile. We also recommend undertaking this exercise before embarking on ad hoc projects to improve any individual parts of the library service.

Summary of key issues and opportunities

The wider Library Service Review will include a full list of recommendations but the following is a summary of the key issues and opportunities that have been identified by this Review of Operational Efficiency:

	ISSUE / OPPORTUNITY	Review section
1	The council needs to develop a clear vision for Haringey Library Service, including its contribution to wider council agendas, and use this as the basis for a libraries transformation programme backed up with a clear strategy for implementation. We suggest that investing in professional branding expertise to support this will be very worthwhile. We also recommend undertaking this exercise before embarking on ad hoc projects to improve any individual parts of the library service.	Vision and branding
2	The library 'assets' (buildings, staff, resources and community engagement) can play a key role in realising Haringey's Customer Services Transformation Programme (CSTP), building on their current role as points of access to a range of information and services.	Library Buildings Information Services
3	The Business Lounge service needs to be developed into a more extensive and ambitious service.	Information Services
4	The library buildings require a sustained programme of investment, which we recognise will not be easy in the current economic climate. This approach will however ultimately provide the best value for money and lead most effectively to meeting the council's aims and objectives.	Library buildings
5	There is a case for a strategy that invests first in the three main sites, which account for two thirds of library use,[28] particularly as these three also offer the greatest opportunities to combine with a range of other service provision.	Library buildings
6	The recommendations in the recent Library IT Review should be followed through.	ICT Infrastructure IT for Public Use
7	The Library IT infrastructure would benefit from a more managed approach, including stronger relationships with the corporate IT team and a review of the variety of contracts currently in place. We recommend the identification of an 'IT	ICT Infrastructure

[28] See paragraph 4.56

	ISSUE / OPPORTUNITY	Review section
	Business Partner' in corporate IT who will understand both the business and the corporate requirements and work with the service to progress the recommendations and future issues.	
8	Library IT requires ongoing investment and this should be factored into any future strategy for the libraries.	ICT Infrastructure
9	There is a real concern that more investment needs to be made in library book and other stock to maintain the quality and take up of core services. This may be achievable as a result of the re-evaluation of spending in other parts of the service.	Stock and Stock Acquisition
10	Loan stock held on the shelves of the libraries, including the Reserve Stock, would benefit from an exercise to establish the levels now needed. (Any reduction in stock levels needs to be managed alongside library refurbishment/reconfiguration to avoid criticism of apparently empty shelves).	Stock and Stock Acquisition
11	Given the potential impact of rapidly developing new media and the uncertain future the future of music and film in CD/DVD formats, this area of stock needs to be particularly carefully monitored over the next few years.	Non-book media
12	A transformation programme to remodel the physical environment, move staff away from behind desks, and develop new skills and knowledge could greatly enhance the service.	Information Services
13	In the context of a wider transformation programme for the library service and staff structure, the opportunity should be taken to review and evaluate the programme of events in libraries and 'outreach' visits, and ensure that the future programme is focused to deliver clear, measurable outcomes.	Extended Services
14	In the context of a wider transformation programme for the library service and staff structure, the opportunity should be taken to refocus staff time and expertise on developing links with local health and wellbeing partners to develop the role of the libraries as sources of information, guidance and access to health and wellbeing services.	Wellbeing and Social Inclusion
15	There is scope to review the distribution of opening hours across the week at each library and refocus staff time without any negative impact on overall levels of use. This would need to be negotiated sensitively with each local community.	Opening Hours
16	As part of any wider changes to library buildings, including sharing space with other council services or partners,	Opening Hours

	ISSUE / OPPORTUNITY	Review section
	supported by a refresh of the self-service technology, opportunities should be sought to adjust/extend library opening hours.	
17	Whilst any longer-term improvement programme will wish to address all nine libraries, it is clear that investment and focus on improving facilities and services at Wood Green, Hornsey and Marcus Garvey will have the most immediate impact on how Haringey Libraries are used and perceived.	Take-up of Services
18	Adopting a version of the model first developed in Peterborough[29] would better engage all staff in the drive to improve performance. For key staff this could be linked to the appraisal scheme.	Performance Management
19	The staff are undoubtedly one of the library service's greatest assets but there is a need for a new staff structure, which should be implemented as part of a wider change programme that empowers and enables staff to undertake refocused roles, in a new packaging of the service offering, perhaps including access to other services.	Staffing
20	Our view is that the existing RFID self-service equipment cannot be brought up to today's required standards. The requirements need to be re-specified and re-tendered, followed by a roll-out programme linked to re-design of entrance areas and a staff change programme. This will have most impact at the busiest libraries and the case for self-service at the smaller libraries needs to be re-examined.	Self-service
21	A business case should be made for renewing the self-service technology, implementing its use as part of the wider transformation of buildings, staff and facilities.	Self-service
22	Haringey may benefit from working with some of the boroughs that report high volumes of volunteers to identify their success factors.	Community Participation
23	There would be merit in creating a post in a new structure with responsibility for coordinating this effort, perhaps alongside other health and wellbeing activity.	Community Participation
24	It may be useful to explore whether greater community involvement in the library service could be encouraged over	Community Participation

[29] This model, first developed by Peterborough Libraries approx. 7 years ago, breaks down the KPIs to local library level, and further breaks down each category (eg loan issues to adult NF, adult F, children's NF, children's F, audio, DVD etc) so that library management can set realistic improvement targets for each. These are discussed at site team meetings, the key advantage being that individual staff understand how they personally can contribute to improvement through the way they deal with each customer, by making recommendations, or as a team by organising a successful activity. There is an element of friendly rivalry between teams.

	ISSUE / OPPORTUNITY	Review section
	the next few years.	
25	New opportunities should be sought to co-locate, with integrated service provision, and to find new ways of delivering existing services with or through partner organisations.	Co-location and integrated service delivery
26	There are real opportunities where there is space that is vacant or could be reconfigured, eg Hornsey, Marcus Garvey, and also at Wood Green as part of a redesign.	Co-location and integrated service delivery
27	Haringey should continue to evaluate the benefits of opportunities to jointly provide any elements of the library service.	Shared Services: Joint provision

5. Analysis: Examples of Other Library Services

What is the Purpose of a Library?

5.1 Section 7 of the Public Libraries and Museums Act 1964 states: "It shall be the duty of every library authority to provide a comprehensive and efficient library service for all persons desiring to make use thereof". The Act sets out general expectations covering the provision of books and materials, but takes a permissive approach to other activities taking place within a library. Provided that its statutory duty is met, an authority is free to make what it will of its libraries.

5.2 While the core functions of libraries are seen by most people to be the lending of books and providing access to reference materials, there has been a recent surge of innovation (or rediscovery of old ideas) over the last 10 to 15 years. These changes have been motivated by drivers such as declining book lending; budget reductions; or new ideas about the role of libraries in society and in the digital age.

5.3 According to Blair McPherson (Director of Community Services, Lancashire County Council, 2010), "Libraries are not about borrowing books. Libraries are not about housing books. Libraries are one of the vehicles for local councils to deliver community cohesion, social inclusion, community engagement and equality and diversity. Libraries are a place where you can access the internet. Libraries are venues for homework clubs, mother and toddler groups, rock concerts, Councillors' surgeries, and benefit advice sessions. Libraries work with schools to promote reading, with adult learning to promote life skills, with the Prison Service to promote numeracy and literacy, and with social services to promote safeguarding children and adults. Libraries are local, they are community centres. The best attract all ages and all sections of the community. If we didn't have local libraries then people like me would be inventing them."

5.4 The Arts Council support this with the findings of their 2013 report "**Envisioning the library of the future",** stating that libraries should be "the hub of the community; (somewhere that is) fully exploiting digital technology; resilient".

5.5 So, just how can libraries serve a wider purpose and address broader social and economic outcomes for an authority? A number of principal themes and examples are summarised below.

Libraries as Places of Learning

5.6 Libraries have traditionally been recognised as places to study, providing a quiet space in which to work and giving access to reference materials. Some Victorian libraries also had space for lecture rooms. Many libraries continue to offer adult education classes and many introduced homework clubs.





5.7 One council has gone further, setting out to fully integrate library use and lifelong learning. Tower Hamlets has replaced most of its libraries and adult education centres with "Idea Stores" (two examples shown above), which are new-build or refurbished centres which integrate classrooms with library facilities. To support that change, Tower Hamlets has merged the management structure of its library and adult education services. The Idea Stores offer a broad range of training courses, using a mixture of the Idea Store classrooms around the borough and at a separate adult education centre, along with career support, training, meeting areas, cafes and arts and leisure pursuits.



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THE UNI IS A POP-UP READING ROOM FOR NEW YORK CITY.

FOSTER A STRONGER CULTURE OF LEARNING, STARTING AT STREET LEVEL.

5.8 Libraries and learning centres are thought of as fixed locations. The Uni - based in New York, USA – offers "pop-up" part-library, part-classroom facilities. The Uni's mission is "to make reading and learning more accessible and prominent in New York City. We've developed a new tool to do this work: a pop-up reading room called the Uni that can be dropped into almost any available street-level location. Part library, part classroom, the Uni provides a place to gather around books and learning experiences, right in the heart of neighborhoods all across New York City. We partner with community-based organizations to choose locations, and our circuit prioritizes underserved NYC neighborhoods."

Libraries as Culture Centres

5.9 In recent years, libraries have increasingly been seen to incorporate cultural activities within their service offerings, with some operating as “a cultural village” within a community.

5.10 Swiss Cottage Library is run by Camden Council and is part of a ‘civic-cultural centre’ which includes a leisure centre, community centre, doctor’s surgery, children’s play areas, cafés, all located in a landscaped open public park, linked to Hampstead Theatre.



CANADA WATER LIBRARY, SOUTHWARK, LONDON



5.11 Canada Water Library, Southwark is open 72 hours a week; it includes a ‘Culture Space’ for 150 people run by Albany Theatre group (including all bookings and publicity). Space is used for concerts (opens to outside area) and roller skating. The local authority’s Revenue and Benefits team uses meeting rooms twice a week for surgeries.

Libraries as Customer Service Centres

5.12 Libraries are often seen as sources of advice on public services, including health as well as council services. They have also provided an access point for council services with some authorities merging or co-locating customer service operations with their libraries.



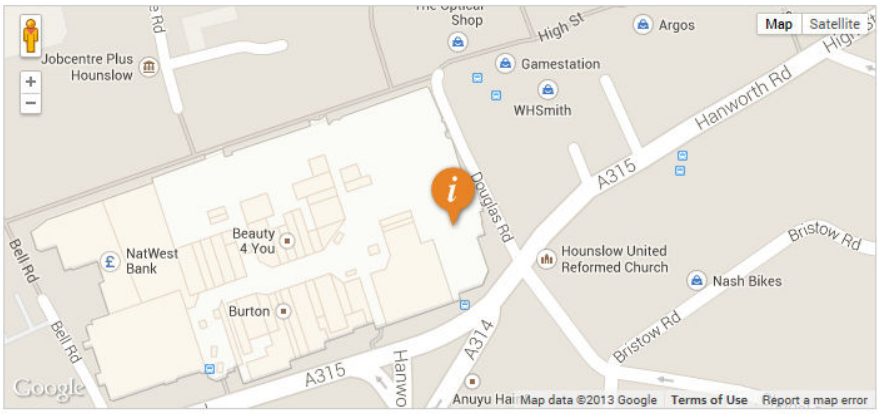
5.13 Newham Council had, in the past, co-located a library with a council one-stop-shop. At Forest Gate, the Gate library had housed a one-stop-shop within the footprint of the library. The newest Idea Store at Watney Market (above, opened in May 2013) combines a library with a comprehensive council one-stop shop.

5.14 **The Health Zone, at Plymouth Central Library**, brings together a range of organisations including the Citizens Advice Bureau, NHS and Job Centre Plus. The community hub offers a range of books on health conditions and information on health and social care, with staff on hand to help visitors find information and access the Internet. There are also health events and support group meetings held onsite.

Libraries as Economic Stimulus

5.15 Libraries have been sources of information for businesses, including access to reference materials and business directories, usually as part of the reference library. Westminster City Council has created specialist 'Business Information Points' providing the typical business information service found in reference libraries, but also providing business events, networking opportunities, free business advice and coaching and mailing list services.

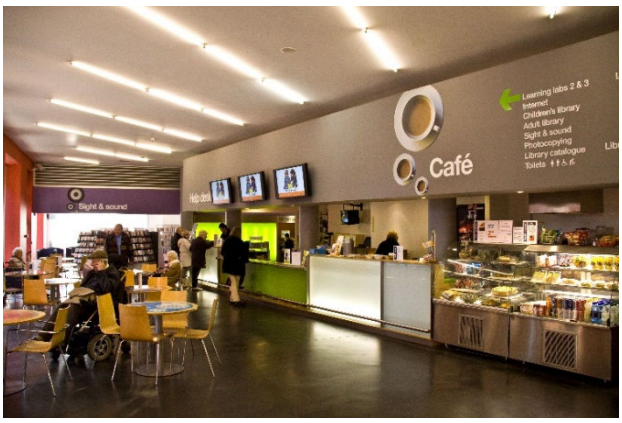
5.16 Libraries also generate (and can benefit from) footfall in local shopping centres. The Idea Stores programme has deliberately located the new Idea Stores at the heart of local shopping centres, in part to make them more accessible but also to act as an additional 'anchor' to support the vibrancy of those shopping centres.



5.17 Both Hounslow Library and Stratford Library (like Wood Green Library) are located close to retail facilities, helping to draw the public into a location with other attractions already on offer and becoming part of the shopping experience. A challenge for these libraries is to maintain their appearance in the long term at a standard that keeps pace with the image of neighbouring retail outlets' regular (sometimes annual) re-fits. Authorities that have moved their libraries to the heart of their local shopping centres have reported dramatic increases in library visits.

Libraries and Cafes

5.18 As libraries become centres for a range of activities and visits become longer, people need more and better facilities. Increasingly, new libraries incorporate cafes, particularly where the libraries have evening opening or have extended adult education classes. Examples include cafes inside the Idea Stores (below left) and at Canada Water library (below right).





5.19 Cafes inside libraries tend to act as additional service offerings rather than sources of income as their location inside a library can tend to reduce their opportunity to benefit from 'passing trade'.

Libraries as a Leisure Experience

5.20 Libraries can also benefit from working in partnership, or combining with leisure facilities onsite or based close by.



5.21 With many similarities to Marcus Garvey Library, Wavelengths & Deptford Lounge, Lewisham operates as part of leisure complex located near to a library and operating almost as a ‘campus’ site. While the footfall generated by a leisure centre may benefit a nearby library, it is unlikely to match that of shops on a high street location.

Libraries as Community Centres

5.22 As one of the few public facilities that is free to use, libraries often play a central role in a local community, with meeting venues, exhibition spaces and public halls. In these examples, the library tends to be located within a community centre rather than itself providing the 'umbrella' for community-focused activities.





5.23 Some community centres have libraries within them, such as the Honesty Library at the Mill community centre in Walthamstow. Books have been donated by people within the community and anyone can borrow the books without any formalities. Users state that “we don’t run services or decide what goes on here. We provide the space and the

resources – and all our groups, events and activities are brought to us by local people who want to make something happen in Walthamstow."

5.24 The For All Healthy Living centre in Weston Super Mare also includes a library within a larger healthy living centre which includes a GP practice, lunch club, community hall, children's centre and church. The Bath and Somerset East Council-run Paulton Library has recently moved into the Hill Court Shopping Centre where it now houses a community coffee bar and meeting spaces. The opening hours have more than doubled through the use of self-service and volunteer help.

Libraries as Multi-Purpose Buildings

5.25 Haringey's libraries already incorporate some of the approaches set out above but remain largely traditional. A more ambitious strategy for libraries may create efficiencies by making better use of assets, but is likely to require a capital investment. This investment may be offset by receipts from disposals from other buildings that are no longer required. A shared vision will help, but will not be enough - it will need management resources, good programme and change management and the willingness to tackle organisational barriers and forge any necessary partnerships.





5.26 Wigan Life Centre (above) as part of Wigan Libraries, aims to be a one-stop location for everything service-based that the local authority can offer the public within the local area. Services offered through the library by Wigan Leisure and Cultural Trust - a social enterprise - include Active Living, Biodiversity, Bereavement Services, Hospitality, Grounds Maintenance, Play, a Learning Centre, Arts and Sports Development.

Libraries – Preparing For a Digital Future

5.27 While libraries are generally still associated in the public consciousness with printed materials, e-books and other digital resources are taking an ever greater market share. According to BIC's "Understanding the Digital Consumer" report (2011), the percentage of adults who have purchased an e-book saw an almost threefold increase in 2011/12. E-books accounted for 13-14% of all book sales in the UK in 2012, out of a total market worth £1.51 billion (The Guardian, 2013).

5.28 It is also worth noting that many e-book versions of books out of copyright are available free and that the Internet can provide ready access – from the comfort of home – to large volumes of information, academic and reference texts (e.g. Jstor, Arxiv or Google Scholar) previously available to the public only at libraries.

5.29 James Hall and John Styring, writing in 2012, identified the shift in public attitudes and consumption trends of written texts and books, particular amongst younger audiences: "It is clear we are at a point of real change. The advent of the iPad, and soon the Kindle Fire, means that there are now digital platforms available that can really deliver the quality and joy of picture books... Whilst children's publishing has generally been seen as 'lagging behind' in the digital stakes, it's catching up fast as more parents have the technology available them, and publishers feel that the technology is relevant to their offering."

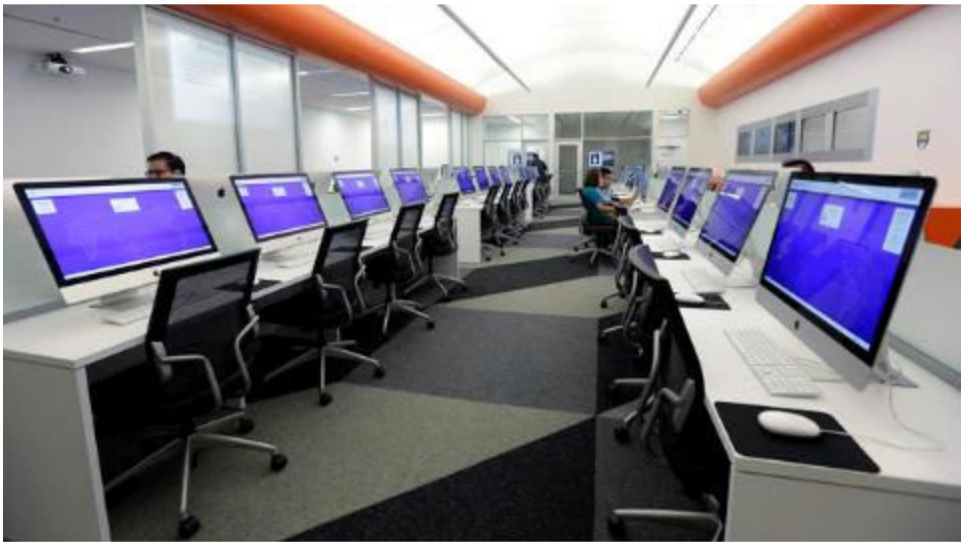


5.30 A recent Ipsos MORI poll (2012) questioned 504 parents of primary school children between June 29 and July 4. Crucially, the research - carried out for the charity, The Reading Agency - found that almost half of all parents think that electronic devices such as iPads and Kindles encourage children to read more. However, 61% of those polled said that they have registered their child at the local library, or borrowed books for them to read.

5.31 Haringey does offer a number of e-books to borrow, but like most library services, the choice it offers is currently very limited. The "Ebook Acquisition and Lending Briefing (updated)" report by CILIP (2012) identified a number of challenges facing library professionals in the ongoing transition from hard copy print to digital material consumption, including:

- Legal context and legal uncertainty (related to copyright, intellectual property and exceptions and limitations in copyright law).
- Implications for collection development and management (particularly around subscriptions and public access).

- Privacy (relating to online resource usage or, for example, log-in requirements).
- Interlibrary lending (related to licencing, technical issues and interoperable technology).
- External sponsorship of e-book offers (particularly related to ethical businesses and advertising practices).
- The requirements for alternative formats for the print disabled.
- The fact that printed books and journals are exempt from VAT, but electronic resources are not.



5.32 A particular challenge is the development of a long-term strategy that anticipates and can adapt to the trend towards digital content and 'virtual' services replacing the need for 'hard' materials and spaces within which to house them. If a library contains no books in 10 years' time, what will it be there for? The answer is already beginning to be explored. San Antonio in Texas has created the USA's first 'bookless' public library. Instead of providing printed materials, BiblioTech offers computers and e-readers that users can borrow and its entire stock is made up of e-books and digital materials.

5.33 Arts Council England's "The Library of the Future" report identifies the four key strategies that libraries can adopt - and have already begun to adopt - to prepare them for the digital future. They can also serve as philosophical prompts to help us question our plans for our libraries moving forward:

- **Place the library as the hub of a community**: "libraries will continue to be valued as trusted, safe, democratic places that offer valuable resources and expertise."
- **Make the most of digital technology and creative media**: "improve the quality and consistency of the virtual library experience; develop an open ICT infrastructure that encourages innovation and better service; enable libraries to lend the full range of e-books, including remotely."

- **Ensure that libraries are resilient and sustainable**: cutting costs, finding new sources of funds and new ways of working: "encourage the development of new approaches to governing and managing libraries that make it more likely that they will survive and succeed; equip libraries to be commissioned to deliver other public services, and to commission other organisations to deliver library services."

- **Deliver the right skills for those who work for libraries**: "ensure those responsible for libraries have the right range of skills and experience to lead their services successfully; encourage those working in libraries to offer creative and innovative ways to use library spaces, books and other resources; ensure that library staff have the skills to develop and respond to digital developments and to support digital users."

Adopting Good Library Practice in Haringey

5.34 Haringey's library service is already committed to learning from other library services through its participation in benchmarking through CIPFAstats. As part of the review process, library managers also visited a number of newer libraries referred to above, including Watney Street and Bow Idea Stores, Canada Water library and Stratford Library.

5.35 While they identified aspects of the libraries they visited that could benefit from some of Haringey's strengths, eg the variety of advice services and events on offer, there were many practices that were considered to be worth using in Haringey:

- **Book presentation**: using bright, face-on shelving; shelving by subject; lower level shelving; and displaying multiple copies of books.

- **Interior design**: having standardised and consistent branding; limiting the number of posters, having better signage; having separate zoning for youth, children, adults and study; attractive décor and painting.

- **Technology and automation**: providing instructions for the use of IT (including guidance notes in several languages); self-service reservations; self-service print release; and feedback terminals.

- **Other features**: having a nice café; more floor walking; and having walkie-talkies for staff.

5.36 Haringey's library service managers also identified the need to improve the service's use of technology and automation. The service already has a number of key elements in place, including free PCs and internet access, some e-books on offer and some online access to the library management system, eg to renew books online.

5.37 However, there are a number of areas where significant improvements will be required to offer the digital materials that the public will increasingly be expecting and to achieve the efficiencies that technology allows. Six elements of good practice in the use of technology in libraries are shown in the table below:

Table 9: Summary of Good Practice in the Use of Technology in Libraries

- **Support for IT users**: providing users with a variety of opportunities to learn how to make better use of the internet and IT, including personal advice, learning support and IT classes.
- **An emphasis on self-service**: the overwhelming majority of book returns, renewals, reservations and fine payments are carried out by the public either online or using RFID machines in libraries.
- **A wide range of digital materials**: offering a growing selection of digital reference materials and of e-books that can be accessed in libraries and remotely and e-readers to borrow.
- **Technology-savvy staff**: staff are trained and expert in how to access the best online resources; in how to coach and help library users; and in using social media.
- **Lively online presence**: the service offers a rich and changing website and smartphone app which showcase what's on offer in libraries, reinforced by the use of social media to promote what the libraries have to offer.
- **Integrated technology**: the library service's Library Management System is integrated effectively with payment systems[30].

[30] A system that is integrated with the council's other systems (eg customer relationship management and adult learning systems) would be ideal, but is unlikely to represent value-for-money.

6. Analysis: Partnerships and Management Options

Introduction

6.1 In a modern library network, so much information is on offer and so many services made available that it would be simply impossible for a library service to deliver all those services on its own. As a result, a library service has to be able to work in partnership and to draw on the resources of other organisations whether from the public, private or third sectors.

6.2 In this section we examine briefly:

- The partnerships that Haringey's library service already has in place.
- The contracts held by the service.
- The choices open to the council for other types of management arrangement.

Existing Partnerships

6.3 A library user can already do much more than simply read or borrow books and other materials or use the free internet terminals. Every week across the network, there are numerous other opportunities on offer: courses, advice sessions, dance and exercise classes, coffee mornings, interest groups, book clubs, children's activities, film nights, and much more (see Appendix 4 for a recent list of events and activities).

6.4 A number of these services are organised and delivered by library staff. However, the majority are provided by other organisations and individuals. Examples include:

- Activities and advice sessions for older people provided by charities such as Age UK and Age Concern.
- Health advice sessions and health checks run by the NHS.
- Courses run by the council's Haringey Adult Learning Service (HALS).
- Careers advice provided by the National Careers Service.

6.5 These arrangements are often put in place in libraries by the local library managers and staff or as a result of organisations or individuals approaching their local library to book or hire space. However, while the library service has built up good working relationships with organisations and agencies, there are no formal, overarching strategic partnerships in place.

6.6 For example, HALS has its main training centre, Wood Green Learning Centre, in the same building as Wood Green Library and also makes use of Hornsey and St Ann's libraries which together account for 7% of HALS's enrolments (in 2012/13). HALS would be keen to make more use of library space for adult learning courses, but there are a number of barriers, including the quality of some of the space and the equipment; opening hours; and internal charging arrangements. If these issues were able to be addressed, a deeper collaborative partnership could be forged.

Contractual arrangements

6.7 The library service currently has a number of main contracts in place:

- Askews & Holts (adult stock).
- Askews & Holts (children's stock).
- Bertrams Trading Ltd (DVDs/CDs).
- 2CQR (RFID maintenance).
- Regenerate IT (public Wi-Fi provision).

6.8 The service also uses Capita's Library Management System (LMS) and is part of the Capita London Consortium – a group of libraries within the M25 who use Capita's LMS (formerly called TALIS). Currently there are six members and the annual subscription reduces as members increase.

6.9 There are other consortia in operation in London based on other software platforms. These include London Libraries Consortium (LLC) which operates a shared IT platform, using Axiell's software, enabling library users to access the stock of 16 boroughs. LLC members also share in joint procurement and transport services.

6.10 Once the future model for the council's library service has been established, all current partnerships and contracts should be reviewed to ensure they align with the new future operating model and the relative advantages of the different consortia should be evaluated. In particular, partnering with other authorities for the procurement of books and other materials may secure better pricing than one authority procuring alone.

Management Options for the Future

6.11 Local authorities have a range of options open to them when considering how to achieve service improvements and efficiencies. They can choose to work alone; in partnership with other authorities; or to outsource a service. In the current climate of austerity, some authorities have even been choosing to divest themselves of a service, either closing a service or transferring it to community management.

6.12 There are four main options open to authorities:

Table 10: Summary of Management Options[31]

Make	Buy	Share	Divest
• In-house transformation • Continuous improvement • 'Arms-length' company	• Outsourcing to private sector • Outsource to third sector • Private-sector joint ventures	• Shared services • Shared management • Public sector joint ventures	• Transfer to community management • Mutualisation • Trust conversion • Closure

[31] Source: Bohl, E. (2012) When the Salami's Gone, the SOLACE Guide to Commissioning and Sourcing. London, SOLACE.

6.13 Library services across the country have tended until recently to be managed directly (ie 'make'). A number of authorities have now moved to alternative models, eg converting the library service to a charitable trust, eg Redbridge and Wigan. Some London boroughs have outsourced their service, several to Carillion (which has recently acquired this business from Balfour Beattie) and two to Greenwich Leisure Limited, an Industrial and Provident Society (ie a cooperative or 'mutual'). Five London boroughs are also sharing their library service in part (Bexley and Bromley) or in full (Triborough).

6.14 A summary of the options is set out in the table below:

Table 11: Relevance to Haringey of Partnership and Management Options

Option	Examples	Key Issues
Make	• Newham: merger of libraries with customer services. • Tower Hamlets: overhaul of library network and merger with adult education centres.	Recommended: • Can be easier to manage directly extended period of complex change. • Can draw in external support if insufficient in-house expertise. • Quicker to achieve results.
Buy	• Wandsworth: outsourcing of libraries to Greenwich Leisure Limited (a mutual). • Croydon: outsourcing of libraries to Carillion.	Not advisable: • Market not yet mature. • Hard to specify a service during a period of extensive change.
Share	• Triborough: shared management of library services for three boroughs. • London Libraries Consortium and SELMS: consortia for library systems and stock procurement.	Worth considering: • Can increase efficiency and improve resilience. • Will take some time to develop.
Divest	• Wigan Leisure and Cultural Trust: transfer of library to charitable trust. • Lewisham: transfer of part of network to community management.	The council is not interested in closing libraries. Community management not advisable: • Requires community partners ready to take on service. • Complexity of service likely to be too challenging. Conversion to charitable status may be worth considering: • New body would be independent of the council (which could bring advantages and disadvantages). • Charitable status would bring business rate savings.

6.15 Given the council's interest in developing a more complex and wide-ranging community hub model, it was considered that options such as outsourcing and transfers to

community management should not be explored further. The conversion of a service to a new management model would present a number of problems:

- They can take a considerable amount of time and resource to develop.
- The process of transferring to a new model could not be pursued with confidence at the same time as a transformational change is underway: it would introduce too much complexity and a service in a state of flux would be very difficult to specify and contract for.
- The management of the change to a community hub model will be intensive and will require a stable platform upon which to base engagement with prospective partners.

6.16 Three options were explored further in the review: in-house transformation, sharing and conversion to a charitable trust. These options and their costs, benefits and risks are explored further later in the report with a recommendation provided on the most effective approach to partnership working.

7. Analysis: What People Think About the Service

2012 User Satisfaction Survey

7.1 A survey of library users was conducted in November 2012 to find out how people rate the service provided. There were approximately 2500 responses from across all nine libraries and key overall headlines include:

- Over 80% of those who responded were members of the library service.
- 35% of those who responded said they visited the library several times a week with nearly 90% of respondents visiting the library at least once a month.
- Over 60% of respondents walked to the library with a further 25% using public transport.
- The top three services used were:
  - Using free computers (23% of those who responded to the question)
  - Sitting and reading for pleasure (21.6 %)
  - Reading newspapers/magazines (21.3%)
  - Using quiet study facilities (18.4%)
  - Using the free Wi-Fi (15%)
- There were high levels of satisfaction recorded, particularly for borrowing books, the staff and the atmosphere of the libraries.
- Overall the levels of dissatisfaction were very low but the services that attracted most dissatisfaction included the free Wi-Fi and free computers. The toilet facilities were also cited as a cause of dissatisfaction.
- Despite 78% of respondents having access to the internet at home, approximately half of all respondents used the internet at the library with the top 3 uses of library computers being research, study/learning and general surfing.
- 35% never used the Haringey online library service. A number of people responded that this was due to the fact that they were not aware of the online services. For those that did, respondents were most satisfied with: renewing items on loan (62% of those who used the service were satisfied or very satisfied), searching the library catalogue (59%) and viewing their account (53%).
- 57% of respondents have never used the library automated self-service system.
- 43% of survey respondents used the automated systems to return or borrow books and of those 68.8% were satisfied or very satisfied with the system.
- The majority of respondents were women (62%), aged between 30-59 (62%) and of white ethnicity (65%).

- Satisfaction with libraries was high ranging from 78% (Wood Green) - 96% (Stroud Green) of respondents rating their library overall as good or very good.

7.2 A further survey is planned to take place in 2015.

7.3 The 2012 survey provided useful information about existing users' satisfaction and the reasons they used the library. However, this survey has been supplemented by a further qualitative survey, the 2014 preference survey, and focus groups designed to understand further the priorities for the future of both users and non-users.

2014 Preference Survey

7.4 The 2012 survey principally explored users' satisfaction with the existing services and which services they used the most. The 2014 survey set out to identify people's attitude towards the services that could be offered in future. It was intended to inform the design of focus groups which would explore the issues raised in more depth.

Objectives

7.5 The survey was part of the developmental phase of the Library Services Review and was aimed at both library users and non-users.

7.6 It was designed to be a simple and inexpensive way of capturing their ideas. The cost of running surveys that offer a representative sample was prohibitive, so the views expressed have been treated as indicative and qualitative.

7.7 Our main objective for the survey was to deliver a quick and impressionistic overview of current library use and non-use in order to inform the focus group work. In addition, we wanted to:

- Capture the priorities of library users - both in terms of what they use themselves and what they would be prepared to see for others.
- Initiate engagement with non-users to understand the reasons for their non-use.
- Invite interested respondents to participate in follow up focus groups.

Findings

7.8 The Council conducted the preference survey in December 2013 and January 2014. The survey was advertised widely, including online, via press releases, on the library web pages, on the council's social media sites, through HAVCO and the Selby Centre and to young people via the Youth Space website, as well as paper copies in the libraries themselves. In addition, on-street interviews were conducted by library staff, targeted at non-users.

7.9 907 responses were received, of which 17% (150 returns) were from non-users. Even this level of return from non-users required some effort on the part of staff conducting the survey on-street and it underlines the challenge of harnessing the views of non-users who are less likely to be motivated to give up their time, even for a short survey.

7.10 An overwhelming 84% of respondents identified themselves as 'White' with 82% of those being 'White British'. This under-representation of other ethnic origins will need to be addressed in the design of the methodology for the next survey in 2015.

7.11 However, although the survey was not representative, it was designed to be indicative and qualitative in nature and so did provide valuable feedback that has been used to inform the future service blueprint.

Non-users

7.12 Reasons for non-use:

- The top three reasons given were: 51% were book buyers (ie they preferred to buy books rather than borrow them), 47% had the use of the internet at home and 36% were "too busy".
- 25% gave the limited book selection as a reason.
- Only 14% said limited opening hours stopped them using the library.

7.13 We asked non-users whether they would be likely to use the library service if there were a range of different services available within them:

- 33% said they would like to see free Wi-Fi provided.
- 19% would like to see computers available for personal use or study.
- 18% would use the library if there were a children's library present.
- (It should be noted that these are all services that are present in all of Haringey's libraries and it is worth noting that people who were interested enough to complete the survey were not aware of them).

7.14 Of the other services that non-users were interested in, the most popular were:

- 46% were interested in art, music and cultural activities.
- 43% would like to see adult education classes in libraries.
- 42% would like to have café facilities in libraries.
- 40% wanted a better selection of books to borrow and 36% wanted a better range of e-books.

Users

7.15 We asked library users which service they were most likely to use on their next visit:

- The overwhelming majority, 82%, would be borrowing or returning books.
- The next three most used services were: to read newspapers or magazines 33%, to visit the children's library 31% or to use the internet 27%.

- Over 100 users were likely to use each of the following: attend an event or activity, study or do homework, get advice from staff, take their children to an activity, find out about training or education.

- 102 users also ticked the box marked 'other'.

- This indicates that while most people are using the library for borrowing books, a significant proportion are using other services or facilities during their visits.

7.16 Users were then asked what they considered to be the most important aspect of the library they used most. The top answers were:

- 91% said the range of books.

- 87% liked the friendly and helpful staff.

- The next most popular answers related to either convenience or physical aspects of the library: 78% said they liked that the library was close to home, 69% liked an attractive and well-maintained building, 66% liked somewhere warm and comfortable to relax and 61% thought the opening hours were important to them.

- The next most popular aspect attracting 58% was the range of DVDs and CDs available to borrow. This is an interesting contrast to the 18% of respondents who said they were likely to use this service on their next visit.

- 37% said that accessible facilities for disabled or infirm visitors was a priority for them although this is not likely to reflect the personal needs of the respondents so much as a desire to see the facilities maintained for the use of other individuals.

Emerging Priorities for Each Library

7.17 We invited respondents to add their own comments on their local library to give an impression of emerging themes for each library. There were a huge variety of responses reflecting the interests and priorities of individual users, however it was possible to discern differences between the libraries from these comments:

7.18 Alexandra Park (12% of all respondents):

- Higher than average levels of respondents praising this library.
- Affection expressed for the building.
- Good levels of satisfaction with the staff.
- Interest in better use of the upstairs space for the community.
- A desire for longer opening hours.

7.19 Coombes Croft (4%):

- Fewer comments overall.
- Most comments regarded older children using the computers and study space. Equal numbers of respondents liked this provision as disliked it.
- There were positive comments about the provision for children.
- A desire to see better use of the community rooms for arts activities.

- Interest in a café.

7.20 Highgate (7%):

- Most people expressed satisfaction with this library.
- Concern was expressed about the maintenance the building.
- People were happy with the children's library.
- Books were most important to people.

7.21 Hornsey (19%):

- Hornsey had very high levels of satisfaction.
- More and better IT was needed as well as the provision of more power sockets for laptop users.
- Better use of the space for the community.
- More and better books.
- A desire to see better publicity and promotion of events and services.

7.22 Marcus Garvey (12%):

- People expressed their satisfaction with the role of this library as a community hub.
- People liked the children's library but some were disturbed by the noise.
- Dissatisfaction with the toilets.
- Disproportionate dissatisfaction with staff.
- Better book choice.

7.23 Muswell Hill (11%):

- Very traditional users citing the quiet atmosphere and book stock as reasons for visiting.
- Many respondents primarily used the children's section.
- The overwhelming priority was the need for more and better books.

7.24 St Ann's (5%):

- Disproportionate number of respondents saying "please don't close our library".
- A desire to see more and better books - notably foreign language books.
- Concerns were expressed about the noise made by younger library users.

7.25 Stroud Green and Harringay (13%):

- Very high levels of support expressed for this library.
- People were very happy with the children's library.
- High levels of satisfaction with the staff.
- People didn't like the self-service points.

7.26 Wood Green (16%):

- The overwhelming majority of comments related to the run-down state of the premises (it should be noted that this preceded the refurbishment works due to be undertaken in 2014).
- Dissatisfaction with IT provision.
- Mixed views on the book supply.
- Significant interest in online library services.

7.27 These issues were raised by respondents without specific prompts. They provide no more than an indication of the priorities of library users but provide a useful comparison to the issues emerging from both the consultation with Friends' groups and the focus group discussions.

Suggestions for Improvements from Friends Groups

7.28 Two workshops were held with Friends groups to explore their views about how the current library service could be improved and their ideas for the library service of the future. These views and ideas have been used to inform the outcomes and the service design blueprint shown later in this report.

7.29 There were many aspects of the library service of which the Friends were proud. Feedback at the first workshop included the following comments:

- The breadth of the stock, including the reserve stock.
- The importance placed on the provision for children.
- The welcome offered by the libraries, including from the helpful staff.
- The resources and support offered by people to their library.

7.30 We also explored opportunities for improvement. There were some specific improvements that were common to Friends of more than one library, such as:

- Better publicity for the service.
- More investment in the book stock.
- Better access, including lifts.
- Improvements in IT and better Wi-Fi.

7.31 Friends groups were asked to indicate their priorities for improvement at each library. These are listed below, but it is recognised that not all libraries have organised Friends' groups at present and so their needs are not included.

Table 12: Friends' Groups' Priorities for Improvements to their Libraries

Library	Top 10 Suggestions for Improvement (Not in Priority Order)
Alexandra Park	Arranging for staff from the council and other partners to attend the libraries to provide advice and support on subjects including: • NHS issues • personal budget advice • Social services advice • Children's services • How to get books from libraries outside Haringey • Financial advice - many do not claim all the benefits they are entitled to • Pension service • Street services - potholes, litter, dumping of rubbish, etc • Community safety concerns • Source of cheap food
Highgate	• Increased bookstock & more shelving • Recharging points for laptop computers & phones, more electrical outlets, more investment in computers & Wi-Fi • Free access to online subscription services • Homework & language classes upstairs • CCTV extended to 1st floor rooms (excl staff rooms) • Redecoration of all upstairs rooms, corridors & staircase, re-carpeting of stairs, corridor & all upstairs rooms, coffee machine • Provision for listening to audio books/CDs • Provide staff for updating the plasma screen for library events • Improve maintenance internally & externally • Rebuild larger staircase to eliminate winders **OR** install lift
Muswell Hill	• Extend upper room to exploit potential to promote wide range of events which, currently, the area has difficulty accommodating; • Lift/disabled access; • Closed or closable small space for group meetings of up to 20 people; • Toilets/cloakrooms upstairs • Evening opening • Improved book stock and better rotation between libraries • Trained librarian with continuity of service allowing knowledge of local area and of existing stock; • Improved publicity i.e. A-frame and notice-board outside; much better and more visible display inside; • Extension of existing accommodation to provide for e.g. laptop and Skype users; • Consequent on these improvements better designed furniture i.e. adaptable, lightweight, movable.
St Ann's	• More autonomy for local libraries and less centralisation. Ideally some of the local library budget could be under control of a community-led support committee, working with the library manager. • Another major concern is our library hall. This is underused, probably because it is too expensive for local people and organisations to hire. Council hire charges are set borough-wide but there is a massive economic disparity between the East and the West of the borough. • Local administration of the library hall.

Library	Top 10 Suggestions for Improvement (Not in Priority Order)
	• More computers in the children's library. • More varied book stocks, with frequent fresh stock - from other branches if the council can't buy enough new books. • Better range of magazines, there is a huge disparity in this service between the three large libraries and the smaller branches.
Stroud Green & Harringay	• A lift to the first floor to increase library space • A lift to the basement to increase library space • Audio headphones so people can listen to books / internet broadcasts • A cafe • Proper office space for the library staff • Re-instating the historic railings around the front of the building • Better signage in the wide area to indicate the presence of the library • A larger noticeboard outside • Free English language lessons for all, and • Opening the upstairs room as study spaces covered by a camera from downstairs.

7.32 These suggestions have helped to shape the future service blueprint and would need to be tested further in discussions with Friends groups. Before changes are made to any individual library, we would recommend further engagement with users and non-users, with a particular focus on drawing in a wider demographic base that is representative of the local population.

Views of Managers and Staff

7.33 Thirteen workshops were undertaken with library managers and staff to draw on their knowledge, views and ideas. The outputs from those workshops have also been used to inform the service design blueprint. Across the workshops with staff, some common themes emerged.

7.34 Staff did feel that the service had a number of strengths:

- The service is welcoming and inclusive.
- Generally, staff are knowledgeable and have a strong commitment to customer service.
- The service offers value for money.
- There is a wide range of services on offer that are valued by users.

7.35 Staff did have a very long list of ideas for improving the service further. These included:

- Improvements to the library buildings and facilities (including the layouts) and improving cleaning and maintenance.
- Better stock and stock ordering processes.
- Improvements in the IT infrastructure and RFID.

- Income generation could be improved through offering more items for sale and by investment.
- Improved internal communication, particularly for casual staff.
- Improved training, particularly in aspects of the service offer that demand specialist skills, eg IT and advice on other council services.
- Opening hours should be reviewed and adjusted.
- Improved publicity and marketing.

7.36 Staff also suggested a number of points of principle:

- They would like the chance to be involved in the refinement of new ideas and improvement.
- They need to be resourced and trained if they are to provide additional services (an example was given of another agency referring people to libraries for advice without providing support to library staff).
- There needs to be clarity and consistency in the service offer across the network.

Key Findings

7.37 Overall, we have found considerable goodwill towards the library service and a positive willingness and openness to discussing change. While numerous differences in opinion have been expressed, there are a number of common themes that emerged. We found that people:

- **Are very supportive**: there is considerable support for what the library service is trying to achieve and, overall, high levels of satisfaction.
- **Are ambitious for change**: people are eager to see the service improve further and are willing to support change providing it is managed well.
- **Want investment in the book stock**: the quality of stock and stock management is an area which people believe requires improvement.
- **Would like the buildings to be improved**: the core fabric of the buildings and their design needs modernisation, with better layouts and access.
- **Want further investment in IT**: both the IT available to users and the systems used by staff are felt to need further investment.
- **Welcome a wider service offer**: on balance, people are supportive of more services being provided in libraries, providing that these changes are resourced.

7.38 These findings suggest that a broader, more inclusive service would be welcomed. This is not to suggest that people expect money to be poured into the service. Indeed, generally, people have taken a pragmatic view about what is possible. The transfer of

more services to the libraries is accepted as being potentially useful (if managed well). This provides the opportunity to the council to achieve savings in its property estate by making more intensive use of its libraries. Libraries can also assist in providing IT access and supporting people to conduct services online. It will, however, require investment in the library network before these efficiencies can be properly realised.

7.39 These ideas have been built into the proposed outcomes for the library service and the future service blueprint and refined further in discussions with Friends, staff and through focus groups. The results of these discussions are shown in the next section of the report.

8. Planning: Outcomes Framework

Introduction to the Outcomes Framework

8.1 Based on the analysis of the service to date and the feedback on the drivers for the review and discussions to date with stakeholders, the outcomes being sought from Haringey's library service have been summarised.

8.2 The proposed outcomes are not designed to present a future vision for Haringey's library service. Nor do they provide a set of measurable targets and objectives. Instead, they describe the long-term results that the future vision for the service will need to deliver.

8.3 What is noticeable about the outcomes is the breadth of vision that people have of what libraries could be and of what they can achieve. While people have been keen to stress that the provision of books and other materials must remain the 'core business' of libraries, they take the view that libraries do – and must - have an extraordinarily broad remit. These outcomes are explicitly aspirational and extend far beyond what libraries, on their own, can or need to deliver.

8.4 The outcomes[32] have been drafted drawing on the suggestions of elected Members, Friends' groups, managers, staff and other senior stakeholders in the council through a mixture of workshops and interviews. A first draft of the outcomes (shown at Appendix 5) was tested further with Friends, managers, staff and users (and some non-users). The second draft, taking into account the feedback received is shown below.

Table 13: Outcomes Framework for Haringey's Future Library Service (Revised)

Haringey's libraries will give everyone in Haringey the chance to flourish by:

Primary outcomes	Supporting outcomes
1. Sharing the joys offered by books and other writing *Supports council's strategic outcome: 'Opportunities for All'.*	• People enjoy a rich variety of books and other works. • People are broadening their horizons through new and different literature. • More people's lives are being enriched by the joys of reading and experimenting with their own writing.
2. Getting a great start *Supports council's strategic outcome: 'Outstanding for all'.*	• Children are introduced to a love of words from an early age. • Parents and carers make books and reading a central part of their children's lives. • Younger children and teenagers see their libraries as a happy, safe place to learn, study and enjoy all that is on offer.
3. Getting the most out of life	• People turn to their library to access the

[32] 'Outcomes' are long-term end results and are often expressed in complex grammatical forms, eg 'will have been shared'. The language used has been simplified to make it easier to read and use, eg 'sharing'.

Primary outcomes	Supporting outcomes
Supports council's strategic outcome: 'Opportunities for all'.	information, advice and services they need. • People are able to fully engage with the digital world and digital society. • People are aware of how to look after their health and wellbeing. • People keep expanding their learning throughout their lives.
4. Making Haringey a creative, thriving place *Supports council's strategic outcome: 'Opportunities for all'.*	• People enjoy our arts and culture and are inspired to have a go themselves. • People can pursue their ambitions and develop their careers. • People have the space and support to develop their entrepreneurial skills and business ideas.
5. Bringing people together *Supports council's strategic outcome: 'A better council'.*	• People see their libraries as enjoyable places whether to spend time together or to have some peace and quiet. • People give their time and skills freely to others. • People can make new friends and learn about their community and its cultures. • People interact across age and social groups and cultures.

8.5 This revised draft of the outcomes has taken the following overall feedback into account:

- There was general support for the language chosen for the primary outcomes.
- Some people were happy with the overall outcomes framework, some wanted more succinct language and others wanted more detail. As a result, we have kept the general structure.
- A great deal of the feedback included ideas on how the outcomes could be met and so these have been fed into the 'enablers' (see below).

8.6 If the design of a service is to focus on outcomes, there needs to be a clear link between the long-term end results, the 'what', and the mechanisms needed to achieve them, the 'how'. The approach taken to deciding how to achieve the outcomes is as follows:

- **Step 1: identifying the 'enablers'** – working out what needs to be put in place to secure the outcomes.
- **Step 2: conducting a 'gap analysis'** - reviewing the extent to which the current service fulfils those enablers.
- **Step 3: determining the new 'operating model'** – developing a description of how the new service will operate.

- **Step 4: creating an 'investment plan'** – setting out how the operating model will be funded.

- **Step 5: establishing an implementation plan** – describing how the operating model will be delivered.

8.7 In this section of the report – the planning phase – we address each of these steps in turn.

Identifying the 'Enablers'

8.8 The outcomes identified above will only be achieved if the right conditions, or 'enablers' are put in place. Those conditions might include ideas for new types of service – or simply doing more of what is already being done. They might also include new staffing resources and capacity or new skills. They begin to point to what the borough's libraries must become in future.

8.9 The enablers set out in the table below are drawn from the ideas and suggestions that have emerged from workshops involving Friends, managers and staff. At this stage, there has been – deliberately – no attempt to limit or constrain what is envisaged. The extent of change needed; the resources required; and the trade-offs involved will be considered later in this report.

8.10 The enablers suggested in the table below will be built into the future operating model for libraries and fleshed out in greater detail later in this report.

Table 14: Enablers Needed to Achieve the Outcomes

Outcomes	Enablers
Sharing the joys offered by books and other writing: • People enjoy a rich variety of books and other material. • People are broadening their horizons through new writing and new ideas. • More people's lives are being enriched by the joy of reading.	1. A comprehensive book and e-book stock. 2. Staff who are knowledgeable about books and other writing and who can share that knowledge. 3. An active marketing programme with a promotions and events. 4. A vibrant website and social media for - and involving - users. 5. Research into users' and non-users' needs, motivation and preferences.
Getting a great start • Children are introduced to reading from an early age. • Parents make books and reading a central part of their	6. Active recruitment programme for parents-to-be, babies and toddlers. 7. Safe and welcoming children's libraries that

Outcomes	Enablers
children's lives. • Children and young people see their libraries as a happy, safe place to learn, play and enjoy all that is on offer.	are designed as attractive and stimulating spaces. 8. Comprehensive programmes of activities for each age group of children and young people, including toy libraries. 9. Homework clubs and space to study and revise. 10. Collaborative partnerships with children's centres, schools and colleges.
Knowing how to get the most out of life • People turn to their library to access the information, advice and services they need. • People are able to fully engage with the digital world and digital society. • People know how to look after their health and wellbeing. • People keep expanding their learning throughout their lives.	11. An effective IT infrastructure with good quality equipment, broadband and Wi-Fi with integrated user accounts and social networking. 12. Support to help people develop their IT skills. 13. Well-planned integration with the council's customer services - and those of other partners. 14. Close partnerships with other advice providers, including public services, community groups and other agencies, eg health and Homes for Haringey. 15. Design that allows for privacy for customer service transactions and personal advice. 16. Modern and well-equipped training suites. 17. Close partnerships with HALS and other learning providers, such as U3A. 18. Support for those improving their English, including ESOL and multi-lingual support. 19. Careful zoning of space wherever possible to allow for quiet places for study, for example.
Making Haringey a creative, thriving place	20. Programme of reading, writing, art and

Outcomes	Enablers
• People enjoy our creative arts and are inspired to give it a go themselves. • People can pursue their ambitions and develop their careers. • People have the space and support to develop their entrepreneurial skills and business ideas.	cultural events, activities and workshops throughout the year. 21. All libraries showcase changing displays of painting and other art. 22. Good stock of art, film and other materials. 23. Comprehensive business information service and access to business advice. 24. Job-hunting and careers advice and events. 25. Hot-desking space for small businesses and start-ups and networking events and opportunities. 26. Professional venue and event management.
Bringing people of all ages and culture together • People see their libraries as the heart of their communities and enjoyable places to spend time together. • People give their time freely to others. • People can meet new friends and learn about their community and its cultures. • People interact across age groups and cultures.	27. Well-situated and signposted library buildings with high standards of interior design. 28. Good standards of external and internal maintenance and high standards of cleanliness. 29. A spacious, comfortable, 'café' environment with cafes where possible and/or vending machines. 30. Structured volunteer programme and properly resourced support. 31. Community events in collaboration with other partners and community organisations. 32. Attractive, good quality meeting and event spaces. 33. Programmes of activities that appeal to the full spectrum of citizens and all age groups. 34. A charging regime that incentivises the full use of library facilities while generating income from private and commercial hires.

8.11 There are a number of enablers that will be needed for more than one outcome and some generic themes can be detected:

- High standards of interior design for the borough's libraries and good facilities.
- Strong partnership working.
- Well-resourced marketing, programming and promotional activities.
- Advanced use of technology, including social media.
- The more intensive use of libraries for a range of different services.

8.12 These features will be explored more closely in the service design blueprint and future operating model described later in this report.

Testing with Focus Groups

8.13 The ideas expressed in the outcomes framework were tested in a series of focus groups with users and interviews with a small sample of non-users in order to help inform the service blueprint.

Non-users

8.14 We had hoped to test out these ideas with 6 non-user focus groups. The cohort for each focus group would be different to reflect non-user profiles of particular interest to us, e.g. parents of young children; older people; in employment; not in employment or training; book buyers.

8.15 In the focus group setting we wanted to explore the reasons people have for not using, or rarely using, the council's libraries, particularly the perceptions of what is or isn't available. We were also interested in testing attitudes towards the future service and what might persuade current non-users to use their libraries.

8.16 In the event, the council's survey did not achieve the required number of returns from non-users to populate 6 focus groups so we conducted individual telephone interviews to test out the ideas.

8.17 The results of the interviews were of only limited help as the individuals who had agreed to take part were all lapsed, occasional or regular library users. Of the lapsed or occasional users, all were book buyers who had good intentions towards the library but didn't actually feel the need to use them.

8.18 The challenge of reaching non-users to canvas their opinion remains.

Users

8.19 We used the survey returns to recruit to a focus group for each of the 9 Haringey libraries. Respondents who had indicated they were interested in participating and who had left valid contact details were phoned or emailed and invited to attend. We aimed to

recruit an optimum number of 8 participants for each group but contacted many more than that to ensure we had enough to cover for ‘no-shows’. Some libraries were easier to recruit to than others and despite the efforts of library staff to encourage attendance we were unable to proceed with a focus group at Coombes Croft as a number of intended participants were not, in the end, able to take part. In all other libraries we were able to hold a focus group.

8.20 We designed the focus groups to test the reactions of library users to new models of library provision but were not testing particular proposals or service options for the library service as a whole, or compiling a wish list for individual libraries. However, we were interested in the scale of people's ambitions for libraries particularly as an opportunity to compare this with the comments made in the survey returns and those of the Friends’ groups.

8.21 We decided to use the outcomes as the framework for discussion in order to test people's reaction to widening the scope of the library offer as a whole. The rationale was to try to test the reaction to possible changes - both positive and negative - and to see how users would relate these outcomes to actual services in their library. We wanted to see whether, when prompted, they were antagonistic or supportive of the services that might be associated with the outcomes.

Table 15: Focus Group Feedback on Outcome 1: Sharing the joys offered by books and other writing:

Main Themes Emerging	Implications for Service Design Blueprint
• **Books** were still the priority for the majority of participants. • The **diminishing book stock** was a universal concern although with disagreement on the type of books that should be invested in. • People said there was a "postcode lottery" when it came to **stock selection** and wanted more local control. Some readers in the east of the borough felt patronised by the lack of classics on offer. • People wanted more of **inter-library lending**, both within and between boroughs. • **Charges for on-line reservations** were felt to be unfair when it is free to reserve at the desk and that it unfairly penalised users of the smaller libraries with more limited stock. Otherwise this was a valued service. • **Self-service** was not liked although some people wanted services such as out of hours book drops and the ability to make card payments. • **Knowledgeable staff** were prized with comments made that some should be more engaged and customer service focussed. • With one or two exceptions, people wanted books to be **better promoted** and displayed with themed selections and staff recommendations placed at the entrance to the library. • **Social media** for the library was seen as a good thing, both for existing users and as a way of reaching potential users. • **E-books** were acknowledged to be the future and most people were open to more investment in them. A number of people suggested e-readers be given to young people to encourage them to read. Other ideas were to provide support to people in how to get the most out of them. A minority of people vehemently objected to e-books on principle claiming that the physical handling of books was central to the library experience. • **Writing** was seen as a natural fit for the library with enthusiasm for activities to encourage writing in all forms. A very small minority of individuals objected saying that libraries should just be about reading.	• Maintain or increase investment in book stock as a central to the library offer. • Display and promotion of books to be improved. • Programmes of events and groups to encourage reading and writing. • Promote and encourage inter-library loans. • Consider removing the charges for on-line reservations. • Investment in the library website and social media to promote books and events. • Improve self-service terminals to encourage greater use. • Getting staff out from behind desks and interacting with users. • E-books are gaining popularity but users need encouragement and support in getting the most out of them.

Table 16: Focus Group Feedback on Outcome 2: Getting a great start

Main Themes Emerging	Implications for Service Design Blueprint
• Children's libraries are highly valued by parents and non-parents. Libraries are seen as one of the few places for children to go that are **safe and free**. • There were concerns that in some libraries the **spaces were not fit for purpose** and didn't encourage parents and children to share books together. • The **book stock** could be improved by being regular updated and more attractively displayed. • There was disagreement on whether children's **librarians** should be the "guardians of quality" in children's books or should "give them what they want". • **Book related activities** were approved of for young children to encourage a love of reading. • **Noise** was a recurring theme with users complaining that their quiet enjoyment was disturbed by children's activities with some calls for **segregation** of children's libraries although this was not a universally held view. • **Links with schools** should be encouraged to enable more children to be aware of, and use the library and to ensure that reference materials reflected the school curriculum. • **Study areas for older children** were seen as vital but need to be supervised to prevent anti-social behaviour. Homework clubs and revision classes were also approved of. • Most people wanted to extend the **multi-media** offers to young people to encourage them to use the library more. Suggestions included: interactive touchscreens, e-readers to borrow, computer games - both to borrow and play in-house as well as more music and films.	• Children's libraries remain at the heart of all libraries. • The design and position of children's libraries needs to be considered as noise from children's activities is disturbing other users. • The range of materials - including multi-media - for older children needs to reflect their interests and be better promoted. • Better links with schools. • More use of space for supervised study groups.

Table 17: Focus Group Feedback on Outcome 3: Knowing how to get the most out of life

Main Themes Emerging	Implications for Service Design Blueprint
• People generally felt that the **information available at the library was poor**. This related to both library services and the links to other council or community services. "It's amazing what I don't know about what the library offers!" • The **library website** was not generally used, with a significant number of participants being unaware of it. There was general agreement that the website should be much more inviting and could signpost a wide variety of events and services across the borough and beyond. • **Information and advice** about people's rights and entitlements was seen as a good fit with the library service however support was less firm when this was phrased as placing "customer services" in libraries. Privacy was seen as an issue as well as concern that customer service points spoil the unique atmosphere of libraries. • People liked the idea of getting help with accessing **"e-government"** in libraries from trained staff. • Some users of smaller libraries were keen to stress that the **core business of books** should not be diluted by other activities. • The ability to access free **computers and Wi-Fi** in libraries was very highly valued despite being the biggest source of frustration and complaint. Courses to teach computer skills were popular. • **Learning in libraries** was seen as a good use of library space and most people would be happy to see more courses run. People who were aware of HALS were happy to see it located in the library but felt that better publicity in libraries and online would encourage more use. • **Health and wellbeing** in libraries provoked controversy; "libraries aren't health centres, do it somewhere else". However people agreed that there was a role for libraries in supporting health promotion campaigns as long as it didn't take space from the library. Those participants who had accessed health services in libraries were very enthusiastic about how convenient the service was.	• Publicity and promotion of library and other services needs to be strategic and comprehensive and include an overhaul of the website and social media. • Space and issues of privacy should inform whether the library accommodates other services. • The idea of "customer services" was universally disliked but when phrased as "information and advice" or "help with entitlements" it had a much more positive reception. • Access to the computers and free Wi-Fi is vital and needs investment as it is the biggest source of frustration. • Learning in libraries is good - partnerships with other providers e.g.HALS • Co-location of health and wellbeing services mustn't detract from the core business of the library.

Table 18: Focus Group Feedback on Outcome 4: Making Haringey a creative, thriving place

Main Themes Emerging	Implications for Service Design Blueprint
• People were enthusiastic about libraries having **strong links with the arts**. Hornsey library was seen as somewhere that was already doing this. • There was support for **spaces in the larger libraries** to be dedicated to the arts whether as studio space for artists, performance venues, music making, film clubs or gallery space. People were genuinely excited at the prospect of more of this being developed. • **Smaller libraries were also keen** to have a cultural offer in their library and ideas included using the walls as gallery space, interesting visiting speakers and craft workshops. • **Publicity** for the current offer was seen as inadequate and the need for an improved website was again a major issue. • **Links with existing providers** were seen as important and it was felt that the library spaces could be better used by them. • The creative arts were seen as a way for libraries to "**bridge the divide** between the East and West of the borough." • **Employment advice** was welcomed as long as it didn't change the atmosphere of the library. Some people were concerned that smaller libraries would be swamped by other services. Most people were satisfied to see even the smaller libraries signposting people towards help and the majority thought that help with job applications and CV writing was a good fit for the library. • **Business support** in libraries divided opinion. Some saw it as a clash with the primary purpose of the library. The larger libraries were more than comfortable with support for business start-ups and designated spaces for hot-desking. However there was some reluctance to charge for these facilities, particularly in smaller libraries where people were already using the space for this purpose informally and were reluctant to see it regulated.	• Links with cultural organisations and local artists to make better use of library spaces. • Better promotion of arts events both in the library and the wider community. • Advice and support with employment would be welcome in libraries unless it detracts from the primary purpose of the library. • Business support in larger libraries is welcomed but smaller libraries were less keen due to issues of space.

Table 19: Focus Group Feedback on Outcome 5: Bringing people of all ages and cultures together

Main Themes Emerging	Implications for Service Design Blueprint
• **The role of libraries as community spaces** was a recurring theme with people keen to see their library thriving and well used for a variety of purposes. This can be summarised by one participant who claimed that libraries were the "church of the secular society". • The **space needs to be designed** to enable a library to buzz with activity while keeping spaces quiet for private study and reading. People were very keen on the provision of distinct areas for different purposes. Comfortable seating was a priority. • **Problems with letting spaces** were a recurring theme with the problems of having to go to Wood Green to make a payment and the prohibitive user charges resulting in them being under-used. It was generally agreed that the spaces could be better. • **Opening hours** prevented evening activities taking place when most people would be able to participate. • **Café** facilities were overwhelmingly popular but with some reservations: they must be attractive and well run, they should be designed and positioned to invite people in without posing a nuisance to traditional library users and there was worry about food and drink causing damage to the stock. In the smaller libraries there was a small minority of people who were vehemently opposed to having a café or even vending machines in their library. • **Volunteers** were seen as an important source of information and expertise on any number of subjects which could be better utilised. However there was suspicion that an increasing use of volunteers might be used to subsidise the service and replace staff. The distinction between mutuality and reciprocity between individuals and the use of volunteers to staff the service needs to be very clear. • **Solitary enjoyment** of the library should still be possible. People were very keen to stress that they came to the library as a refuge and they didn't want to interact with other people. It was seen as important that there were comfortable places in the library for people to sit and enjoy a book or study without being disturbed.	• More use of the community spaces with the ability for them to be hired locally. • Rethink the pricing structure to optimise letting. • Evening opening hours to reflect more use of the space for other purposes. • Redesign the interiors to allow different activities to take place. • Café facilities or vending machines to be provided but need to be attractive and inviting. • Volunteering to be encouraged - better links with HAVCO, etc.

Conducting a Gap Analysis

8.22 To help decide the extent to which the service already has in place the enablers described above, we have conducted a gap analysis drawing on our review of operational efficiency shown in section 4; our observations of the service; workshops with staff, managers and Friends; and non-user interviews and user focus groups.

8.23 The detailed gap analysis is shown at Appendix 6, but a summary below indicates the areas where 'capacity' (ie resources, staffing levels and assets) need to be changed and 'capabilities' (ie competence, skills and knowledge) need to be developed or acquired.

8.24 As identified in section 4, the service boasts a number of notable strengths, including:

- Committed staff who are valued highly by service users.
- A wide range of collaborations and partnerships in place to broaden the service offer.
- A diverse programme of activities across the library network.

8.25 However, a number of key gaps in capacity and capabilities will need to be addressed, as shown in the table below.

Table 20: Summary of Gap Analysis

Enablers (summarised)	**Gap Analysis**	
	Capacities - resources and assets	**Capabilities** - competence, skills and knowledge
Sharing the joys offered by books and other writing: • A comprehensive stock. • Knowledgeable staff. • Marketing programme. • A vibrant website. • User research.	• Stock purchasing budget needs increase. • Stock promotion/marketing budget needed. • Staff restructure needs roles focused on stock management and on marketing/promotion. • Current web content is underdeveloped and poorly resourced.	• Development of staff's fields of expertise in books and other materials. • Wider reader development skills. • Increase focus on e-books and other new and developing media. • Buy in brand development and marketing approach. • Promotion/marketing skills.
Getting a great start in life: • Children's recruitment programme. • Safe and welcoming children's libraries. • Comprehensive programmes. • Homework clubs and	• Membership registration needs to be easier/simpler. • Budget to develop and promote use of libraries to parents and children. • More partnership working with schools to promote libraries and	• Staff restructure for focus on work with children. • Partnership working skills. • Greater knowledge of educational opportunities. • Seek more professional input (eg Youth Team, other agencies) for work with young people.

Enablers (summarised)	Gap Analysis	
	Capacities - resources and assets	**Capabilities** - competence, skills and knowledge
space to study. • Collaborative partnerships.	reading. • Improve/increase spaces specifically for young people.	• Train library staff who work with children in awareness of safeguarding issues.
Knowing how to get the most out of life: • An effective IT infrastructure. • Support for IT skills. • Integration with customer services. • Partnerships with advice providers. • Designed that allows for privacy. • Well-equipped training suites. • Partnerships with learning providers. • Language support • Careful zoning of space.	• Resource for vision, branding and marketing. • Most libraries in need of refurbishment and redesign. • Partnerships needed to deliver services in/with libraries. • Re-launch self-service to release staff. • Capacity for staff to focus on customers, including IT support. • Refresh IT infrastructure and applications. • Widen learning offer to other libraries.	• Re-training in supporting customers and use of self-service. • Training to support users with IT. • Create time for regular staff training/meetings. • Opportunity for increased use of volunteers. • Staff restructure and change programme requires a role to focus on this work. • Training in partnership working.
Making Haringey a creative, thriving place • Programme of events, activities. • Displays of art. • Good stock of art, film and other materials. • Business information service. • Job-hunting and careers advice. • Hot-desking space. • Venue and event management.	• Extend reading, writing and art groups. • Better gallery space and art displays. • Capacity to focus on supporting creative arts. • Partnerships needed to deliver services. • Extend current business advice support. • No dedicated small business and advice service. • Resource to book and manage venues.	• Training in partnership working. • Broadening of skills in event management and marketing. • Wider re-skilling of all staff on information enquiries. • More business advisors and funding to help people develop skills. • Skills in developing business information services.
Bringing people of all ages and culture together • High standards of design. • Good maintenance and cleanliness. • 'Café' environment • Resourced volunteer programme. • Community events.	• Develop 'café' areas where constraints permit. • Capacity to manage and promote volunteering. • Resources to extend programme of events. • Meeting and event spaces not resourced to offer professional image. • Bookings not resourced	• Training in partnership working. • Knowledge and skills of best practice in use of volunteers. • Skills in event management and promotion. • Staff restructure and change programme to refocus staff perception of

Enablers (summarised)	Gap Analysis	
	Capacities - resources and assets	**Capabilities** - competence, skills and knowledge
• Quality meeting and event spaces. • Programmes for full spectrum of citizens. • Charging regime that incentivises library use.	and automated. • Current charging regime discourages use by other services.	the role of libraries as a wide community resources.

8.26 Some of these gaps are common to a number of different outcomes and enablers and these include:

- **Resources**: these are needed to develop the book stock and IT environment and create the management and staff support needed. This will need to be addressed, at least in part, through refocusing the staffing structure.

- **Partnership working**: the complexity of the service offer required to meet the outcomes demands a broader and deeper set of partnerships, not least to help address the resource gaps identified.

- **Focus on marketing and promotion**: the service will not be able to achieve the outcomes required without a resourced commitment to promoting what's on offer.

- **Design**: the layout and interiors of libraries are not currently fit-for-purpose to support the range of services that people would like their libraries to offer.

- **Investment in core skills**: generic skills will need to be broadened and new skills acquired, particularly in partnership working and marketing and promotion.

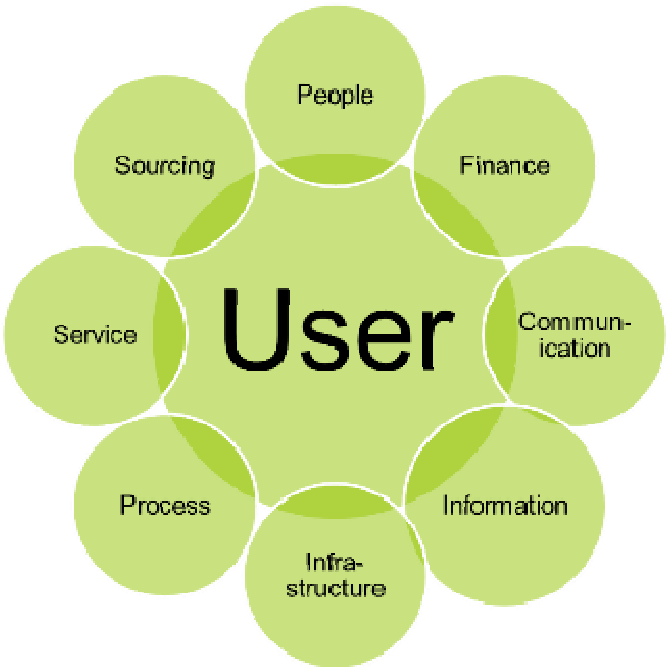
8.27 These gaps will be addressed in the design of the new service design and operating models and options proposed for developing them.

9. Planning: Service Design for the Future

What is a Future Operating Model?

9.1 Given the breadth of ambition shown by elected Members, Friends, managers and staff, a significant overhaul will be required in the way the service is organised. This will require a clear vision for the future which is supported by a detailed design for how the different elements of the service will operate. In this report we have described this detailed design as a 'Future Operating Model' which sets out all the aspects (or the nine 'dimensions') of the service and how they will be organised in future:

Figure 2: the Dimensions of the Future Operating Model



9.2 Each dimension is made up of a number of 'layers' starting at the strategic level, before moving down into more detailed descriptions of how each dimension will be delivered:

Table 21: the Layers of the Future Operating Model

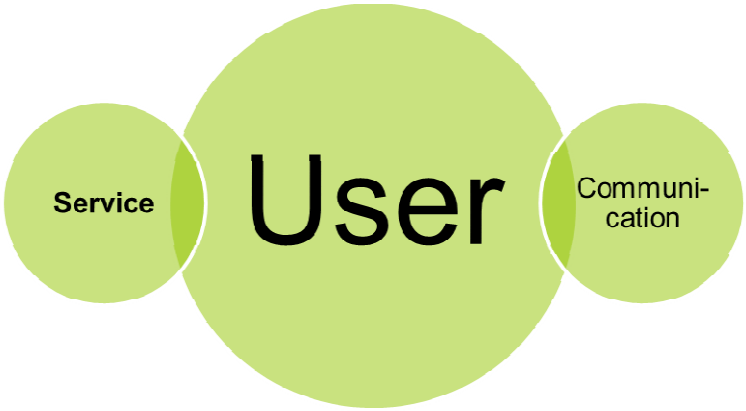
The Layers	
Each dimension is made up of a series of layers drilling down from the strategic level to the operational. These help to ensure that overall plans become a reality.	**Layer 1: strategic overview** This is a summary of each dimension of your blueprint and describes its distinctive features.
	Layer 2: summary of each component This layer provides an overview of each component and includes a description of the 'before' and 'after' and the changes required.
	Layer 3: plans for each component These include the key plans for each component and may include transformation plans and strategies if major change needed.
	Layer 4: operating procedure change for each component These include key *changes* to day-to-day policies and operating procedures that ensure the delivery of each component.

9.3 In this report we have described the top layer of the future operating model and more work will be required subsequently until a complete description has been created for each component that will ensure that the future vision of the service becomes a reality. The process of refining the future operating model has been built upon gathering ideas for improvement from Friends' groups, the two surveys and library managers and staff over the course of a series of focus groups.

The Service Design Blueprint: the Service of the Future

9.4 At the heart of the future operating model is the user. The user's perception of the service and the value that they place on it will determine how ready they are to make use of it and encourage others to use it. All the back office processes are of little interest to the user: their experience will be determined by the nature of the service and how that service is communicated. These three dimensions make up the 'service design blueprint' which includes three of the nine dimensions of the future operating model.

Figure 3: Dimensions of the Service Design Blueprint



Feedback on the Service Design Blueprint

9.5 A draft of the blueprint was tested with Friends, managers and staff. Most aspects of the draft service blueprint were welcomed and were felt to reflect many of the ideas for improvement that people had proposed. People were encouraged to critique the contents and the language used. In a number of instances, ideas that were supported by some participants were disagreed with by others. However, some points were objected to more strongly or had more widespread support and a number of significant points have been raised.

9.6 Ten changes were made to the blueprint. Key changes include:

- The suggestion of introducing uniforms for library staff was objected to by many staff and there was only limited support from users. However, it is recognised that staff need to be smart and easily identifiable. We recommend that some form of uniform is trialled at one of the refurbished libraries.

- The importance of giving people the chance to study and enjoy their libraries quietly.

- The importance of the wider stock on offer rather than concentrating too much on books alone.

- The need for community language resources.

9.7 There were also a number of concerns that were raised but where we have not made changes to the draft blueprint. These include:

- **The use of language**: there were concerns expressed by some Friends about words like 'brand' and 'marketing' which were felt to be too commercial. However, other Friends thought they were useful words that were readily understood. Given that there is a need to take a more professional approach to publicity and to income generation and these words are commonly used in public service, we strongly advise their retention. The words are simple, clear and are only intended for use internally among library staff (many of whom themselves used the words).

- **Expectations**: there were some concerns expressed that the language used was too definite and over-ambitious and suggestions that the language should be more functional and that phrases like 'aim to' should be used instead of 'will'. However, some did welcome the approach and the tone of the more 'upbeat' words used. A future operating model is deliberately designed to be aspirational and stretching and is intended to describe the service in future. We recommend that the language used should not be made more conditional and that its general tone is retained.

- **Cafés**: some managers and staff were not keen on the introduction of cafés and vending machines (although others were if they were done well). This did, however, generally find favour in the focus groups. Some staff suggested that 'food and books don't mix'. This is not, however, the experience of authorities that have introduced cafés and we suggest that staff are given the chance to visit such libraries and that vending machines are subject to trials.

9.8 There were a number of general points of principle that need to be noted and these have informed the latest version of the blueprint:

- The Friends pointed out that the changes to the buildings would require the active involvement and support of the council's property specialists. Suggestions were also made that an asset review was needed.

- Friends and staff stressed the need for any new services to be properly resourced - and by trained staff (whether library or partners' staff): "if we offer a service we should do it well".

- There were concerns that some aspects of the council's customer services would not be suitable in a library and that people would need private space for such services (which would not be feasible in the smaller libraries). Experience in other library services that have incorporated customer services underlines this point; the space needs to be designed well and some intensive support services (such as Homelessness Units) are usually not included. Focus groups disliked the idea of ‘customer services’ but there was a much more positive reception when phrased as "information and advice" or "help with entitlements".

9.9 There was also a concern that libraries should not be encouraging people to come to a library to conduct customer service business when, if they have access at home, they could do it remotely.

9.10 The concern was often expressed, particularly in focus groups, other services, such as customer services and advice should not interfere with the core purpose of libraries.

9.11 Following this feedback, the blueprint has been edited and the revised draft is shown below.

The Mission of the Library Service

9.12 At the heart of the service design blueprint is a change in the concept of what the role of a library is in Haringey.

9.13 Instead of remaining largely a **repository** for books, information and advice, the **library service would become a campaigning organisation**. It would continue to encourage people to use the libraries to borrow books and DVDs, study quietly, use the computers and find out information. However, it would develop a broader remit, beyond the confines of the walls of the library buildings. The library service would campaign to:

- **Encourage reading**: whether people borrow books from the library or not, encouraging them to try new and exciting writing (including the 'greats'), particularly where there is local relevance; and encouraging the borough's bookshops.
- **Celebrate culture**: providing information on the cultural life of the borough, describing what's on, whether in the libraries or other venues.
- **Encourage creativity**: encouraging people to explore their own creative and artistic potential whether through writing groups or art classes.
- **Realise potential**: helping people to learn; sharpen their skills; get the jobs they want; or develop their business.
- **Forge community**: encouraging people to take part in civic life or simply to use their libraries to meet new people.

9.14 This new ethos – the mission for libraries - could be summed up in the following strapline:

"We're growing: growing minds, growing potential, growing together."

9.15 This simple mission statement is simply a working version and would need to be developed further as the service design blueprint is debated and refined.

The User Dimension

9.17 The starting point is a commitment to understanding the needs and demands of users and non-users and to making the service as user-friendly as possible. Whichever aspect of the services in the library are being used, the service will need to create the right type of long-term relationship with its users:

Table 22: Overview of User Dimension in the Future

Dimension Overview: User	
Whenever people use our library service, they feel welcomed and supported and stimulated by what's on offer. We are determined to understand what our users want and how best to encourage non-users to take advantage of our services.	
User Experience	**User Insight**
• **Everyone feels at home** in our welcoming, safe and attractive libraries and looks forward to all that is on offer. • **Using our service is straightforward** and makes complete sense – people know what's on offer and how to find what they need. • People feel that **their libraries help them to get the most out of life** and that our service is an important part of what makes Haringey a vibrant place to live.	• We work closely with our users to **understand what they want and need** and how best to help them – we are on their side. • We aim to **understand what would motivate our users and non-users** to get even more out of what we offer. • We focus constantly on **understanding what people like about our service and how to make them even happier**.
User Profiling	**Channel Design**
• We **understand how our different groups of users respond** to the service and tailor our services to meet their particular needs. • We have a **range of key target audiences** that we believe are most in need of what we have to offer and we work hard to encourage them to use our services.	• We encourage people to visit and make use of our **buildings** which are at our heart of our service. • We offer an **interactive, entertaining web presence** showcasing Haringey's rich cultural life and encouraging reading and the creative arts. • We **use social media to engage** with our users and encourage non-users to take part.

9.18 This will require the sourcing of expertise (some of which is already in the council) to help make this possible; it may also simply require a reconfiguring of existing services (eg the council website's subsites for libraries and culture).

The Service Dimension

9.19 It is essential that the service offer provided by the libraries of the future is coherent and clear, both to users and staff. This will require careful definition of what's on offer and the resources to make sure each element of the service is credible and reliable:

Table 23: Overview of Service Dimension in the Future

Dimension Overview: Service	
Our libraries give everyone in Haringey the chance to get the most out of life by providing welcoming, creative places to enjoy great writing; explore the arts; contribute to their community; draw on advice; and get the information they need to succeed.	
Service Definition	**Service Design**

• All our libraries offer a rich variety of **books and other materials** and encourage people of all ages to share the joys of great writing and of our other resources.
• Our **new, tenth 'Library Online'** provides a lively new resource for the borough.
• All **our larger libraries offer the following services**:
  • Our **learning centres** provide a wealth of learning opportunities for all ages.
  • Our **arts centres** showcase great culture and art and encourage people to express their own creativity.
  • Our **business centres** offer small business space and networking and information on business and employment opportunities.
  • Our **advice centres** provide information on people's rights and how to look after their health.
  • Our **customer centres** enable people to do business with the council and other public services.
  • Our **meeting centres** provide great places for the whole community to meet and work together.
  • Our **cafes** and vending machines provide wholesome, value-for-money food and drink.
	• Our buildings are **attractive, warm, well-designed and flexible spaces** integrating council and partner services.
	• We have a **vibrant, lively web presence** that encourages people to see what's on offer and share their ideas and what they have enjoyed.
	• Our learning, advice, young people's, business and meeting **spaces are carefully zoned so** that there is space both for quiet study and for louder activities.
	• **Each library offers variety**, based on a **strong core design** and service offer.
	Research and Development
	• **We collaborate** with organisations and people in the borough and beyond **to develop new ideas for improving our services.**
	Service Differentiation
	• Our service is **free and welcoming** to everyone.
	• We **encourage people to be creative** and not just consume other people's work.
	• We **celebrate reading, arts, culture, community groups, enterprise** in Haringey **wherever it is taking place** (ie not just what happens in

• Our **smaller libraries will offer some of these additional services** where space and demand allow.	libraries). • We offer materials in **a range of languages** to reflect the heritage of our local communities.

9.20 The core of the library service will remain the books and other materials that are freely available (or with services such as DVD lending, for a small charge):

Table 24: Summary of Core Library Service

Core Library Service: Books and Other Materials
The core library service which will be available in all libraries will include: ○ The lending of books and other materials in hard copy format and the availability of reference materials and periodicals. ○ The provision of e-books and other materials online. ○ Reader development, including outreach and support for housebound service users. ○ Specialist children's and young people's libraries. ○ Reading and storytelling activities and other events to encourage young readers. ○ Support for book groups.

9.21 Depending on the space available in each library and the needs in the surrounding communities, a range of other services will be available across the library network. These services will be resourced and co-ordinated by lead officers working across the network. Rather than the current, semi-formal arrangements, the services will be more closely defined and zoned within libraries into 'centres'.

9.22 The larger libraries will be able to house a variety of 'full' centre and 'basic' centres; some smaller libraries may only be able to offer a few basic centres. Some centres will need dedicated space to be set aside; others, such as learning and meeting centres, will be able to share space. A summary of the different service offers is shown below:

Table 25: Summary of Other Services Available in Libraries

Centre	Full Service	Basic Service
Learning	• Accessible training rooms with range of courses offered by HALS and other providers. • Range of homework clubs and study support. • Quiet study areas.	• Small choice of courses in one or two training rooms (which may have poor access). • Periodic homework clubs. • Quiet study areas.
Arts and culture	• Exhibition space. • Co-ordinated programme of art or other cultural events and workshops.	• Display space. • Programme of occasional cultural events.
Business	• Jobs and career advice. • Business information and advice. • Business club, including hot-desking workspace.	• CV writing support. • Online business information.
Advice	• Regular support and advice on welfare rights and benefits. • Private advice space. • Health advice and promotions.	• Scheduled advice sessions. • Periodic advice or health promotions workshops.
Customer	• One stop shop for transactions with the council's and other agencies' services. • Support for online transactions.	• Support for online transactions.
Meeting	• Range of accessible meeting spaces for public use and private and commercial hire. • Professional facilities and event management support.	• Small number of meeting spaces for public use and private and commercial hire (which may have access problems). • Basic support for facilities.
Cafe	• Full café facility with food and drink.	• Vending machines for drinks and snacks.

9.23 The number and type of centres each library would ideally house will need to be determined and will be influenced by the amount of space and capital budgets available. For some libraries, there may need to be significant remodelling or extensions built (or, possibly, larger premises being found). The precise requirements for each library and the implications for capital will be determined as part of the implementation phase, but indicative plans and implications for each library are described later in the report.

9.24 For all of the centres, whether full or basic, professional support will be needed. In some instances (eg help with online business information), this could be provided by librarians with the proper training. In others (eg jobs and career advice), support would best be provided by partner organisations. In all cases, the centres will need co-

ordination and scheduling by a central planning function that would help to maintain consistently high standards and a central point for liaising with partners.

9.25 The council's Customer Service Transformation Programme, which is reviewing the way services are organised across the council, is working to move more services online and encourage users to move to cheaper ways of contacting the council. However, the programme recognises that many people will still need access to a 'face-to-face' channel, either because they need more intensive help and support or because they do not have access at home to the internet. The programme envisages that the larger libraries could provide the right locations for professionally managed customer service centres, backed up by online access (with some support) in the smaller libraries. It should be noted that the distinction between customer and advice centres is that the full customer centres would provide a permanent 'counter' service for transactions (principally with the council at present) and that advice centres would be supported by a more flexible schedule of more general advice, such as health advice.

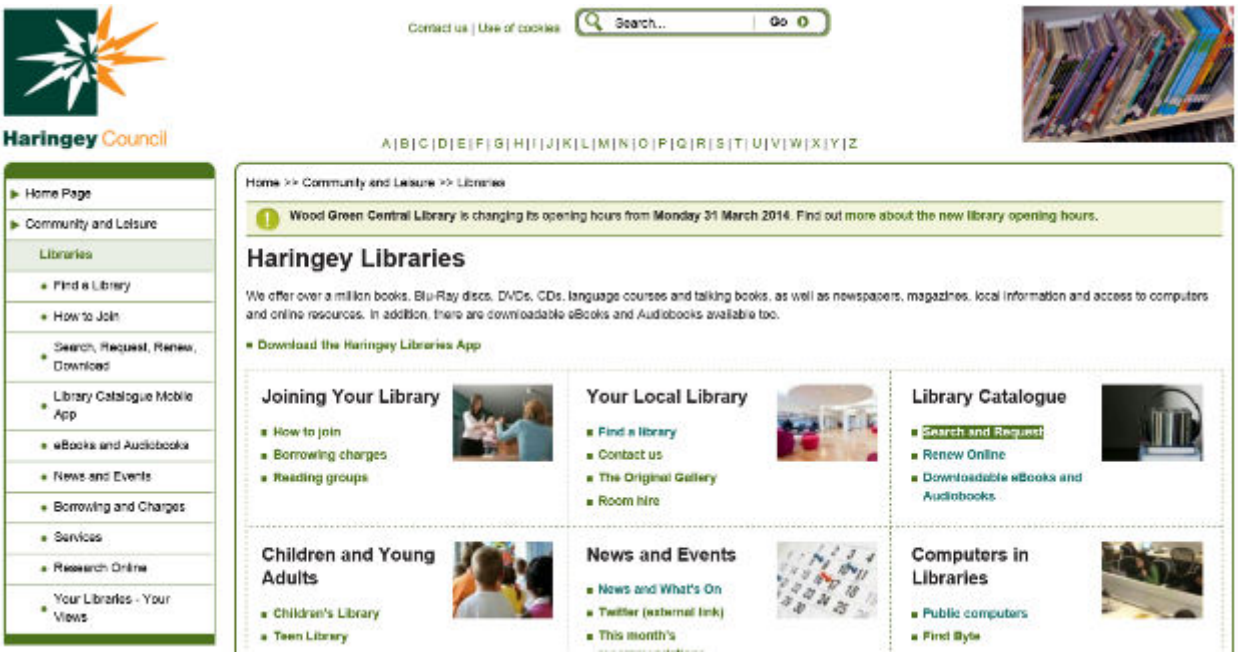
9.26 To create the new 'Library Online', there will need to be an overhaul of the existing library section of the council's website. Two options are possible:

- The creation of new web page templates within the structure of the council's existing website.

- A new, separate website (linked to the council website) which allows a more creative presentation of content.

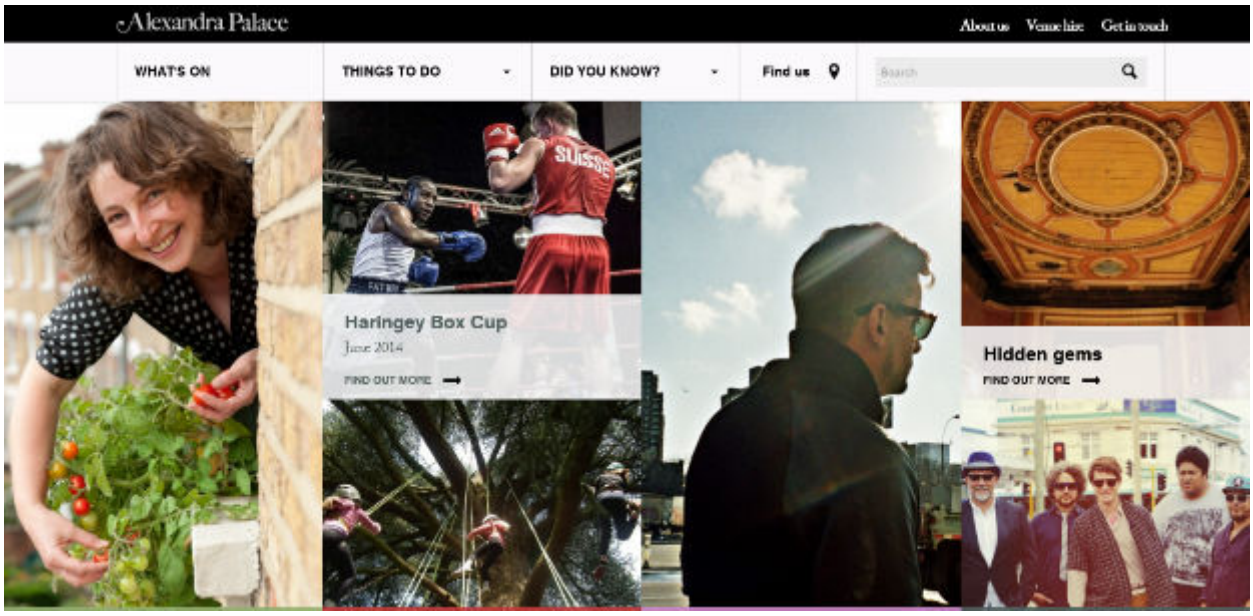
9.27 The current library website has a plain appearance, as the home page below demonstrates (although this page is one of the few enlivened by images). Few of the subordinate web pages include any up-to-date or topical news.

Figure 4: Library Service Website Home Page



9.28 In sharp contrast, a more dynamic and attractive website is offered by Haringey's Alexandra Palace. This site (below) is regularly updated with the latest news and events and serves to celebrate the events and culture on offer. We would suggest that this more vibrant approach would be better suited to the campaigning ethos proposed in the service blueprint. This is not to suggest that the library service would need to manage its own website and marketing – this could be undertaken by professionals in other parts of the council. However, library staff would need to be actively involved in creating a constant stream of up-to-date content.

Figure 5: Alexandra Palace Website Home Page



The Communications Dimension

9.29 A core part of the service design is the communication of what's on offer and the encouragement of users' input and feedback. This will require co-ordination to ensure that messages from the service are consistent and of a good standard. The communication dimension of the future service design blueprint is shown below.

Table 26: Overview of the Service's Communications in the Future

Dimension Overview: Communications	
We work hard to celebrate books, reading, learning, arts, events, culture and enterprise in the borough, promoting what our libraries have to offer and encouraging people to share what they enjoy and their knowledge, ideas and creativity.	
Brand	**Style**
• We have a **consistent look and feel** for the core services in our libraries but **each library is distinctive** to reflect the neighbourhood and its communities. • We focus on **what's on offer** and what people are enjoying and creating, not just on the library buildings themselves. • We **encourage people to take part, meet, talk and create** – not just to consume others' work – and share in the rich diversity of Haringey's communities.	• We present a **modern, good quality image** in our libraries and communications, but that doesn't have to be expensive. • Our **staff are smart and easily identifiable** so that our users can easily find them when they need help. • We **use plain language**. • We **focus on sharing what all the people of Haringey** - our users, writers, artists, community groups and entrepreneurs - **are doing and thinking.**
Marketing	**Internal**
• **Staff are our most important means of communicating** with our users and non-users. • We **encourage our users to provide feedback spread the word** about what's on offer. • We make sure **our users are up-to-date** with what's on through our website and e-newsletters. • We actively **engage in social media** and respond quickly to marketing opportunities.	• We make sure that all **our managers, permanent and casual staff and volunteers are up-to-date** with everything that's going on. • We **encourage staff to share publicly their thoughts and advice** on their favourite books, art and culture. • We actively **encourage our staff to come up with ideas for improvement** and new books, media and arts to promote.

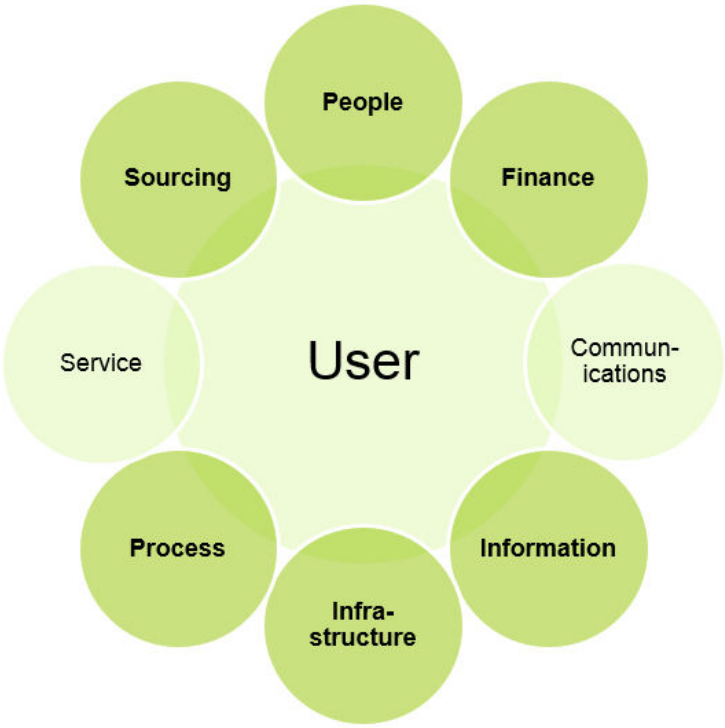
9.30 This work will need to be delivered in partnership, with colleagues in other services (eg customer services and communications) and with other agencies. It is very unlikely – and possibly undesirable – for this all to be delivered from within the library service.

10. Planning: Other Parts of Future Operating Model

Introduction

10.1 Having defined the first three dimensions of the operating model (the service design blueprint) the other six dimensions of the future operating model need to be put in place:

Figure 6: the Other Dimensions of the Future Operating Model



10.2 The supporting dimensions on which the service design blueprint depends are explored in turn.

The Process Dimension

10.3 As part of the council's overall Customer Service Transformation Programme, a study has been undertaken of how the direct service to the public in libraries can be made more efficient. This study has identified the opportunity for moving many of the basic transactions that consume library staff's time to automated and online processes via the council's website and through smartphone apps.

10.4 In addition, routine phone calls will be taken by the council's contact centre. This will actually improve call handling as many calls currently go unanswered as staff cannot both answer the phones and staff the counter.

10.5 In order to make libraries better and easier to hold meetings and events in, there will be specialist resources to oversee bookings and events management across the network. In order to make the service better for such customers, care will be taken to ensure that

the service is professional and high quality – this will, in turn, help to generate more income from private lettings. The current system where bookings for any library can only be paid for by cash or cheque in person at Wood Green library will come to an end and replaced by a modern, automated process.

Table 27: Future Operating Model - Process

Our Model for the Future: Process	
We encourage our users to use automated services for routine transactions so that we can invest in our core services. We provide a professional and efficient service to all our users and we involve our users and partners in decision-making.	
Production Methods	**Process Flows**
• We have a specialist team dedicated to organising programmes of events, managing lettings and support our business users. • We use quality management techniques to ensure that our services run smoothly. • We actively encourage our users, volunteers, partners and community groups to organise events, courses and workshops.	• We encourage the maximum use of self-checkout and returns and online self-service. • Routine telephone enquiries, emails and bookings are managed by the council's contact centre. • We take Chip and PIN payments in all of our libraries. • Our meeting and business team markets our space for hire and ensures bookings run smoothly across the network and that bookings can be taken and paid for online and in any library.
Supply Chain and Logistics	**Governance**
• To be resolved: we will need to decide who will run our cafes and catering. • To be resolved: we will need to decide who will run our business centres. • We take part in consortia to secure the best deals for our supplies of books, other materials and IT. • The council's IT service manages the library service's contracts with its IT suppliers.	• A library partnership board helps to steer and develop the work of the library service, including user representatives and partners. • Each library works closely with user and partner representatives to plan and manage its activities and events.

The Finance Dimension

10.6 The service has been set targets for raising income. This has proved challenging and can produce unhelpful results. For example, the letting of meeting rooms for courses and meetings is hampered by a need for investment in modern audio-visual equipment. Also, although the service already has a variable charging regime and concessionary rates, HALS is currently charged room hire (rather than a share of recharges), making it more attractive for HALS to use 'free' training space. This is a common conundrum for local authority library services and it can lead to the underuse of good classroom space.

10.7 Staff have identified various opportunities to generate more income (eg through the sale of stationery which is often asked for in libraries). While it would be counterproductive to allow a perception of 'money-making' to take hold; a greater focus on income generation would improve finances, providing that the 'mark-ups' charged on goods were both reasonable and competitive.

10.8 In order to help fund the capital investment programme, the service will need support and capacity to target and submit bids for external funding. Over a longer-term investment programme, opportunities for national funding are likely to become available and the service will need to be ready to take advantage.

Table 28: Future Operating Model - Finance

Our Model for the Future: Finance	
We concentrate our spending on the services that matter most to our users and set fair prices for the additional services that we provide that help to subsidise our core library service. Our pricing policies encourage the maximum use of our space.	
Pricing policy	**Financial Strategy**
• We ensure that **we only cover our costs** through our charges for our core library service. • We apply a **moderate mark-up** to our charges **for our additional services**. • We let our space at **concessionary rates for learning or community events**. • We charge out space for meetings and events at **market rates for private or commercial lets**.	• We aim to **minimise the cost of routine transactions through automation** in order to invest in advice, support and marketing. • We **generate income from a wide range of sources** and additional services. • We **actively fund-raise** to support our capital investments and library projects.
Budget and Cashflow Management	**Costing practices**
• We **manage our budgets centrally** for the whole service. • We **operate separate cost centres** for our income-generating services with realistic income targets set.	• We regularly **benchmark our services** to ensure that our unit costs compare well. • We ensure that we **account fully for all our support service charges** and on-costs.

The Infrastructure Dimension

10.9 This dimension principally addresses two key areas for improvement identified by nearly all the participants in the review, IT and the library buildings. A new design for the library section of the council website will allow it to become a comprehensive guide to books, arts, culture and information in Haringey. Other, core aspects of IT and automation will need investment in order to support users and generate efficiencies. The automation of routine transactions will free library staff to come out from behind the counter so that they can provide advice and support to users.

10.10 The fabric of library buildings will need to be improved to make them modern and attractive and able to cater for a wider range of different uses. Even in smaller libraries, careful 'zoning' of different activities will be needed. Privacy is needed for advice and customer service activities; quiet is needed for those who want to study; children need the chance to enjoy lively story times and fun sessions.

Table 29: Future Operating Model - Infrastructure

Our Model for the Future: Infrastructure	
Our libraries are attractive and well-maintained and we invest in technology and electronic media and library materials.	
Technology Strategy	**Accommodation**
• We encourage users to use **automated and online transactions** to help reduce our transaction costs. • Our **website is well-designed and attractive** and integrates well with our library management system and online services. • We provide **fast and reliable technology** and Wi-Fi services. • We are **increasing our stock of digital media including e-books** and other electronic materials.	• Our libraries are **comfortable, warm, well-designed and maintained** to a consistently high standard. • Where space allows, we make sure that **our libraries are zoned** to allow different uses to co-exist. • We look for opportunities **to improve our buildings and locations** to ensure that they attract the highest level of take-up possible.
Vehicle and plant management	**Business Continuity**
• We work to improve the **environmental sustainability** of our library service.	• We **operate a seven day service** and have seven day support to make sure we keep running. • We maintain a **flexible staffing pool** to ensure that we keep our service running.

The Information Dimension

10.11 If the service is to be an effective champion for the creative arts and entrepreneurial spirit in the borough, the librarian's core skills in information management need to be used to the full. The service will need to gather and share information about what's available and what's on in the borough and that will need to be available online and through well-informed staff.

10.12 To ensure that the service achieves the greatest impact, it will need to develop better information about what its loyal service users need and value and about the non-users that it wants to convert into users. This will also inform the performance management of the service and its staff, so that each member of staff is clear about the impact that they are having on the quality of the service.

Table 30: Future Operating Model - Information

Our Model for the Future: Information	
We share and promote the cultural and business life of the borough and make active use of data to ensure we are achieving the best possible impact on people's lives.	
Knowledge and Intelligence	**Data**
• We share with our users a **deep knowledge of books** and other reading material. • We **understand the community's needs** and how our service can improve lives. • We **know about Haringey's cultural and business life** and forthcoming events.	• We assemble and **publish information on the cultural and business life** of the borough, promoting the widest participation. • We **protect our users' data** and encourage them take care in using our computers. • We **gather information on service take-up** where our users allow and track our progress in welcoming new users.
Risk	**Performance**
• We take steps to ensure that **our users, particularly children, remain safe**. • We check to **ensure the suitability of events and activities** taking place in our libraries.	• We measure and **set targets for our success** in meeting our service outcomes. • We track and act on **a wide range of operational indicators** on service take-up, user satisfaction and income.

The People Dimension

10.13 While users are generally very positive about the service offered by staff, there are some criticisms and the staff themselves have identified many opportunities for improvement. Professional development and training in core skills, such as customer care, have been identified by staff as a key need, along with better communication and information about new service and what's happening across the library network.

10.14 More fundamentally, the new service blueprint will only succeed if the culture of the service supports the new vision. Staff have suggested numerous ideas for improvement and they can be empowered, with the right management support, to innovate and take charge of improving day-to-day services. Staff will also need to be encouraged – and to be freed – to share their knowledge including through social media.

Table 31: Future Operating Model - People

Our Model for the Future: People	
Our staff are professional, well-trained and motivated and are given the freedom to use their initiative. We work closely with our users and partners and are always trying out new ideas.	
Skills	**Structure**
• Our staff have a **wide general knowledge of books and other information** and are committed to sharing that knowledge. • Our staff are **trained in customer care skills** and know how to help our users to get the most out of what's on offer in our libraries. • We are able to **show our users how to make the most of our IT** equipment. • We know how to **get our message across in a friendly and engaging way**, making good use of social media.	• We have a **flat management structure** to ensure that we can make and communicate operational decisions quickly. • We have **specialist, dedicated staff** to support our marketing and our events, meetings and business centres. • We **collaborate closely with other teams**, drawing on the resources of partners and other council services.
Culture	**Management**
• Our staff are constantly **looking for new ideas** to improve our services and increase take-up. • We constantly **engage with our users and encourage them to contribute** and share what they know. • We **work in partnership** with numerous organisations and look out for new opportunities for collaboration and celebrate everyone's successes. • We work hard to **make everyone feel**	• We **invest in training** our staff and encourage them to **make use of their skills and interests**. • We make sure **all our staff and volunteers are well informed** to make sure they know what's going on and what's new. • We recruit and retain **staff who enthusiastically share their love of books, culture and learning** and who are **highly computer literate**.

welcome in our libraries.	

The Sourcing Dimension

10.15 The service already participates with other local authorities in consortia for buying and for the IT system. However, to be more effective and efficient, an even stronger commitment to collaboration and sharing resources will be needed.

10.16 More formal collaborative partnerships will be needed to ensure that the services will be as joined-up and effective as possible. This also includes the contractual relationships with external service providers, where the service will make more use of the council's own specialists in IT, for example.

Table 32: Future Operating Model - Sourcing

Our Model for the Future: Sourcing	
We work hard to build positive working relationships with a range of partners, collaborating wherever possible to share services and management effort.	
Supply chain	**Collaboration**

• We **take part in purchasing consortia** to get the best deals on our purchases of books and other materials.
• We have an **active relationship with our technology supplier** in which we look together for improvements to our efficiency and the service available to our users.
• We have a **long-standing partnership with designers and architects** to help manage our library renewal programme.
	• We have **core formal partnerships** with the following service providers:
	  • **Learning**: Haringey Adult Learning Service and Haringey College.
	  • **Health**: Haringey Clinical Commissioning Group.
	  • **Youth and education**: schools, children's centres, youth services and the Youth Council.
	  • **Advice**: Job Centre Plus and Citizen's Advice Bureau.
	  • **Customer service**: the council's customer service and Homes for Haringey.
	• **Culture**: the council's culture service.

Contracting	**Partnership**
• Our **IT department manages our relationships** with our IT suppliers for us, ensuring that the development path for our library systems is integrated with new developments in the council and elsewhere.	• We **naturally work well with all our partners** to help us all deliver the best results. • We have a **strong core of formal partnerships** with other council departments, agencies and third

• We have a **sourcing strategy for our delivery partners** (eg cafes and business centres) to ensure that we are generating a good return on our assets.	sector organisations. • We actively **look for opportunities to share** investment in innovation and share management costs with other partners and councils.

Summary of Future Operating Model: a Vision for the Future

10.17 The future operating model is designed to ensure that the library service is capable of meeting the needs identified in the review and delivering the outcomes that people expect. The nine dimensions of the future operating model are summarised below. In many cases, the changes required to the service will be minor and evolutionary. Overall, the adoption of this model will require a transformational change and will need active programme management and leadership if it is to be achieved over the next three to five years.

10.18 A shortened version of the **vision for the library service** in future would be:

> **"Our libraries give everyone in Haringey the chance to get the most out of life by providing welcoming, creative places to enjoy great writing; explore the arts; contribute to their community; draw on advice; and get the information they need to succeed."**

10.19 This short version of the vision statement needs to be seen in the context of the wider description of the vision contained in the future operating model set out in the table below.

Table 33: Overview of Future Operating Model: a Vision for the Future

Dimension	Vision for the Future
1. User	Whenever people use our library service, they feel welcomed and supported and stimulated by what's on offer. We are determined to understand what our users want and how best to encourage non-users to take advantage of what's on offer.
2. Service	Our libraries give everyone in Haringey the chance to get the most out of life by providing welcoming, creative places to enjoy great writing; explore the arts; contribute to their community; draw on advice; and get the information they need to succeed.
3. Communication	We work hard to celebrate books, reading, learning, arts, events, culture and enterprise in the borough, promoting what our libraries have to offer and encouraging people to share what they enjoy and their knowledge, ideas and creativity.
4. Process	We encourage our users to use automated services for routine transactions so that we can invest in our core services. We provide a professional and efficient service to all our users and we involve our users and partners in decision-making.
5. Finance	We concentrate our spending on the services that matter most to our users and set fair prices for the additional

Dimension	Vision for the Future
	services that we provide that help to subsidise our core library service. Our pricing policies encourage the maximum use of our space.
6. Infrastructure	Our libraries are attractive and well-maintained and we invest in technology and electronic media and library materials.
7. Information	We share and promote the cultural and business life of the borough and make active use of data to ensure we are achieving the best possible impact on people's lives.
8. People	Our staff are professional, well-trained and motivated and are given the freedom to use their initiative. We work closely with our users and partners and are always trying out new ideas.
9. Sourcing	We work hard to build positive working relationships with a range of partners, collaborating wherever possible to share services and management effort.

11. Planning: Partnership Options Appraisal

Approach

11.1 After considering the management options in section 6, three options were chosen for further appraisal:

- **Option 1: in-house transformation**. For this option, Haringey would design and manage a programme to implement the new operating model and deliver the outcomes described in the outcomes framework. This option does not preclude buying in specific skills, such as project management and consultants support, where required, nor would it rule out extending existing consortium working.

- **Option 2: shared services including consortium working**. Under this option the council would look to share some or all of libraries' service delivery with another council. Shared service models range from sharing one aspect of the service, such as an IT system, through sharing management teams to sharing the complete service. Consortium working is very similar to shared services but does not typically involve formal shared governance at elected member level, or delegation of responsibility. Consortium working usually involves a group of councils who use the same supplier(s), or who wish to procure jointly for example, forming a partnership to take advantage of economies of scale and superior buying power, or joint supplier management. Sometimes the partnership takes advantage of successful consortium working to share systems and development projects.

- **Option 3: the creation of a charitable trust**. This option would represent a more radical step than the other two options. In particular, key stakeholders would need to understand that a charitable trust is an independent body in which its trustees will be required to act in the trust's interests which may not always coincide with the council's. The council would need to develop a contractual framework in which it is clear what freedoms a trust would have and which issues the council would consider to be non-negotiable. Well-structured contractual governance arrangements would need to be established.

11.2 Although the options are being appraised as separate models they are not necessarily mutually exclusive. Many organisations implement in-house transformations which include aspects of sharing for example, and Haringey already has a mixture of in-house services and consortium working.

11.3 Four tests were applied to each option to help decide which was most likely to deliver the best results:

11.4 **Test A. Outcomes Framework**: This appraisal uses the outcomes framework and enablers described in Table 11 of this document to consider how far each model would benefit the council in achieving the desired outcome.

11.5 **Test B. Future Operating Model**: The appraisal considers what the impact of each model would be on Haringey's ability to implement the Future Operating Model.

11.6 **Test C. Delivery Model Parameters**: The Delivery Model Parameters are designed to reflect Haringey's preferences for certain aspects of different delivery models. With some models there are balancing choices to be considered – for instance some shared services base savings on standardisation but this is typically at the expense of a tailored service which may be a better fit for the council's strategies and objectives. While these aspects of delivery models may not be mutually exclusive, it is useful to consider what preferences Haringey might have.

11.7 The Delivery Model Parameters used for this options appraisal were developed during a workshop with the Libraries Management Team. Figure 7 below illustrates the parameters which were discussed and Haringey's preferences as agreed by the team. The appraisal considers how far each option could support the preferences indicated in the parameters.

Figure 7: Delivery Model Parameters

High cost/high influence	Preferred position	Low cost/low influence	Notes
	1 2 3 4 5		
Whole service located in the borough		Part of the service located elsewhere	Libraries clearly need to be in borough, back office not.
Staff all employed by Haringey		Some staff employed by another Borough or organisation	Ideally, most employment would be in the borough, but that does not mean that all need to be directly managed.
Savings front-loaded		Savings profiled over time	Although any early savings would be welcome.
Performance optimised		Savings optimised	Initial priority must be performance, but this could unlock efficiencies.
Tailored processes		Standardised processes	
Flexibility in service design		Fixed service design	
Investing in innovation		Tried and tested methods	Innovation desirable, but needs to be considered.
Full partnership		Supplier relationship	
Aligned to strategic goals		Aligned to specification	

11.8 **Test D. Financial assessment:** The financial assessment is based on a set of assumptions that have been explored with the core team, and these are attached to this document as Appendix 8. The options analysis is dependent on the accuracy of the information used and the validity of the assumptions that are applied. The information used as the basis for the analysis was provided by Haringey and on that basis it should be robust. At this stage of an evaluation, the assumptions are broadly based and designed to help signpost a way forward but they should not be regarded as precise measures and would need to be refined in respect of any option that is taken forward.

11.9 While many of the assumptions are specific to individual options, two assumptions have been made concerning all options:

- No estimate of redundancy costs, or associated impact on pension liabilities, can be made at this stage.
- While an estimate has been included in each option for transformation capacity such as change management, no estimates can be made of the level of funding required to fund the programme, including the necessary infrastructure changes, to enable the outcomes framework.

11.10 Once these estimates can be made they may represent significant sums (although in a shared service model some aspects could be shared with other partners).

Summary Findings

11.11 The following table summarises the appraisal, the details can be found in Appendix 7.

Table 34: Summary of Option Appraisal[33]

	In-House Transformation	Shared Services	Charitable Trust
A: Outcomes Framework			
1. Sharing the joys offered by books and other writing.	M/H	H	H
2. Getting a great start in life.	H	M	M
3. Getting the most out of life.	M	H	L/M
4. Making Haringey a creative, thriving place.	M	M	M
5. Bringing people together.	M	M	M
B: Future Operating Model	Gives Haringey the independence to implement the model.	Could limit Haringey's ability to implement if vision not shared with partners. (Less important for consortium working). Could prolong the timescale significantly.	A trust as an independent body may struggle to implement the aspects of the model which are heavily integrated with the rest of the council's and other partners' services.
C: Delivery Model Parameters	Gives Haringey the flexibility to implement according to preferred parameters.	Could struggle to be flexible and aligned with strategic objectives if other partners are not aligned.	Could struggle to remain aligned with strategic objectives as directors of the trust must make decision which benefit the trust not necessarily the council.
D: Financial Assessment			
Additional cost / savings over 5 years	£100,000	-£999,500	£54,170
Level of Risk	M	H	H

[33] H = high; M = medium; L = low

11.12 In the same way that it is not possible to estimate the detailed costs of service transformation projects, it is not possible to identify at this stage the savings from service transformation projects. As a result, the initial cost of investing in transformation capacity is included in year 1 for each option, but not the savings that would result from service efficiencies.

11.13 As can be seen from the table a shared service model would bring the most benefit over a five year period, with benefits arising mainly from sharing costs and capacity. However the shared model brings with it a number of significant risks, particularly those concerning the timescale of establishing the partnership, and the possible difficulties of aligning a partnership with Haringey's strategic goals and vision of integrated customer services. Implementing a shared service at the same time as embarking on a complex change programme could be extremely difficult, although a partner could help to support the change programme if they had themselves implemented, or were considering implementing, a similar change programme.

11.14 Consortium working, however, carries less risk, being more focussed on specific areas, and some established consortia are achieving significant benefits around shared catalogues and book stock which clearly support Haringey's outcomes. This will require a review of whether there would be benefit in joining a different library consortium. Such an evaluation will need to take place in advance of any further investment in the library system or the replacement of RFID equipment as a change in consortium would probably need to be accompanied by a replacement of the existing library management system.

11.15 With these considerations in mind, an in-house transformation, including extended consortium working, could be the best mix for Haringey in the short-term, with consideration of a shared model in the longer term to increase the benefits which can be achieved.

12. Planning: Investment Plan

Considering the Options

12.1 The achievement of the future service blueprint and the rest of the future operating model will require a series of investments:

- Capital investment in the library service's buildings and IT infrastructure.
- Investment in programme management to organise the delivery of the changes.
- Leadership time and commitment to engaging with Friends, users and staff.

12.2 This will require expenditure, but there will be direct consequential savings including:

- Economies of scale through sharing with other partners and authorities.
- Capital receipts from the release of buildings that the council will no longer be required once the services have been transferred to the library.
- Increased income from more sales and room hire.
- Efficiencies and staff savings resulting from automation.

12.3 There will also be indirect, but critical savings and benefits, resulting from:

- The library service's contribution to the council's Customer Service Transformation Programme, providing internet access and advice to support channel shift.
- The long-term benefits to citizens and the borough through better information about entitlements; health advice; and employment.
- The library service's contribution to economic growth in the borough, through improving children's and adults' skills and encouraging entrepreneurship.

12.4 Before making a commitment to the investments required, the council will need to develop a more detailed business case setting out the impacts and benefits from the future operating model and an analysis of the costs and savings. The council will also need to consider how the investments will take into account the maintenance requirements for the libraries, such as routine and cyclical maintenance needs. This will also need to take into account the timetable and schedule for relocating the council's customer service centres and the property savings that would result.

12.5 In advance of this more detailed analysis, we have in this section set out some scenarios for the level of investment that can be made with a broad indication of its potential costs.

12.6 Three broad levels of investment are suggested as options:

- **Lower**: this would provide some cosmetic changes but would achieve few of the changes envisaged.

- **Medium**: this would revitalise the core of the service and improve the three larger libraries.
  Higher: this would achieve a full transformation of the service, providing better access across the library network.

12.7 For each of these options, there are varying levels of service on offer, with the medium and higher levels of investment higher levels of the ‘full’ and ‘basic’ services described in Table 25.

Lower Investment: Marginal Improvement

12.8 In this option, there would be some positive impact as a result of an improvement in the interiors of the library. This would allow a modernisation of the larger libraries and the introduction of 'basic' versions of the new centres such as the learning, business and meeting centres. For the smaller libraries, some of the full offer could be achieved for relatively little cost (eg learning and meeting centres at St Ann's. However, this model would not address issues of access at libraries such as Muswell Hill where the children's library is on the first floor, but there is no lift access.

Table 35: Service Offer in Network with Lower Investment

Larger Libraries	Library	Learning Centre	Culture Centre	Business Centre	Advice Centre	Customer Centre	Meeting Centre	Cafe
Hornsey	●	◍	●		◍		◍	◍
Marcus Garvey	●	◍	●	◍	◍		◍	◍
Wood Green	●	●	●	◍	◍		●	◍
New Library Online	◍	◍	◍	◍	◍	◍		
Smaller Libraries								
Alexandra Park	●	◍	◍		◍			◍
Coombes Croft	●		◍		◍		◍	◍
Highgate	●		◍		◍			◍
Muswell Hill	●		◍		◍			◍
St Ann's	●	●	●		◍	◍	●	◍
Stroud Green & Harringay	●		◍					◍

● = full offer ◍ = basic offer (reduced offer or with reduced access).

Medium Investment: Revitalised Core

12.9 With a medium level of investment, library interiors could be remodelled, with the larger libraries being able to offer the full range of the future operating model, as a result of meeting rooms being fitted out with modern audio-visual equipment and with the creation of full customer centres. It should be noted that at Marcus Garvey library it is not proposed to offer a full learning centre as the College is next door and a full business centre as Tottenham already has a similar facility, 639 Enterprise Centre.

12.10 The medium level of investment would result in significantly improved performance but would do little to address the needs of smaller libraries or allow them to act as a core community resource. This model would also not address issues of access at libraries.

Table 36: Service Offer in Network with Medium Investment

Larger Libraries	Library	Learning Centre	Culture Centre	Business Centre	Advice Centre	Customer Centre	Meeting Centre	Cafe
Hornsey	●	●	●	●	●	●	●	●
Marcus Garvey	●	◍	●	◍	●	●	●	●
Wood Green	●	●	●	●	●	●	●	●
New Library Online	●	●	●	●	●	◍		
Smaller Libraries								
Alexandra Park	●	◍	◍		◍	◍		◍
Coombes Croft	●		◍		◍		◍	◍
Highgate	●		◍		◍			◍
Muswell Hill	●		◍		◍			◍
St Ann's	●	●	●		◍	◍	●	◍
Stroud Green & Harringay	●		◍		◍			◍

● = full offer ◍ = basic offer (reduced offer or with reduced access).

Higher Investment: Full Transformation

12.11 With a higher level of capital investment, the existing library network could achieve the vision set out in the future operating model and provide more of the complete offer and on more sites. This level of investment is based on remodelling interiors with more extensive works for three of the smaller libraries, but does not include any relocations. Lift access would be installed at Highgate, Muswell Hill and Stroud Green and Harringay libraries, allowing them to be more intensively used. An extension would be added at Muswell Hill to provide toilets and more space to allow full centres to be added. As for the medium level of investment, it is not proposed to offer a full learning centre at Marcus Garvey library as the College is next door nor a full business centre as Tottenham already has a similar facility, 639 Enterprise Centre. It should be noted that this does not include additional lifts at Hornsey Library to make either the mezzanine space or the first floor rooms accessible.

Table 37: Service Offer in Network with Higher Investment

Larger Libraries	Library	Learning Centre	Culture Centre	Business Centre	Advice Centre	Customer Centre	Meeting Centre	Cafe
Hornsey	●	●	●	●	●	●	●	●
Marcus Garvey	●	◍	●	◍	●	●	●	●
Wood Green	●	●	●	●	●	●	●	●
New Library Online	●	●	●	●	●	◍		
Smaller Libraries								
Alexandra Park	●	◍	◍		◍	◍		◍
Coombes Croft	●		◍		◍	◍	◍	◍
Highgate	●	●	◍		◍	◍	●	◍
Muswell Hill	●	●	◍	●	◍	◍	●	●
St Ann's	●	●	●		◍	◍	●	◍
Stroud Green & Harringay	●	●	◍		◍		●	◍

● = full offer ◍ = basic offer (reduced offer or with reduced access).

Indicative Costs and Refining the Options

12.12 The options set out above are designed to be purely indicative. They are based on improvements to the existing library network and do not take into account any changes to tenancy arrangements in any libraries, nor as a result of any proposed regeneration schemes (such as in Tottenham).

12.13 The changes suggested for each library would need to be reviewed in discussion with Friends, users and staff so that an agreed vision could be established for each library that would both be realistic and command support.

12.14 Indicative costs for each of the options are set out in the table below. It should be noted that these are based on a series of assumptions described in Appendix 9. They provide a high level indication of costs based on experience in other library services, but they do not take account of specific long-term maintenance and repair needs; they are not based on site evaluations or schemes of work; nor are they based on up-to-date quotations.

Table 38: Indicative Costs for Investment Options

Investment Option	Includes	Capital Cost
Lower: marginal improvement	• RFID replacement in larger libraries. • Remodelled counters in larger libraries. • Cosmetic improvements to all libraries. • Basic website and IT improvements.	£1.7m
Medium: revitalised core	• All the changes for lower option, plus: • Professional audio-visual equipment in meeting rooms for larger libraries and St Ann's. • Full remodelling of larger libraries to all full offer at most sites. • Some remodelling of space in smaller libraries to allow basic services, eg advice. • Fully remodelled library website.	£2.7m
Higher: full transformation	• All the changes for lower and medium options, plus: • RFID replacement in all libraries. • Full remodelling of smaller libraries, including remodelled counters. • Audio-visual equipment in Highgate, Muswell Hill. • Lifts at Muswell Hill, Stroud Green and Harringay and Highgate. • Extension and toilets at Muswell Hill.	£4.7m

12.15 It is recommended that further, more detailed estimates are developed based on outline schemes of work before decisions are made on the overall levels of investment in transforming the library network. This will also allow the council's Customer Service Transformation Programme to complete its planning work so that the new customer centres in each library can be 'sized' appropriately.

12.16 In addition, for a number of the proposals, further research and engagement would be required. Examples include:

- Business centres: market research would be needed to confirm the level of demand for each proposed full business centre.
- Learning centres: training providers should be identified who are keen to make use of professionally designed and managed rooms.
- Asset reviews: before a commitment is made to large investments in a particular library, the site should be reviewed to ensure that the investment would be as effective as it could be. As some Friends have suggested, an alternative site might offer a better location or a larger footprint.
- RFID: usage statistics are such that a cost/benefit analysis is needed before replacing RFID equipment in smaller libraries. It may be more cost-effective to simply stop offering RFID in smaller libraries.
- Grants and external funding: many library building programmes have benefited from external funding and grants, such as from the Big Lottery Fund. The library service has secured such funding in the past; research should be undertaken to examine the potential options for external grant funding. This will need to continue as new opportunities can emerge at short notice and with short lead times.

12.17 These investigations will need to form part of the next stage of the planning process in advance of implementation.

13. Planning: Implementation and Conclusion

Programme Planning

13.1 The creation of the future operating model for libraries set out in this report represents a substantial programme of work, incorporating:

- Construction, redesign and refurbishment schemes.
- Staff restructuring and training and development programmes.
- Technology projects, including RFID renewal and web developments.
- Partnership development, including local partnerships and greater sharing.

13.2 The programme will be complex and demanding. It will have a number of interdependencies with other programmes such as the Customer Service Transformation Programme. It will also require a continuing programme of engagement and consultation with Friends, users, staff and other potential users and partners. In addition, an equalities impact assessment and environmental impact assessments will help to test and guide the programme.

13.3 The council has a well-established approach to programme management and this will enable it to manage this programme effectively. However, to make the programme succeed will require leadership, sustained commitment and project management resources.

13.4 The library service management team has already begun planning ahead for the implementation programme and to support members' decision-making process. The key elements of the programme will need to include the principal workstreams and projects set out below.

Table 39: Implementation Programme: Principal Projects and Activities

Workstream	Projects and Activities
1. Infrastructure	• Refine investment plan estimates and secure funding. • Develop sequence of library investments. • Develop, refine and implement schemes for each library (implementing the new visual and interior design standards). • Develop and implement ICT infrastructure investment plan.
2. Service offer	• Develop new stock management approach, including digital media, book display, other language stock and categorisation. • Develop, test and refine 'centres' as part of service offer. • Develop support programme for IT for public use. • Develop events programming and promotion. • Develop targeted take-up campaigns. • Create new information and performance management framework.
3. Resourcing	• Develop overall business case for change, identifying the return on investment and revenue implications.

Workstream	Projects and Activities
	• Design and implement a revised staffing structure. • Design and implement a staff development programme. • Implement a new internal communications framework. • Develop community participation programme, including extending Friends programme and volunteering. • Create partnership and shared service development programme. • Establish sourcing strategy for new service offerings, eg cafes and business centres. • Design revised pricing and income generation policies. • Develop external fund-raising strategy.
4. Vision and branding	• Design, test and establish visual and interior design standards. • Develop new website to promote reading, arts, culture, skills, employment and entrepreneurialism. • Create new marketing and campaign methods, including the use of social media.

13.5 Once the council has determined its preferred approach and level of investment, the programme plan will need to be designed in detail.

Conclusion

13.6 Throughout the refinement and implementation of the programme, a continuing process of engagement should be undertaken. The enthusiastic participation by Friends, users, Members and staff in this review will need to be built upon and people's ideas will need to be captured, explored and debated. While it will not be possible to achieve consensus on every topic, the process of discussion will help to generate better plans that benefit from a wide degree of support.

13.7 Throughout this review, participants have demonstrated great support for the borough's library service. People have contributed ambitious ideas for what libraries can achieve for the people who live and work in Haringey. In doing so, a new model for a library service has emerged that would transform what people can expect of their libraries. The new library service that would result will play an important part in securing the long-term success of the borough.

Appendices

Appendix 1

Council's Library Profiles

The Council has developed a useful set of profiles for each of the nine libraries shown on the attached pages. We recommend that these profiles are used to help inform the planning process for deciding how the future operating model will be applied to each library. The profiles should then be maintained and updated to help inform planning and monitor progress.

ALEXANDRA PARK LIBRARY





Address	Opening Hours
Alexandra Park Road Wood Green London N22 7UJ	Monday to Friday: 9am to 7pm Saturday: 9am to 5pm Sunday: 12pm to 4pm
Gross Internal Area: 251 sq m Usage (2011) per sq m: 431 per sq m	



SERVICE INFORMATION

Category	Details				
Service					
Services in use	• Self issue machines • 7 computers with free internet access • Printing and photocopying facilities	• Free WiFi hotspot • Parking • Room hire			
Rooms for hire	• Two meeting rooms				
Current leases and agreements	Tagore Centre - 10 year lease to 2016. - No rental income. One-off payment of £30,000				
Regular events	• Community Choir • 'Movers and Shakers' • Art exhibitions • Book Clubs for adults and children • First Byte computer lessons for beginners	• Under 5s Story Time and Singing sessions • Craft Club • Portrait drawing classes • Senior Citizens' Coffee			
Resources					
Staff	• Branch Manager (SO1) • 1.5- Library and Information Officer (Sc4) • 2- Library Counter Assistant (Sc 2) • Library Counter Assistant, Saturdays- (Sc2)				
Income	£1, 040	Fines (11/12)	£5,061		
Net Revenue costs £ (including shared costs)	2007	2008	2009	2010	2011
	204,118	221,927	232,655	194,588	184,887
Unit cost analysis £ (net cost per usage)	2007	2008	2009	2010	2011
2011 total avg (all libraries)1.90	2.00	2.02	2.26	1.71	1.71



COMMERCIAL USE

Current	Potential
• IT classes • Meeting Space	• NHS Consultation • Police Drop in
Limited scope for alternative uses on ground floor. Scope to make better use of first floor meeting areas.	

Room hire	
Space Available	13 sq m
Rates	• Commercial Rates £25 p/hour • Community Rates £10 p/hour
Opening (/wk)	62
Hours used (annual)	182
Utilisation rate	4.44%
Income per sq m	£80
Users	5,928

USER SURVEY

Response headlines

- 94.9% of those who responded thought Alexandra Park library overall was good or very good.
- The top services that people were either satisfied or very satisfied with were borrowing adult fiction and non-fiction books (82.5%), sitting and reading for pleasure (70.2%) and reading newspapers/magazines (69.1%).
- The level of dissatisfaction of services overall was very low. The three services people were most dissatisfied or very dissatisfied with were using the free computers (3%), using free WIFI facilities (2.3%) and sitting and reading for pleasure (1.7%).
- 85.9 % of respondents have access to the internet at home (Avg for all lib 76.6 %) predominately through the use of a PC/laptop (50%) and/or a Smartphone (25.4 %) and/or a tablet (13.4%).
- 37.6% of respondents access the internet at the library (Avg for all lib 53%). The top three uses when accessing the internet at the library are research (16.2%), study/learning (14.1 %) and general surfing eg, Google (12.2%).
- 38.8% of respondents never use Haringey's online library services.

WARD PROFILE: ALEXANDRA

Category	Details	
Total Population (2010 mid-year estimates)	10,024	
Age (2010 mid-year estimates)	0-4	8%
	5-15	12%
	16-64	70%
	65+	10%
Ethnicity	White	84%
	Mixed	4%
	Asian	3%
	Black or Black British	7%
	Chinese or other	2%
% with 5 or more A*-C inc English and Maths	75% (3rd highest rate out of 19 wards)	
Average IMD Score (Haringey Avg 36.1)	18.5 (3rd lowest score out of 19 wards)	
JSA Claimant rate (Aug 2012) (Proportion of resident population aged 16-64 estimates)	2.7 (3rd lowest rate out of 19 wards)	
Life expectancy	Male (Haringey Avg 76.2)	79.22
	Female (Haringey Avg 83.4)	83.5

LOCAL INFORMATION

Category	Details				
Transport links	• Nearest underground station: Bounds Green (0.6 miles) • Buses: 102, 184, 299				
Local Schools	• Rhodes Avenue Primary School (0.2 miles) • Alexandra Park Secondary School (0.7 miles)				
Libraries nearby	Library				Distance
	Muswell Hill Library				1 mile
	Highgate Library				2 miles
	Wood Green Library				2 miles
	South Friern Library(Barnet)				0.8 miles
	East Finchley Library (Barnet)				1.6 miles
Community buildings (within a mile)	Building	Tenant	Lease expiry	Current Rent	Services delivered
	8-10 Bedford Road	J.A.N. Trust	19/05/2012	£6,000	The JAN Trust aims to empower women and young people to be more independent and able to integrate into British society. JAN Trust provides a range of services from a youth club to a mature ladies club, along with training and educational programmes.

CUSTOMER INSIGHT

Geographical distribution



Figure 1: Distribution of Active Borrowers

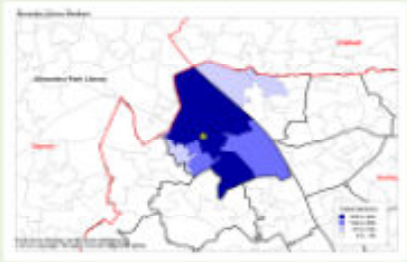


Figure 2: Distribution of Library Members



Figure 3: Catchment Area

- The majority of Active Borrowers and Members for Alexandra Park Library come from Alexandra and parts of Bounds Green ward.
- This analysis sought to identify a core 'catchment area' for each Haringey library that was comparable and consistent across all libraries in the borough. We did this by identifying the Lower Super Output Areas for each library where there were at least 50 active borrowers. Typically, the areas identified account for around 70% of active borrowers for each library. The usership therefore spreads beyond the catchment areas but they give a good indication of where users for each library are likely to live.

Key Usage Statistics

Alexandra Park	Number				% of Haringey Total		Rank
Members as at 01/06/2012:	4,168				4.5%	of all library members	6th
Active borrowers 2011/12:	2,531				5.5%	of all active borrowers	6th
Visits 2011/12:	108,263	or	33	visits per hour*	5.7%	of all library visits	7th
Issues 2011/12:	74,991	or	23	issues per hour*	6.6%	of all issues	5th
PC usage 2011/12 (sessions):	14,005	or	4.3	sessions per hour*	3.0%	of all PC sessions	7th
PC usage 2011/12, take up of available sessions (rank):					35%	of capacity	8th

Figure 4: Key Usage Statistics

*during opening hours

**1=highest 9=lowest

	S-1	1-5	5-7	All periods
Mon	24	21	16	21
Tue	18	27	12	20
Wed	13	15	9	13
Thu	17	22	12	18
Fri	14	23	15	18
Sat	26	32	-	29
Sun	-	26	-	26
All days	19	24	13	20

Figure 5: Number of issues per hour

	S-1	1-5	5-7	All periods
Mon	5.0	6.5	2.5	5.1
Tue	7.5	6.5	3.3	6.3
Wed	6.1	7.4	2.5	5.9
Thu	6.4	6.6	2.8	5.8
Fri	4.5	4.3	1.5	3.8
Sat	2.9	5.0	-	3.9
Sun	-	4.5	-	4.5
All days	5.4	5.8	2.5	5.1

Figure 6: PC usage – sessions per hour

- Alexandra Park is one of the less busy libraries in the borough, accounting for between 3% and 6% of usage for all libraries. The number and take up of PC sessions is comparatively low.
- Saturday and Sunday are the busiest days for issues, although rates are only about a third higher than weekdays, compared to a doubling of rates at weekends for libraries overall. Wednesday is a particularly quiet day. The busiest time of the day is the afternoon.
- Monday to Thursday are the busiest days for PC usage, with little variation. Sunday is the busiest day of the weekend. The mornings and afternoons are significantly busier that the evenings.

Gender

- 30% of active borrowers are male and 70% are female. Males are strongly underrepresented compared to both the Haringey average (39%) and the catchment population (50.9%).

Age Distribution (Active borrowers compared to catchment area population)

- For the majority of age groups, the number of active borrowers is in line with the catchment area population as a whole.
- However, younger children are highly overrepresented compared to the catchment area population and compared to what we would expect based on all active borrowers across Haringey libraries.
- Over 45s are underrepresented compared to the catchment area population, but this is in line with Haringey active borrowers overall.

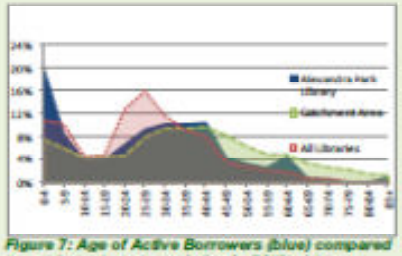


Figure 7: Age of Active Borrowers (blue) compared to catchment area population in 2010 mid-year estimates (green) and active borrowers across all Haringey libraries (red).

Ethnicity (Active borrowers compared to catchment area population)

- There are no significant differences between the ethnicity of active borrowers and the catchment area population overall.
- The high proportion of white active borrowers (80%) is significantly higher than the active borrowers population as a whole, but this reflects the ethnicity of the catchment area.

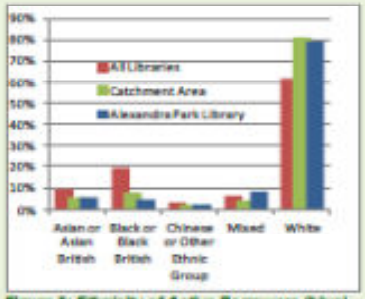
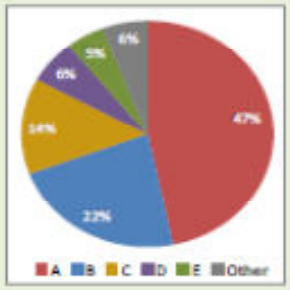


Figure 8: Ethnicity of Active Borrowers (blue) compared to catchment area population in 2001 Census (green) and active borrowers across all Haringey libraries (red).

Resident Characteristics



- The *Haringey Resident Segmentation* groups Haringey Residents into five segments (A to E) according to their demographic profile, preferences and behaviours.
- Users of Alexandra Park Library (active borrowers), fall primarily into group A (47%) and group B (22%)

Figure 9: Resident segmentation groups of Active Borrowers

Group A Key Messages

- Highest demand on property-related services such as planning and building control
- Still access routine transactional services such as council tax and parking
- Lowest demand on face-to-face and telephone channels, which matches what we know about their preferences
- Most likely to use the internet every day (about two thirds) and likely to use the Haringey website to access information and services
- Receptive to accessing information and services online or by telephone
- **Significant opportunities for increasing digital communications and service access to take advantage of higher than average internet use**
- **Presents the fewest challenges in terms of channel shift**

Group B Key Messages

- High demand on routine transactional services such as council tax and parking
- Low demand on family-oriented services such as school admissions due to the low levels of parents within this group
- Highly likely to use the internet every day (around 60%) but use the Haringey website less than we would expect
- **Currently placing more demand on contact via telephone than we would expect**
- **Most likely to have social networking site membership, indicating there is potential for greater use of social media**
- Receptive to accessing information and services online or by telephone
- **Significant opportunities for increasing digital communications and service access to take advantage of higher than average internet use, particularly for routine transactional services**

Summary: Alexandra Park

- Active borrowers and members are concentrated in Alexandra ward.
- One of the less busy libraries in the borough.
- Weekends and the early part of the week tend to be busier for both issues and PC usage.
- User base consists of a very large population of 0-4 year olds. There are fewer young adults than average and more 40-44 year olds. There are also more 60-64 year olds than average.
- Over two thirds of the user base fall into groups A and B of the Haringey Resident Segmentation. These groups place the least demand on Council services.

COOMBES CROFT LIBRARY





Address	Opening Hours
Tottenham High Road London N17 8AG	Monday to Friday: 9am to 7pm Saturday: 9am to 5pm Sunday: Closed
Gross Internal Area: 262 sq m **Usage (2011) per sq m:** 418 per sq m	



SERVICE INFORMATION

Category	Details				
Service					
Services in use	• 14 computers with free internet access • Printing and photocopying facilities • Free WiFi hotspot				
Rooms for hire	• One meeting room				
Current leases and agreements	• No leases or agreements. Meeting room well used – primarily for community activities required by Big Lottery Funding project				
Regular events	• Art and Craft Club • Book Club • Community Stop Smoking Service • Homework Support Club	• Knitter Natter Club • First Byte Computer Courses • Thursday Computer Club • Toy Club with Songs and Story Time			
Resources					
Staff	• Branch Manager (SO1) • 1.5- Library and Information Officer (Sc4) • 2- Library Counter Assistant (Sc 2) • Library Counter Assistant, Saturdays- (Sc2)				
Income	£0	Fines (11/12)	£2,540		
Net Revenue costs £ (including shared costs)	2007	2008	2009	2010	2011
	215, 734	233,075	215,201	118,220	181,621
Unit cost analysis £ (net cost per usage) 2011 total avg (all libraries)1.90	2007	2008	2009	2010	2011
	1.34	1.45	1.87	1.33	1.66



Community Hubs: Coombes Croft Library

COMMERCIAL USE

Current	Potential
• IT classes • Meeting Space • NHS Consultation • Police Drop In	n/a
Very limited surplus space. Requirements of local user groups mean that no income is being derived from the meeting room	

Room hire	
Space Available	5.5 sq m
Rates	• Commercial Rates £25-£50 p/hour • Community Rates £10-£25 p/hour
Opening (/wk)	58
Hours used (annual)	1,040
Utilisation rate	26.67%
Income per sq m	£0
Users	6,188

USER SURVEY

Response headlines
• 84.3% of those who responded thought Coombes Croft library overall was good or very good.
• The top services that people were either satisfied or very satisfied with were using the free computers (72.4%), reading magazines/newspapers (70.9%) and borrowing adult fiction and non-fiction books (67.6%).
• The level of dissatisfaction of services overall was very low. The three services people were most dissatisfied or very dissatisfied with were using the free computers (3.9%), borrowing adult fiction and non-fiction books (3.3%) and using the free WiFi (3.2%).
• 62.9 % of respondents have access to the Internet at home (Avg for all lib 78.6 %) predominately through the use of a PC/laptop (57.7%) and/or a Smartphone (26.6 %).
• 71.6% of respondents access the Internet at the library (Avg for all lib 53%). The top three uses when accessing the Internet at the library are study/learning (13.1%), research (13.1%) and finding a job (11%).

WARD PROFILE: *NORTHUMBERLAND PARK*

Category	Details	
Total Population (2010 mid-year estimates)	13,184	
Age (2010 mid-year estimates)	0-4	10%
	5-15	15.5%
	16-64	66%
	65+	8.5%
Ethnicity	White	47.5%
	Mixed	5.3%
	Asian	6.3%
	Black or Black British	37.8%
	Chinese or other	3.1%
% with 5 or more A*-C inc English and Maths	44% (lowest rate out of 19 wards)	
Average IMD Score (Haringey Avg 36.1)	54.8 (highest score out of 19 wards)	
JSA Claimant rate (August 2012) (Proportion of resident population aged 16-64 estimates)	12.3 (Highest rate out of 19 wards)	
Life expectancy	Male (Haringey Avg 76.2)	73.8
	Female (Haringey Avg 83.4)	84.0

LOCAL INFORMATION

Category	Details				
Transport links	• Nearest mainline station: White Hart Lane (0.3 miles) • Buses: 149, 259, 279, 349, W3				
Local Schools	• St. Francis de Sales (0.1 miles) • Northumberland Park Secondary School (0.6 miles)				
Proximity to libraries nearby	Library				Distance
	Marcus Garvey				1.2 miles
	Fore Street (Enfield)				0.6 miles
	Angel Raynham Library (Enfield)				1 mile
Community buildings (within a mile)	Building	Tenant	Lease expiry	Current Rent	Services delivered
	Selby Centre	The Selby Trust	21/01/2022	£163,000 (Circ Fund)	Letting space: social, culture & educational purposes
	Irish Centre	Irish Cultural Centre	15/02/2027	£82,000 (Circ Fund)	Advice and Information Service
	Whitehall & Tenterden	GRACE org	08/12/2006	£15,000	African/Caribbean drop in centre
	Tottenham Comm Sports centre	Tott Comm Sprts Centre	31/03/2052	£12,000	Sports Centre
	Ilse Amiot Centre	A centre for women & children	13/01/2017	£600	Advice, guidance and childcare
	Park Lane Comm Centre	Cherubim & Seraphim Church	22/12/2012	£16,300	Faith Centre

CUSTOMER INSIGHT

Geographical distribution



Figure 1: Distribution of Active Borrowers

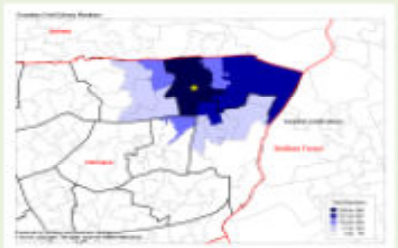


Figure 2: Distribution of Library Members

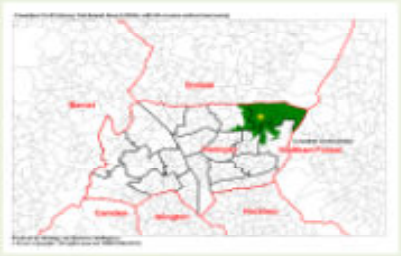


Figure 3: Catchment Area

- The majority of Active Borrowers and Members for Coombes Croft Library come from Northumberland Park ward and neighbouring parts of Tottenham Hale, White Hart Lane and Bruce Grove.
- This analysis sought to identify a core 'catchment area' for each Haringey library that was comparable and consistent across all libraries in the borough. We did this by identifying the Lower Super Output Areas for each library where there were at least 50 active borrowers. Typically, the areas identified account for around 70% of active borrowers for each library. The usership therefore spreads beyond the catchment areas but they give a good indication of where users for each library are likely to live.

Key Usage Statistics

Coombes Croft	Number				% of Haringey Total		Rank
Members as at 01/08/2012:	6,414				6.9%	of all library members	5th
Active borrowers 2011/12:	2,650				5.8%	of all active borrowers	5th
Visits 2011/12:	109,498	or	36	visits per hour*	5.8%	of all library visits	6th
Issues 2011/12:	38,968	or	13	issues per hour*	3.4%	of all issues	9th
PC usage 2011/12 (sessions):	44,371	or	15	sessions per hour*	9.5%	of all PC sessions	4th
PC usage 2011/12, take up of available sessions (rank):					70%	of capacity	1st

*during opening hours

**1=highest, 9=lowest

Figure 4: Key Usage Statistics

- Coombes Croft is the least busy library in the borough for issues (accounting for around 3% of the borough total). However, the number and take up of PC sessions is relatively high (almost 10% of the borough total).

	9-1	1-5	5-7	All periods
Mon	7	13	12	11
Tue	9	13	8	10
Wed	5	14	6	9
Thu	10	12	8	11
Fri	5	12	11	9
Sat	12	19	-	15
Sun	-	-	-	-
All days	8	14	9	11

Figure 5: Number of issues per hour

	9-1	1-5	5-7	All periods
Mon	11.1	16.1	10.8	13.1
Tue	14.0	16.9	7.8	13.9
Wed	14.5	17.9	7.3	14.4
Thu	14.6	18.1	9.0	14.9
Fri	11.8	13.1	6.5	11.3
Sat	9.3	10.0	-	9.6
Sun	-	-	-	-
All days	12.5	15.4	8.3	13.0

Figure 6: PC usage – sessions per hour

- Although Saturday is the busiest day for issues, in keeping with the pattern for libraries overall, the difference with the other days is around 50% which is significantly below the difference for libraries overall. The busiest time of the day is the afternoon.
- Monday to Thursday are the busiest days of the week for PC usage with little variation. Friday and Saturday are quieter. Afternoons are the busiest time of the day.

Gender

- 41% of active borrowers are male and 59% are female. Males are slightly overrepresented compared to the Haringey average (39%) but underrepresented compared to the catchment population (50.6%).

Age Distribution (Active borrowers compared to catchment area population)

- 5-14 year olds are highly overrepresented compared to the catchment area population and compared to what we would expect based on all active borrowers across Haringey libraries.
  Over 45s are underrepresented compared to the catchment area population, but this is in line with Haringey active borrowers overall.

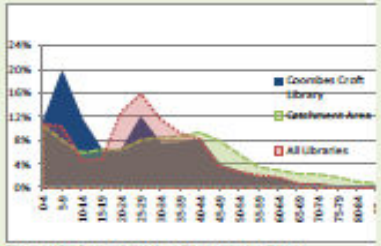


Figure 7: Age of Active Borrowers (blue) compared to catchment area population in 2010 mid-year estimates (green) and active borrowers across all Haringey libraries (red).

Ethnicity (Active borrowers compared to catchment area population)

- Almost half of active borrowers are Black or Black British, significantly higher than any other Haringey library and also higher than we would expect based on the catchment population.
- The White population is underrepresented (34% of active borrowers compared to 49% of the catchment population)

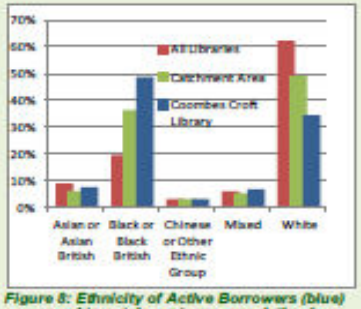


Figure 8: Ethnicity of Active Borrowers (blue) compared to catchment area population in 2001 Census (green) and active borrowers across all Haringey libraries (red).

Resident Characteristics

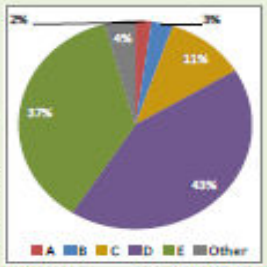


Figure 9: Resident segmentation groups of Active Borrowers

- The *Haringey Resident Segmentation* groups Haringey Residents into five segments (A to E) according to their demographic profile, preferences and behaviours.
- Four out of five users of Coombes Croft Library (active borrowers), fall into either group D (43%) or group E (37%)

Group D Key Messages

- Service access cuts across needs-based services, such as benefits and some social housing-related services; universal and transactional services, and family-oriented services
- However, the real demand is on needs-based services such as benefits and housing-related services
- **High demand on face-to-face channels which is consistent with their preference for face-to-face**
- **Average demand on telephone channels, less than we would expect based on their needs and the services they access**
- About half access the internet every day, lower than groups A, B and C, but still reasonably high
- Low social network membership suggests there will be challenges in engaging with group D via social media
- Usage of Haringey's website is higher than we would expect based on their preferences
- **Opportunities for increasing digital access to at least some services; channel shift from face-to-face to telephone for other services. However, this is a complex picture that we need to better understand**

Group E Key Messages

- High demand on needs-based services such as benefits and social housing-related services
- Nevertheless still access routine transactional services such as council tax
- High demand on face-to-face channels and above average demand on telephone, which tallies with what we know about their preferences
- Half of members access the internet every day, lower than groups A, B and C, but still reasonably high
- Higher reliance on public access to the internet e.g. libraries than other groups
- Low social network membership suggests there will be challenges in engaging with this group through social media
- **Least likely to use the Haringey website, except for housing-related services and job vacancies, indicating that they will use the internet where access is restricted to online and support is provided**
- **Many do not have a direct payment account, leading to more payments being made via customer services rather than automated and digital channels**
- **Likely to present the most challenges if encouraging channel shift to digital and automated channels**

Summary: Coombes Croft

- Active borrowers and members are concentrated in Northumberland Park ward.
- Sixth busiest library in the borough for visits, fourth busiest for PC usage, but the least busy for issues.
- Visitor habits are close to the borough average
- The user base consists of a large population of 5-14 year olds and relatively high numbers of 25-29 year olds, although overall the number of young adults is lower than other libraries in the borough.
- There are fewer White users than we would expect.
- 80% of the user base fall into groups D and E of the Haringey Resident Segmentation. These groups place the highest demand on Council services.

HIGHGATE LIBRARY





Address	Opening Hours
1 Shepherds Hill Highgate London N6 5QJ	Monday to Friday: 9am to 7pm Saturday: 9am to 5pm Sunday: Closed
Gross Internal Area: 196 sq m Usage (2011) per sq m: 413 per sq m	



SERVICE INFORMATION

Category	Details				
Service					
Services in use	• 4 computers with free internet access • Printing and photocopying facilities • Free WIFI hotspot				
Rooms for hire	• Three meeting rooms				
Current leases and agreements	• No leases or agreements				
Regular events	• Family Drop In • First Byte computer sessions for adults • Film Club • French for Children • Kumon Maths and English • Reading group • Singing and Toy Library • Story Time				
Resources					
Staff	• Branch Manager (SO1) • 1.5- Library and Information Officer (Sc4) • Library Counter Assistant (Sc 2) • Library Counter Assistant, Saturdays- (Sc2)				
Income	£4000	Fines (11/12)	£2,905		
Net Revenue costs £ (including shared costs)	2007	2008	2009	2010	2011
	147,226	177,214	188,978	184,047	162,213
Unit cost analysis £ (net cost per usage) 2011 total avg (all libraries)1.90	2007	2008	2009	2010	2011
	1.83	2.35	2.42	2.20	2.00



COMMERCIAL USE

Current	Potential
• IT classes • Meeting Space • NHS Consultations	• Café • Crèche
Adult library underutilised-potential to remove and replace with crèche/café.	

Room hire	
Space Available	48 sq m
Rates	• Commercial Rates £15-£75 p/hour • Community Rates £10-£50 p/hour
Opening (/wk)	58
Hours used (annual)	812
Utilisation rate	20.82%
Income per sq m	£83.33
Users	5,796

USER PROFILE

Response headlines

- 94% of those who responded thought that Highgate library overall was good or very good.
- The level of dissatisfaction of services overall was very low. The three services people were most dissatisfied or very dissatisfied with were using the free computers (7%), using the free Wifi facility (2.5%) and borrowing adult fiction and non- fiction books (2.3%).
- 82.6 % of respondents have access to the internet at home (Avg for all lib 78.6 %) predominately through the use of a PC/laptop (83.2%) and/or a Smartphone (44.2 %).
- 46.1% of respondents access the Internet at the library (Avg for all lib 53%). The top three uses when accessing the internet at the library are research (24.6%), general surfing (eg Google) (23.4%) and keeping in touch with family and friends (19.2%).
- 36% of respondents never use Haringey's online library services, however 35% use them daily, several times a week or several times a month.

WARD PROFILE: *HIGHGATE*

Category	Details	
Total Population (2010 mid-year estimates)	10,094	
Age (2010 mid-year estimates)	0-4	7%
	5-15	7.5%
	16-64	73.5%
	65+	12%
Ethnicity	White	85.5%
	Mixed	3.4%
	Asian	3.2%
	Black or Black British	5.5%
	Chinese or other	2.4%
% with 5 or more A*-C inc English and Maths	70% (5th highest rate out of 19 wards)	
Average IMD Score (Haringey Avg 36.1)	17.8 (lowest score out of 19 wards)	
JSA Claimant rate (August 2012) (Proportion of resident population aged 16-64 estimates)	2.7 (4th lowest rate out of 19 wards)	
Life expectancy	Male (Haringey Avg 76.2)	79.5
	Female (Haringey Avg 83.4)	85.4

LOCAL INFORMATION

Category	Details				
Transport links	• Nearest underground station: Highgate Station (0.1 miles) • Buses: 43, 134, 263, W5				
Local Schools	• St. Michaels CE Primary School (0.4 miles) • Highgate Wood Secondary School (0.6 miles)				
Proximity to libraries nearby	Library				Distance
	Hornsey				1.2 miles
	Muswell Hill				1.3 miles
	Archway Library (Islington)				1.1 miles
	Highgate library (Camden)				1.2 miles
Community buildings (within a mile)	Building	Tenant	Lease expiry	Current Rent	Services delivered
	Jackson Lane Community Centre	Jackson Lane Community Association	11/06/2013	£51,600 Peppercorn	Multi-arts venue

CUSTOMER INSIGHT

Geographical distribution

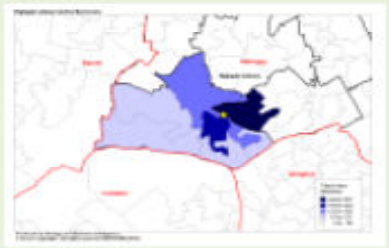


Figure 1: Distribution of Active Borrowers

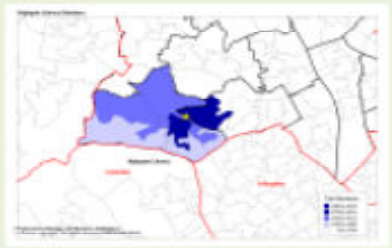


Figure 2: Distribution of Library Members



Figure 3: Catchment Area

- The majority of Active Borrowers and Members for Highgate Library come from Highgate and Crouch End wards.
- This analysis sought to identify a core 'catchment area' for each Haringey library that was comparable and consistent across all libraries in the borough. We did this by identifying the Lower Super Output Areas for each library where there were at least 50 active borrowers. Typically, the areas identified account for around 70% of active borrowers for each library. The usership therefore spreads beyond the catchment areas but they give a good indication of where users for each library are likely to live.

Key Usage Statistics

Highgate	Number				% of Haringey Total		Rank
Members as at 01/08/2012:	3,641				3.9%	of all library members	8th
Active borrowers 2011/12:	2,118				4.6%	of all active borrowers	7th
Visits 2011/12:	80,927	or	27	visits per hour*	4.3%	of all library visits	9th
Issues 2011/12:	49,656	or	16	issues per hour*	4.3%	of all issues	6th
PC usage 2011/12 (sessions):	10,309	or	3.4	sessions per hour*	2.2%	of all PC sessions	8th
PC usage 2011/12, take up of available sessions (rank):					50%	of capacity	4th

*during opening hours

**1=highest, 9=lowest

Figure 4: Key Usage Statistics

- Highgate is one of the less busy libraries in the borough, accounting for between 3% and 6% of usage for all libraries. The number of PC sessions is comparatively low.

	9-1	1-5	5-7	All periods
Mon	15	27	12	19
Tue	12	19	7	14
Wed	9	23	14	16
Thu	12	13	9	11
Fri	9	15	12	12
Sat	26	25	-	25
Sun	-	-	-	-
All days	14	20	11	16

Figure 5: Number of issues per hour

	9-1	1-5	5-7	All periods
Mon	3.9	4.1	3.0	3.8
Tue	3.8	4.1	1.3	3.4
Wed	3.8	4.4	1.8	3.6
Thu	4.4	3.6	1.5	3.5
Fri	3.5	3.4	1.3	3.1
Sat	2.0	3.9	-	2.9
Sun	-	-	-	-
All days	3.6	3.9	1.8	3.4

Figure 6: PC usage – sessions per hour

- Saturday is the busiest day of the week for issues, twice as busy the quietest days: Thursday to Friday, and around one third as busy as Monday to Wednesday. The busiest time of the day is the afternoon.
- There is little variation in PC usage across the week, Saturday is the quietest day. The mornings and afternoons are busier that the evenings.

Gender

- 30% of active borrowers are male and 70% are female. Males are strongly underrepresented compared to both the Haringey average (39%) and the catchment population (51.5%)

Age Distribution (Active borrowers compared to catchment area population)

- Overall, the age profile of active borrowers is close to that of the catchment area population.
- However, 20-44 year olds are overrepresented compared to both the catchment area population and the active borrower base for Haringey as a whole.
- Over 45s are underrepresented compared to the catchment area population, but this is in line with Haringey active borrowers overall.

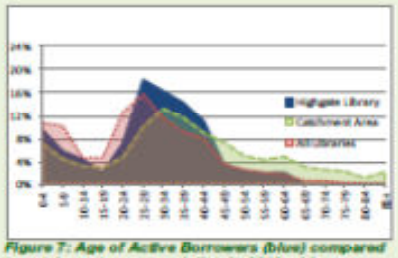


Figure 7: Age of Active Borrowers (blue) compared to catchment area population in 2010 mid-year estimates (green) and active borrowers across all Haringey libraries (red).

Ethnicity (Active borrowers compared to catchment area population)

- There are no significant differences between the ethnicity of active borrowers and the catchment area population overall.
- The high proportion of white active borrowers (80%) is significantly higher than the active borrowers population as a whole, but this reflects the ethnicity of the catchment area.
-

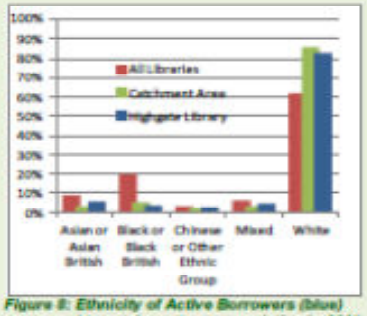


Figure 8: Ethnicity of Active Borrowers (blue) compared to catchment area population in 2001 Census (green) and active borrowers across all Haringey libraries (red).

Resident Characteristics

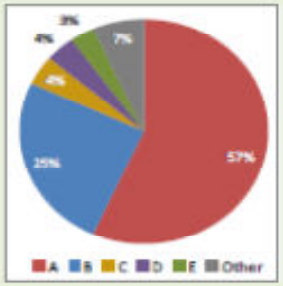


Figure 9: Resident segmentation groups of Active Borrowers

- The *Haringey Resident Segmentation* groups Haringey Residents into five segments (A to E) according to their demographic profile, preferences and behaviours.
- Users of Highgate Library (active borrowers), fall primarily into group A (57%) and group B (25%)

Group A Key Messages

- Highest demand on property-related services such as planning and building control
- Still access routine transactional services such as council tax and parking
- Lowest demand on face-to-face and telephone channels, which matches what we know about their preferences
- Most likely to use the internet every day (about two thirds) and likely to use the Haringey website to access information and services
- Receptive to accessing information and services online or by telephone
- **Significant opportunities for increasing digital communications and service access to take advantage of higher than average internet use**
- **Presents the fewest challenges in terms of channel shift**

Group B Key Messages

- High demand on routine transactional services such as council tax and parking
- Low demand on family-oriented services such as school admissions due to the low levels of parents within this group
- Highly likely to use the internet every day (around 60%) but use the Haringey website less than we would expect
- **Currently placing more demand on contact via telephone than we would expect**
- **Most likely to have social networking site membership, indicating there is potential for greater use of social media**
- Receptive to accessing information and services online or by telephone
  Significant opportunities for increasing digital communications and service access to take advantage of higher than average internet use, particularly for routine transactional services

Summary: Highgate

- Active borrowers and members are concentrated in Highgate and Crouch End wards.
- One of the less busy libraries in the borough.
- Visitor habits are close to the borough average
- User base is shifted towards the 25-44 age range, and is older than the borough average.
- Over 60% of the user base fall into groups A and B of the Haringey Resident Segmentation. These groups place the least demand on Council services.

HORNSEY LIBRARY





Address	Opening Hours
Haringey Park London N8 9JA	Monday to Friday: 9am to 7pm Saturday: 9am to 5pm Sunday: 12pm to 4pm
Gross Internal Area: 2757 sq m Usage (2011) per sq m: 118 per sq m	



SERVICE INFORMATION

Category	Details				
Service					
Services in use	• 25 computers with free internet access (including an accessible pc for visually impaired users) • Printing and photocopying facilities	• Free WiFi hotspot • Silent study area • Special collections			
Rooms for hire	• 4 offices and a meeting room • Original Gallery and Promenade Gallery				
Current leases and agreements	The Community and Youth Music Library • £5k p/a • Local Agreement/ statement	UnLibrary Café • Free • No agreement			
Regular events	• Art and Craft Club • Book Club • Community Stop Smoking Service • Homework Support Club	• Knitter Natter Club • First Byte Commuter Courses • Toy Club with Songs and Story Time			
Resources					
Staff	• Principal Librarian (PO3) • Community Programmes Officer: Wellbeing& access (SO2) • Local History Librarian (SO1) • Music & Film Librarian (Sc6) • Librarian (Sc6) • 0.5 Information, ICT & Business Librarian (SO1)	• Operations Manager (PO1) • 0.5 Operations Supervisor (Sc6) • 2x Library Counter Assistant (Sc2 • 2X Library Information Officer Sc4) • 2X Library Counter Assistant Saturday (Sc2)			
Income	£8,350	Fines (11/12)	£22,747		
Net Revenue costs £ (including shared costs)	2007	2008	2009	2010	2011
	773,245	848,012	897,146	754,744	693,209
Unit cost analysis £ (net cost per usage)	2007	2008	2009	2010	2011
2011 total avg (all libraries)1.90	2.73	2.36	2.49	2.14	2.13



COMMERCIAL USE

Current	Potential
• Cafe • IT Classes • Meeting Space • NHS Consultation • Police Drop In	• Cinema • Creche • Outreach post office
Former Y-Gen space being marketed- improve cafe offer and use courtyard? No cinema in crouch end-potential community use.	

Room hire	
Space Available	218.45 sq m
Rates	• Commercial Rates £25-£75 p/hr • Community Rates £10-£30 phr
Opening (/wk)	62
Hours used (annual)	4,415
Utilisation rate	107.68%
Income per sq m	£38.22
Users	6,947

USER SURVEY

Response headlines

- Respondents at Hornsey library also use a number of other libraries, the most popular being Wood Green, Muswell Hill and Stroud Green and Haringay Libraries.
- 96% of those who responded thought that Hornsey library overall was good or very good. No respondents thought the library was poor or very poor.
- The level of dissatisfaction of services overall was very low. The three services people were most dissatisfied or very dissatisfied with were using the free Wifi facility (9%), using the free computers (4%) and accessing Council/Government services (4%)
- 49.5% of respondents access the internet at the library (Avg for all lib 53%). The top three uses when accessing the internet at the library are research (29.2%), study/learning (22.1%) and general surfing (eg Google) (19.1%).
- 31.4% of respondents never use Haringey's online library services and another 20% use it once or twice a year or less often. A number of people responded that this was due to the fact that they were not aware of the online services.

WARD PROFILE: HORNSEY

Category	Details	
Total Population (2010 mid-year estimates)	11,402	
Age (2010 mid-year estimates)	0-4	7%
	5-15	10%
	16-64	74%
	65+	9%
Ethnicity	White	73.8%
	Mixed	4.6%
	Asian	6.2%
	Black or Black British	13.6%
	Chinese or other	1.7%
% with 5 or more A*-C inc English and Maths	72% (5th highest rate out of 19 wards)	
Average IMD Score (Haringey Avg 36.1)	33.5 (8th lowest score out of 19 wards)	
JSA Claimant rate (August 2012) (Proportion of resident population aged 16-64 estimates)	6.2 (9th lowest rate out of 19 wards)	
Life expectancy	Male (Haringey Avg 76.2)	74.7
	Female (Haringey Avg 83.4)	83.2

LOCAL INFORMATION

Category	Details				
Transport links	• Nearest mainline station: Crouch hill Station (0.6 miles) • Nearest Tube: Finsbury Park Station (1.5 miles) • Buses: 41, 91, W3, W5, W7				
Local Schools	• St. Gildas RC Junior school (0.3 miles) • Hornsey Secondary School (0.5 miles)				
Proximity to libraries nearby	Library				Distance
	Stroud Green				0.9 miles
	Highgate Library				1.2 miles
	N4 Library (Islington)				1.4 mile
Community buildings (within a mile)	Building	Tenant	Lease expiry	Current Rent	Services delivered
	Stationers Community Centre	Hornsey Vale Community Centre	12/05/2016	£29,750 (Circ Fund)	Multipurpose community centre
	136 Tottenham Lane	Hornsey Historical Society	14/10/2009	£1,350 Peppercorn	Local conservation activity

CUSTOMER INSIGHT

Geographical distribution

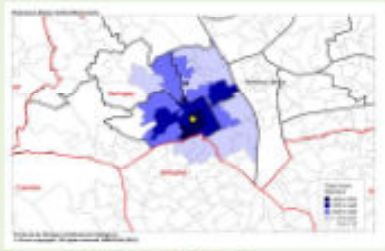


Figure 1: Distribution of Active Borrowers

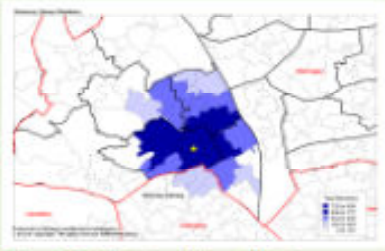


Figure 2: Distribution of Library Members



Figure 3: Catchment Area

- The majority of Active Borrowers and Members for Hornsey Library come from Hornsey, Crouch End, Muswell Hill and Stroud Green wards, with some also coming from neighbouring Islington.
- This analysis sought to identify a core 'catchment area' for each Haringey library that was comparable and consistent across all libraries in the borough. We did this by identifying the Lower Super Output Areas for each library where there were at least 50 active borrowers. Typically, the areas identified account for around 70% of active borrowers for each library. The usership therefore spreads beyond the catchment areas but they give a good indication of where users for each library are likely to live.

Key Usage Statistics

Hornsey	Number			% of Haringey Total		Rank
Members as at 01/08/2012:	16,845			18.2%	of all library members	2nd
Active borrowers 2011/12:	9,456			20.5%	of all active borrowers	2nd
Visits 2011/12:	325,283	or	101 visits per hour*	17.2%	of all library visits	2nd
Issues 2011/12:	244,993	or	76 issues per hour*	21.4%	of all issues	2nd
PC usage 2011/12 (sessions):	55,630	or	17 sessions per hour*	12.0%	of all PC sessions	3rd
PC usage 2011/12, take up of available sessions:				40%	of capacity	6th

*during opening hours

**1=highest, 9=lowest

Figure 4: Key Usage Statistics

- Hornsey is the second busiest library in the borough overall. However, PC usage and take up is relatively low.

	9-1	1-5	5-7	All periods
Mon	62	76	53	66
Tue	63	78	48	66
Wed	45	71	40	54
Thu	58	70	26	56
Fri	44	80	47	59
Sat	112	142	-	127
Sun	-	100	-	100
All days	64	88	43	71

Figure 5: Number of issues per hour

	9-1	1-5	5-7	All periods
Mon	19	21	10	18
Tue	14	21	11	16
Wed	18	20	9	17
Thu	16	18	13	16
Fri	19	19	6	17
Sat	15	17	-	16
Sun	-	22	-	22
All days	17	19	10	17

Figure 6: PC usage – sessions per hour

- Issue rates are generally in keeping with the overall pattern for Haringey's libraries. Saturday is the busiest days of the week, seeing more than twice as many issues as Monday to Friday, closely followed by Sunday. The busiest time of the day is afternoon.
- There is little variation in PC usage between Monday and Saturday. Sunday is the busiest day whereas it's the quietest day for the other libraries in the borough with Sunday opening.

Gender

- 37% of active borrowers are male and 63% are female. Males are slightly underrepresented compared to the Haringey average (39%) but highly underrepresented compared to the catchment area population as a whole (50.7%)

Age Distribution (Active borrowers compared to catchment area population)

- 0-4 year olds and 20-29 year olds are highly overrepresented compared to the catchment area population, but the age profile overall is similar to the Haringey active borrower population as a whole.
- Over 45s are underrepresented compared to the catchment area population, but this is in line with Haringey active borrowers overall.

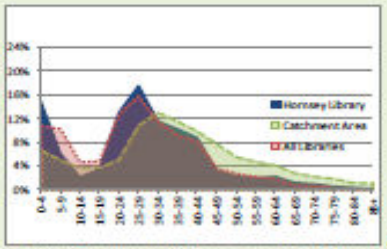


Figure 7: Age of Active Borrowers (blue) compared to catchment area population in 2010 mid-year estimates (green) and active borrowers across all Haringey libraries (red).

Ethnicity (Active borrowers compared to catchment area population)

- There are no significant differences between the ethnicity of active borrowers and the catchment area population overall.
- The high proportion of white active borrowers (80%) is significantly higher than the active borrowers population as a whole, but this reflects the ethnicity of the catchment area.

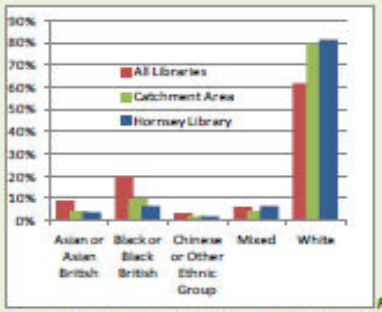
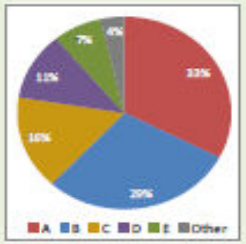


Figure 8: Ethnicity of Active Borrowers (blue) compared to catchment area population in 2001 Census (green) and active borrowers across all Haringey libraries (red).

Summary Hornsey

- Active borrowers and members are concentrated in Hornsey, Crouch End and Stroud Green, with a large draw from Islington.
- Second busiest library in the borough for issues and visits, third busiest for PC usage.
- Visitor habits for issues are close to the borough average. PC usage is highest on Sundays.
- The user base consists of large numbers of young children and 20-29 year olds.
- Over 60% of the user base fall into groups A and B of the Haringey Resident Segmentation. These groups place the least demand on Council services.

Resident Characteristics



- The *Haringey Resident Segmentation* groups Haringey Residents into five segments (A to E) according to their demographic profile, preferences and behaviours.
- Users of Hornsey Library (active borrowers), fall primarily into group A (33%) and group B (29%) and group C (16%)

Figure 9: Resident segmentation groups of Active Borrowers

Group A Key Messages

- Highest demand on property-related services such as planning and building control
- Still access routine transactional services such as council tax and parking
- Lowest demand on face-to-face and telephone channels, which matches what we know about their preferences
- Most likely to use the internet every day (about two thirds) and likely to use the Haringey website to access information and services
- Receptive to accessing information and services online or by telephone
- **Significant opportunities for increasing digital communications and service access to take advantage of higher than average internet use**
- **Presents the fewest challenges in terms of channel shift**

Group B Key Messages

- High demand on routine transactional services such as council tax and parking
- Low demand on family-oriented services such as school admissions due to the low levels of parents within this group
- Highly likely to use the internet every day (around 60%) but use the Haringey website less than we would expect
- **Currently placing more demand on contact via telephone than we would expect**
- **Most likely to have social networking site membership, indicating there is potential for greater use of social media**
- Receptive to accessing information and services online or by telephone
- **Significant opportunities for increasing digital communications and service access to take advantage of higher than average internet use, particularly for routine transactional services**

Group C Key Messages

- Demand cuts across needs-based services, such as benefits and some social housing-related services; universal and transactional services, and family-oriented services
- Similar levels of everyday internet use as Group B (around 60%)
- Highly receptive to accessing information and services online and currently display high usage of the Haringey website for a range of purposes
- **Currently placing a disproportionate demand on face to face channels, significantly higher than we would expect**
- **We need to understand whether this is due to the nature of the services being accessed or the quality of the online offer**
- **There is a clear indication that, with the right level of understanding, digital access to at least some services could be increased for this group**

MARCUS GARVEY LIBRARY





Address	Opening Hours
Tottenham Green Centre 1 Phillip Lane N15 4JA	Monday to Friday: 9am to 7pm Saturday: 9am to 5pm Sunday: 12pm to 4pm
Gross Internal Area: 1962 sq m **Usage (2011) per sq m:** 124 per sq m	



SERVICE INFORMATION

Category	Details				
Service					
Services in use	• 14 computers with free Internet access • Printing and photocopying facilities • Free WIFI hotspot • Silent study area • Self issue and return machines				
Rooms for hire	• Two meeting rooms on the ground floor and one on the first floor				
Current leases and agreements	**Best Training Solutions (Learn Direct & IAG)** • £1k per year for the first floor meeting room • Local verbal agreement				
Regular events	• Age Concern Drop In • Book groups • Craft session • Computer fun • First Byte computer course • Homework Club		• Messy mornings • Older People's drop in • Sing-a-long • Story Time • Toy Library • University of the 3rd age		
Resources					
Staff	• Community Programmes Officer: Social Inclusion (SO2) • Information, ICT and business Librarian (SO1) • 2X Librarian (Sc6) • Senior Operations Supervisor (SO1) • 2X Library Counter Assistant (Sc2) • 2X Library Counter Assistant Saturday (Sc2) • 2.5 Library& Information Officer (Sc4)				
Income	£1,920		Fines (11/12)		£10,297
Net Revenue costs £ (including shared costs	2007	2008	2009	2010	2011
	687,923	662,633	668,891	560,627	576,594
Unit cost analysis £ (net cost per usage) 2011 total avg (all libraries)1.90	2007	2008	2009	2010	2011
	2.82	2.64	2.73	2.27	2.37



COMMERCIAL USE

Current	Potential
• Crèche • IT classes • Meeting Space • NHS Consultation • Police Drop In	• Cafe • Outreach post office
Scope to expand crèche and consider café use. Office space appears from the data supplied to be well utilised but all unoccupied at time of inspection.	

Room hire	
Space Available	39.5 sq m
Rates	• Commercial Rates £12 p room • Community Rates £7 per room
Opening (/wk)	62
Hours used (annual)	1,430
Utilisation rate	34.88%
Income per sq m	£48.61
Users	4,264

USER SURVEY

Response headlines
• 85% of those who responded thought Marcus Garvey library overall was good or very good.
• The top services that people were either satisfied or very satisfied with were sitting and reading for pleasure (63%), borrowing adult fiction and non-fiction books (58.2%) and using the free computers (55.3%).
• The level of dissatisfaction of services overall was very low. The three services people were most dissatisfied or very dissatisfied with were using the free Wifi facility (8.1%), using quiet study facilities (4.6%) and using the free computers (3.4%).
• Respondents were also dissatisfied or very dissatisfied with the toilets (32.5 %), appearance of the library outside (7.1%) and seating (7.0%).
• 71.9 % of respondents have access to the internet at home (Avg for all lib 78.6 %) predominately through the use of a PC/laptop (50.7%) and/or a Smartphone (30.7 %).
• 60.2% of respondents access the internet at the library (Avg for all lib 53%). The top three uses when accessing the internet at the library are study/learning (15.1%), research (14.6%) and finding a job (9.5%).

WARD PROFILE: *TOTTENHAM GREEN*

Category	Details	
Total Population (2010 mid-year estimates)	12,544	
Age (2010 mid-year estimates)	0-4	8%
	5-15	11.5%
	16-64	72%
	65+	8.5%
Ethnicity	White	49.6%
	Mixed	5.1%
	Asian	7.9%
	Black or Black British	33%
	Chinese or other	4.7%
% with 5 or more A*-C inc English and Maths	48% (3rd lowest score out of 19 wards)	
Average IMD Score (Haringey Avg 36.1)	46.6 (3rd highest score out of 19 wards)	
JSA Claimant rate (August 2012) (Proportion of resident population aged 16-64 estimates)	8.1 (16th lowest rate out of 19 wards)	
Life expectancy	Male (Haringey Avg 76.2)	72.5
	Female (Haringey Avg 83.4)	82.8

LOCAL INFORMATION

Category	Details				
Transport links	• Nearest Underground station: Seven Sisters (0.5 miles) • Buses: 123, 149, 230, 243, 259, 279, 318, 341, 234, 476, W4				
Local Schools	• The Green Primary School (0.6 miles) • John Loughborough Secondary School (1.6 miles)				
Proximity to libraries nearby	Library				Distance
	St Ann's				1.1 miles
	Coombes Croft				1.3 miles
Community buildings (within a mile)	Building	Tenant	Lease expiry	Current Rent	Services delivered
	Lord Morrison Hall	Afro International theatre productions	30/06/2012	£11, 500	Arts Centre
	594 High Road	African Womens Welfare Group	26/05/2011	£11,000	Provides support and counciling to African Women

CUSTOMER INSIGHT

Geographical distribution

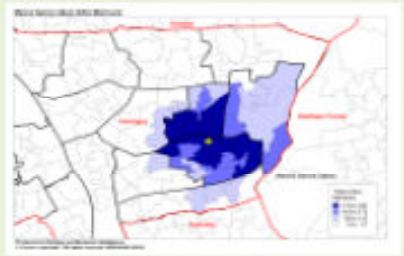


Figure 1: Distribution of Active Borrowers

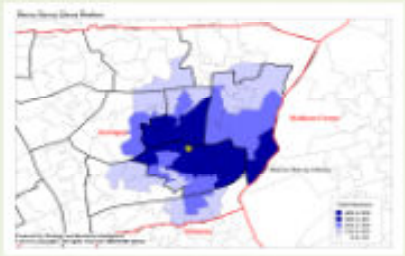


Figure 2: Distribution of Library Members

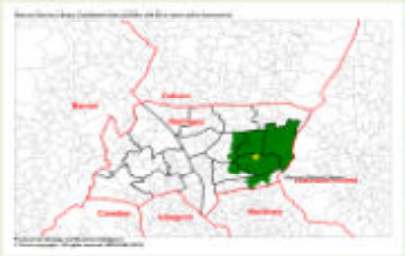


Figure 3: Catchment Area

- The majority of Active Borrowers and Members for Marcus Garvey Library come from West Green, Bruce Grove, Tottenham Green, Tottenham Hale, Seven Sisters and St Anns wards.
- This analysis sought to identify a core 'catchment area' for each Haringey library that was comparable and consistent across all libraries in the borough. We did this by identifying the Lower Super Output Areas for each library where there were at least 50 active borrowers. Typically, the areas identified account for around 70% of active borrowers for each library. The usership therefore spreads beyond the catchment areas but they give a good indication of where users for each library are likely to live.

Key Usage Statistics

Marcus Garvey	Number				% of Haringey Total		Rank
Members as at 01/06/2012:	14,414				15.6%	of all library members	3rd
Active borrowers 2011/12:	6,400				13.9%	of all active borrowers	3rd
Visits 2011/12:	243,349	or	75	visits per hour*	12.9%	of all library visits	3rd
Issues 2011/12:	129,261	or	40	issues per hour*	11.3%	of all issues	3rd
PC usage 2011/12 (sessions):	80,072	or	25	sessions per hour*	17.2%	of all PC sessions	2nd
PC usage 2011/12, take up of available sessions (rank):					54%	of capacity	3rd

*during opening hours

**1=highest, 9=lowest

Figure 4: Key Usage Statistics

- Marcus Garvey is the third busiest library in the borough overall, accounting for 13% of all visits. It is the second busiest in terms of PC usage.

	9-1	1-5	5-7	All periods
Mon	28	57	62	46
Tue	31	31	45	34
Wed	19	31	26	25
Thu	25	35	36	31
Fri	21	41	45	34
Sat	55	55	-	55
Sun	-	47	-	47
All days	30	43	43	38

Figure 5: Number of issues per hour

	9-1	1-5	5-7	All periods
Mon	19	20	9	18
Tue	21	15	16	17
Wed	24	25	16	23
Thu	23	26	19	23
Fri	24	24	14	22
Sat	23	24	-	23
Sun	-	26	-	26
All days	22	23	15	21

Figure 6: PC usage – sessions per hour

- Weekends and Monday are the busiest days for issues by around 70% compared to the rest of the week. Wednesday is the quietest day. Unlike the picture across all libraries, evenings as well as afternoons are the busy times of the day.
- Wednesday to Sunday are the busiest days of the week for PC usage, with little variation. Mornings and Afternoon are the busiest times of the day.

Gender

- 39% of active borrowers are male and 61% are female. This is average for Haringey active borrowers but males are underrepresented compared to the catchment area population (50.6%).

Age Distribution (Active borrowers compared to catchment area population)

- 5-9 and 20-29 year olds are overrepresented compared to the catchment area population.
- Overall, the age profile of active borrowers is close to the Haringey average, with the exception of 5-9 year olds who are overrepresented.
- Over 45s are underrepresented compared to the catchment area population, but this is in line with Haringey active borrowers overall.

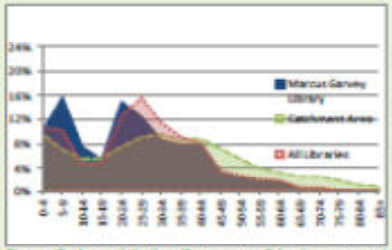


Figure 7: Age of Active Borrowers (blue) compared to catchment area population in 2010 mid-year estimates (green) and active borrowers across all Haringey libraries (red).

Ethnicity (Active borrowers compared to catchment area population)

- Both the Black or Black British and Asian or Asian British active borrowers are overrepresented compared to the catchment area population as a whole.
- There is more than double the proportion of Black or Black British active borrowers than in Haringey as a whole.
- The White catchment population is underrepresented in active borrowers.

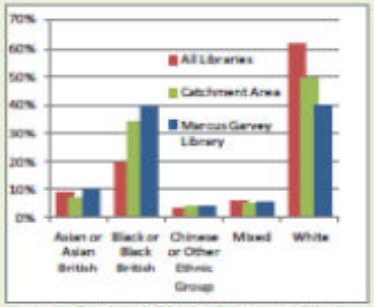


Figure 8: Ethnicity of Active Borrowers (blue) compared to catchment area population in 2001 Census (green) and active borrowers across all Haringey libraries (red).

Resident Characteristics

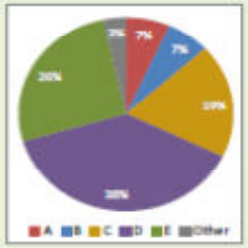


Figure 9: Resident segmentation groups of Active Borrowers

- The ***Haringey Resident Segmentation*** groups Haringey Residents into five segments (A to E) according to their demographic profile, preferences and behaviours.
- Users of Marcus Garvey Library (active borrowers), fall primarily into groups D (38%), E (26%) and C (19%). This is in keeping with the catchment area population.

Group C Key Messages

- Demand cuts across needs-based services, such as benefits and some social housing-related services; universal and transactional services, and family-oriented services
- Similar levels of everyday internet use as Group B (around 60%)
- Highly receptive to accessing information and services online and currently display high usage of the Haringey website for a range of purposes
- **Currently placing a disproportionate demand on face to face channels, significantly higher than we would expect**
- **We need to understand whether this is due to the nature of the services being accessed or the quality of the online offer**
- **There is a clear indication that, with the right level of understanding, digital access to at least some services could be increased for this group**

Group D Key Messages

- Service access cuts across needs-based services, such as benefits and some social housing-related services; universal and transactional services, and family-oriented services
- However, the real demand is on needs-based services such as benefits and housing
- **High demand on face-to-face channels which is consistent with their preferences**
- **Average demand on telephone channels, less than we would expect based on their needs and the services they access**
- About half access the internet every day, lower than groups A, B and C, but still fairly high
- Low social network membership suggests there will be challenges in engaging with group D via social media
- Usage of Haringey's website is higher than we would expect based on their preferences
- **Opportunities for increasing digital access to at least some services; channel shift from face-to-face to telephone for other services. However, this is a complex picture that we need to better understand**

Group E Key Messages

- High demand on needs-based services such as benefits and social housing-related services
- Nevertheless still access routine transactional services such as council tax
- High demand on face-to-face channels and above average demand on telephone, which tallies with what we know about their preferences
- Half of members access the internet every day, lower than groups A, B and C, but still reasonably high
- Higher reliance on public access to the internet e.g. libraries than other groups
- Low social network membership suggests there will be challenges in engaging with this group through social media
- **Least likely to use the Haringey website, except for housing-related services and job vacancies, indicating that they will use the internet where access is restricted to online and support is provided**
- **Many do not have a direct payment account, leading to more payments being made via customer services rather than automated and digital channels**
- **Likely to present the most challenges if encouraging channel shift to digital and automated channels**

Summary: Marcus Garvey

- Active borrowers and members are concentrated in Bruce Grove, Tottenham Hale and Tottenham Green.
- Third busiest library for issues and visits, but the second busiest for PC usage.
- Evenings and afternoons tend to be busier.
- The user base consists of large numbers of young children and 20-29 year olds.
- There are fewer White users than we would expect.
- Two thirds of user base fall into groups D and E of the Haringey Resident Segmentation. These groups place the highest demand on Council services.

MUSWELL HILL LIBRARY





Address	Opening Hours
Queens Avenue Muswell Hill N10 3PE	Monday to Friday: 9am to 7pm Saturday: 9am to 5pm Sunday: Closed
Gross Internal Area: 291 sq m **Usage (2011) per sq m:** 442 per sq m	



SERVICE INFORMATION

Category	Details				
Service					
Services in use	• 11 computers with free internet access • Printing and photocopying facilities • Free WIFI hotspot				
Rooms for hire	• One meeting rooms				
Current leases and agreements	Toy Library (charity) - No known agreement - No rental income				
Regular events	• Confidential Counselling and Psychosexual Therapy • First Byte computer sessions for adults • Messy Morning • Reading Group				
Resources					
Staff	• Branch Manager (SO1) • 3 X Library & Information Officer Sc4 (incl. 2 x 0.5) • 2 X Library Counter Assistant (Sc 2) • 3 X Library Counter Assistant, Saturdays- (Sc2)				
Income	£0	Fines (11/12)	£7,054		
Net Revenue costs £ (including shared costs)	2007	2008	2009	2010	2011
	338,788	392,003	405,934	364,298	225,514
Unit cost analysis £ (net cost per usage)	2007	2008	2009	2010	2011
2011 total avg (all libraries)1.90	1.48	1.61	1.75	1.98	1.75



COMMERCIAL USE

Current	Potential
• IT classes • Meeting Space • Police drop-in	• NHS Consultation • Outreach Post office
Limited surplus space. First floor non DDA accessible.	

Rooms hire	
Space Available	3.75 sq m (Toy library)
Rates	• n/a
Opening (/wk)	58
Hours used (annual)	338
Utilisation rate	8.67%
Income per sq m	£0
Users	1,560

USER SURVEY

Response headlines
• 90.1% of people who responded to the survey in Muswell Hill library are members of the library service.
• 83.7% of those who responded thought Muswell Hill library overall was good or very good.
• The top services that people were either satisfied or very satisfied with were borrowing adult fiction and non-fiction books (69%), borrowing children's books or bringing children to choose their own books (66.3%) and borrowing DVDs/BluRay (56.1%).
• The level of dissatisfaction of services overall was very low. The three services people were most dissatisfied or very dissatisfied with were using the free computers (6.2%), borrowing Audio books (on CD), (4.7%) and borrowing adult fiction and non-fiction books (4%).
• 88.8 % of respondents have access to the internet at home (Avg for all lib 78.6 %) predominately through the use of a PC/laptop (48.3%) and/or a Smartphone (25.4 %) and/or a tablet (13.4%).
• 37.6% of respondents access the internet at the library (Avg for all lib 53%). The top three uses when accessing the internet at the library are research (14.6%), study/learning (10.6 %) and general surfing eg. Google (10.3%).

WARD PROFILE: *MUSWELL HILL*

Category	Details	
Total Population (2010 mid-year estimates)	9,790	
Age (2010 mid-year estimates)	0-4	6%
	5-15	10%
	16-64	71.5%
	65+	12.5%
Ethnicity	White	86.9%
	Mixed	3.7%
	Asian	3%
	Black or Black British	4.7%
	Chinese or other	1.7%
% with 5 or more A*-C inc English and Maths	76% (2nd highest rate out of 19 wards)	
Average IMD Score (Haringey Avg 36.1)	19.3 (4th lowest score out of 19 wards)	
JSA Claimant rate (August 2012) (Proportion of resident population aged 16-64 estimates)	2.3 (lowest rate out of 19 wards)	
Life expectancy	Male (Haringey Avg 76.2)	77.4
	Female (Haringey Avg 83.4)	81.5

LOCAL INFORMATION

Category	Details				
Transport links	• Buses: 43, 102, 134,144, 299, W7				
Local Schools	• Muswell Hill Primary School (0.1 miles) • Fortismere Secondary School (0.4 miles)				
Proximity to libraries nearby	Library				Distance
	Alexandra Park				0.9 miles
	Highgate				1.3 miles
Community buildings (within a mile)	Building	Tenant	Lease expiry	Current Rent	Services delivered
	N/a	N/a	N/a	N/a	N/a

CUSTOMER INSIGHT

Geographical distribution

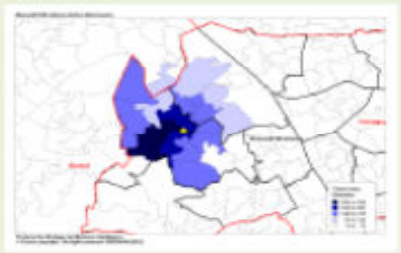


Figure 1: Distribution of Active Borrowers

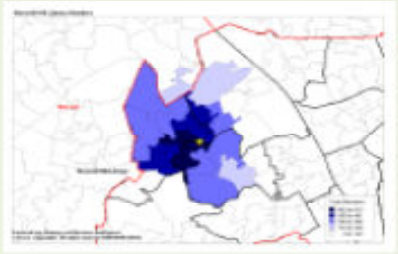


Figure 2: Distribution of Library Members

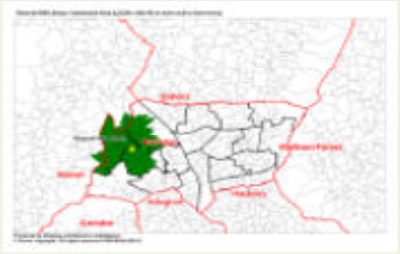


Figure 3: Catchment Area

- The majority of Active Borrowers and Members for Muswell Hill Library come from Muswell Hill, Fortis Green and Alexandra wards, with some also coming from neighbouring Barnet.
- This analysis sought to identify a core 'catchment area' for each Haringey library that was comparable and consistent across all libraries in the borough. We did this by identifying the Lower Super Output Areas for each library where there were at least 50 active borrowers. Typically, the areas identified account for around 70% of active borrowers for each library. The usership therefore spreads beyond the catchment areas but they give a good indication of where users for each library are likely to live.

Key Usage Statistics

Muswell Hill	Number				% of Haringey Total		Rank
Members as at 01/08/2012:	8,377				9.1%	of all library members	4th
Active borrowers 2011/12:	4,394				9.5%	of all active borrowers	4th
Visits 2011/12:	128,587	or	43	visits per hour*	6.8%	of all library visits	4th
Issues 2011/12:	106,869	or	35	issues per hour*	9.3%	of all issues	4th
PC usage 2011/12 (sessions):	25,250	or	8.3	sessions per hour*	5.4%	of all PC sessions	6th
PC usage 2011/12, take up of available sessions (rank):					47%	of capacity	5th

*during opening hours

**1=highest, 9=lowest

Figure 4: Key Usage Statistics

- Muswell Hill is the 4th busiest library in the borough overall, accounting for 9% of all issues. However, PC usage is relatively low, accounting for only 5%.

	9-1	1-5	5-7	All periods
Mon	33	43	19	34
Tue	25	30	17	26
Wed	18	33	9	22
Thu	22	32	13	24
Fri	23	32	15	25
Sat	52	48	-	50
Sun	-	-	-	-
All days	29	36	15	29

Figure 5: Number of issues per hour

	9-1	1-5	5-7	All periods
Mon	9.0	11.3	9.0	9.9
Tue	6.9	11.0	6.5	8.5
Wed	8.0	9.9	6.0	8.4
Thu	7.5	11.0	5.5	8.5
Fri	9.5	11.3	6.0	9.5
Sat	7.6	7.3	-	7.4
Sun	-	-	-	-
All days	8.1	10.3	6.6	8.7

Figure 6: PC usage – sessions per hour

- Issue rates are in keeping with the overall pattern for Haringey's libraries. Saturday is the busiest day of the week, seeing twice as many issues as Tuesday to Friday. The busiest time of the day is the afternoon.
- There is little variation in PC usage on weekdays. Monday and Friday are the busiest days and Saturday is the quietest day. The busiest time of the day is the afternoon.

Gender

- 36% of active borrowers are male and 64% are female. Males are slightly underrepresented compared to the Haringey average (39%) but highly underrepresented compared to the catchment population (50.7%)

Age Distribution (Active borrowers compared to catchment area population)

- Young children are overrepresented compared to the catchment area population, as are 20-29 year olds.
- However, there are fewer 20-34 year olds active borrowers than we would expect based on Haringey active borrowers overall.
- Over 45s are underrepresented compared to the catchment area population, but this is in line with active borrowers in Haringey as a whole.

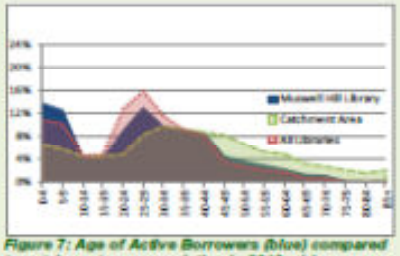


Figure 7: Age of Active Borrowers (blue) compared to catchment area population in 2010 mid-year estimates (green) and active borrowers across all Haringey libraries (red).

Ethnicity (Active borrowers compared to catchment area population)

- There are no significant differences between the ethnicity of active borrowers and the catchment area population overall.
- The high proportion of white active borrowers (84%) is significantly higher than the active borrowers' population as a whole, but this reflects the ethnicity of the catchment area.

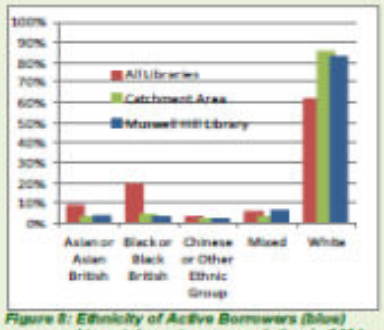
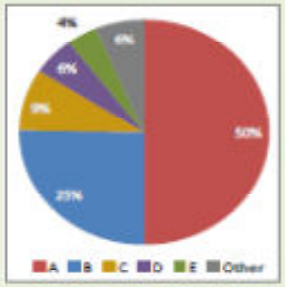


Figure 8: Ethnicity of Active Borrowers (blue) compared to catchment area population in 2001 Census (green) and active borrowers across all Haringey libraries (red).

Resident Characteristics



- The *Haringey Resident Segmentation* groups Haringey Residents into five segments (A to E) according to their demographic profile, preferences and behaviours.
- Users of Muswell Hill Library (active borrowers), fall primarily into group A (50%) and group B (25%)

Figure 9: Resident segmentation groups of Active Borrowers

Group A Key Messages

- Highest demand on property-related services such as planning and building control
- Still access routine transactional services such as council tax and parking
- Lowest demand on face-to-face and telephone channels, which matches what we know about their preferences
- Most likely to use the internet every day (about two thirds) and likely to use the Haringey website to access information and services
- Receptive to accessing information and services online or by telephone
- **Significant opportunities for increasing digital communications and service access to take advantage of higher than average internet use**
- **Presents the fewest challenges in terms of channel shift**

Group B Key Messages

- High demand on routine transactional services such as council tax and parking
- Low demand on family-oriented services such as school admissions due to the low levels of parents within this group
- Highly likely to use the internet every day (around 60%) but use the Haringey website less than we would expect
- **Currently placing more demand on contact via telephone than we would expect**
- **Most likely to have social networking site membership, indicating there is potential for greater use of social media**
- Receptive to accessing information and services online or by telephone
- **Significant opportunities for increasing digital communications and service access to take advantage of higher than average internet use, particularly for routine transactional services**

Summary: Muswell Hill

- Active borrowers and members are concentrated in Muswell Hill, Fortis Green and Alexandra wards.
- The fourth busiest library for issues and visits, but only the sixth busiest for PC usage.
- Visitor habits are close to the borough average
- The user base consists of large numbers of young children and 20-34 year olds.
- Three quarters of the user base fall into groups A and B of the Haringey Resident Segmentation. These groups place the least demand on Council services.

ST ANN'S LIBRARY





Address	Opening Hours
Cissbury Road Tottenham London N15 5PU	Monday to Friday: 9am to 7pm Saturday: 9am to 5pm Sunday: Closed
Gross Internal Area: 518 sq m **Usage (2011) per sq m:** 219 per sq m	



SERVICE INFORMATION

Category	Details				
Service					
Services in use	• 14 computers with free internet access • Printing and photocopying facilities • Free WiFi hotspot				
Rooms for hire	• Twelve meeting rooms				
Current leases and agreements	• No leases or agreements				
Regular events	• Booked Up! Children's Book club • First Byte computer sessions for adults • Kumon Maths and English • Parent and Toddlers computer club • Phasca Homework Club	• Senior Citizen Computer Drop In • Story Time for the under 5s • Toy library • Tiverton Cypriot Elderly and Disabled group • Venture club for the blind and partially-sighted			
Resources					
Staff	• Branch Manager (SO1) • 1.5- Library and Information Officer (So4) • 2X Library Counter Assistant (Sc 2) • 2XLibrary Counter Assistant, Saturdays- (Sc2)				
Income	£9,324	Fines (11/12)	£2,564		
Net Revenue costs £ (including shared costs)	2007	2008	2009	2010	2011
	211,503	236,160	251,452	235,496	206,244
Unit cost analysis £ (net cost per usage)	2007	2008	2009	2010	2011
2011 total avg (all libraries)1.90	1.88	2.42	2.32	1.93	1.82



COMMERCIAL USE

Current	Potential
• IT classes • Meeting Space • NHS Consultation	• Creche • Police Drop In • Post office outreach
Rear element of the building works well but perhaps could be promoted more actively.	

Room hire	
Space Available	241 sq m
Rates	• Commercial Rates £15-£45 p/hour • Community Rates £10-£35 p/hour
Opening (/wk)	58
Hours used (annual)	904
Utilisation rate	23.16%
Income per sq m	£38.69
Users	12,132

USER SURVEY

Response headlines

- 87.9% of those who responded thought St Ann's library overall was good or very good.
- The top services that people were either satisfied or very satisfied with were borrowing adult fiction and non-fiction books (70.6), reading newspapers/magazines (69.9%) and borrowing children's books or bringing children to choose their own books (66.2%).
- The level of dissatisfaction of services overall was very low. The three services people were most dissatisfied or very dissatisfied with were using the quiet study facilities (5.2%), borrowing music CD's (5%) and borrowing DVDs/BluRay (4.9%).
- 70.2% of respondents have access to the internet at home (Avg for all lib 78.6 %) predominately through the use of a PC/laptop (52.3%) and/or a Smartphone (23.49 %).
- 54.7% of respondents access the internet at the library (Avg for all lib 53%). The top three uses when accessing the internet at the library are study/learning (13.4%), research (13.2%), general surfing eg. Google (9.6%) and finding a job (9.6%).

WARD PROFILE: ST ANN'S

Category	Details	
Total Population (2010 mid-year estimates)	12,445	
Age (2010 mid-year estimates)	0-4	7.5%
	5-15	11%
	16-64	71.5%
	65+	10%
Ethnicity	White	59.7%
	Mixed	4.3%
	Asian	10.1%
	Black or Black British	22.7%
	Chinese or other	3.5%
% with 5 or more A-C inc English and Maths*	57% (11th highest rate out of 19 wards)	
Average IMD Score (Haringey Avg 36.1)	42 (7th highest score out of 19 wards)	
JSA Claimant rate (August 2012) (Proportion of resident population aged 16-64 estimates)	6.2 (11th lowest rate out of 19 wards)	
Life expectancy	Male (Haringey Avg 78.2)	73.6
	Female (Haringey Avg 83.4)	81.8

LOCAL INFORMATION

Category	Details				
Transport links	• Buses: 67, 259, 279				
Local Schools	• St. Ann's Primary School (0.2 miles) • Park View Academy (0.9 miles)				
Proximity to libraries nearby	Library				Distance
	Marcus Garvey				1 mile
	Robin Redmond (Hackney)				0.9 miles
	Stamford Hill				1.1 miles
Community buildings (within a mile)	Building	Tenant	Lease expiry	Current Rent	Services delivered
	Chestnuts Community Centre	Chestnuts Community & Arts Centre Ltd	31/07/2012	£28,300	Health and wellbeing support
	Fairfax Hall	Kurdish Community centre	19/09/2026	£32,200 (Circ Fund)	Charity supporting the Kurdish community

Geographical distribution

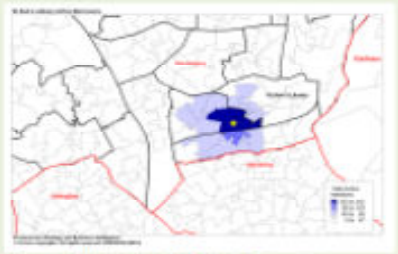


Figure 1: Distribution of Active Borrowers



Figure 2: Distribution of Library Members



Figure 3: Catchment Area

- The majority of Active Borrowers and Members for St Ann's library come from St Ann's, Seven Sisters and Tottenham Green wards.
- This analysis sought to identify a core 'catchment area' for each Haringey library that was comparable and consistent across all libraries in the borough. We did this by identifying the Lower Super Output Areas for each library where there were at least 50 active borrowers. Typically, the areas identified account for around 70% of active borrowers for each library. The usership therefore spreads beyond the catchment areas but they give a good indication of where users for each library are likely to live.

Key Usage Statistics

St Ann's	Number				% of Haringey Total		Rank
Members as at 01/08/2012:	3,868				4.2%	of all library members	7th
Active borrowers 2011/12:	1,916				4.2%	of all active borrowers	8th
Visits 2011/12:	113,466	or	38	visits per hour*	6.0%	of all library visits	5th
Issues 2011/12:	44,959	or	15	issues per hour*	3.9%	of all issues	8th
PC usage 2011/12 (sessions):	27,761	or	9.2	sessions per hour*	6.0%	of all PC sessions	5th
PC usage 2011/12, take up of available sessions (rank):					38%	of capacity	7th

*during opening hours

**1=highest, 9=lowest

Figure 4: Key Usage Statistics

- St Ann's is one of the less busy libraries in the borough, accounting for between 4% and 6% of usage for all libraries. The number and take up of PC sessions is high compared to other libraries of similar size.

	9-1	1-5	5-7	All periods
Mon	14	23	20	19
Tue	10	13	6	10
Wed	6	21	11	13
Thu	9	15	6	11
Fri	8	15	11	12
Sat	20	26	-	23
Sun	-	-	-	-
All days	11	19	11	14

Figure 5: Number of issues per hour

	9-1	1-5	5-7	All periods
Mon	6.6	8.8	5.8	7.3
Tue	6.4	8.0	3.3	6.4
Wed	7.6	9.3	7.5	8.3
Thu	5.4	9.8	3.5	6.8
Fri	5.3	11.1	4.5	7.5
Sat	5.3	10.4	-	7.8
Sun	-	-	-	-
All days	6.1	9.5	4.9	7.3

Figure 6: PC usage – sessions per hour

- Issue rates are in keeping with the overall pattern for Haringey's libraries. Saturday is the busiest day of the week, seeing twice as many issues as Tuesday to Friday. Monday is the second busiest day. The busiest time of the day is the afternoon.
- In keeping with the overall pattern for Haringey's libraries Wednesday is the busiest day for PC usage, with little variation on the other days. Afternoons are the busiest time of the day.

Gender

- 40% of active borrowers are male and 60% are female. This is average for Haringey active borrowers, but males are underrepresented compared to the catchment population (51.2%).

Age Distribution (Active borrowers compared to catchment area population)

- Young children are overrepresented compared to both the catchment population and Haringey active borrowers as a whole.
- 20-24 year olds are overrepresented compared to the catchment population but in line with Haringey active borrowers.
- 30-39 year olds are underrepresented.
- Over 45s are underrepresented compared to the catchment area population, but this is in line with Haringey active borrowers overall.

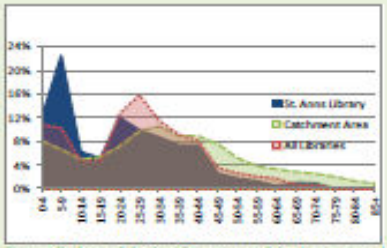


Figure 7: Age of Active Borrowers (blue) compared to catchment area population in 2010 mid-year estimates (green) and active borrowers across all Haringey libraries (red).

Ethnicity (Active borrowers compared to catchment area population)

- There are no significant differences between the ethnicity of active borrowers and the catchment area population overall.
- The proportion of Black or Black British active borrowers (30%) is significantly higher than the active borrowers population as a whole, but this reflects the ethnicity of the catchment area.

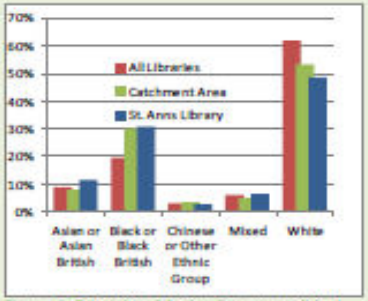


Figure 8: Ethnicity of Active Borrowers (blue) compared to catchment area population in 2001 Census (green) and active borrowers across all Haringey libraries (red).

Resident Characteristics

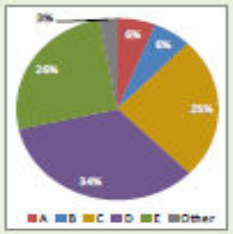


Figure 9: Resident segmentation groups of Active Borrowers

- The *Haringey Resident Segmentation* groups Haringey Residents into five segments (A to E) according to their demographic profile, preferences and behaviours.
- Users of Marcus Garvey Library (active borrowers), fall primarily into groups D (38%), E (26%) and C (19%).

Group C Key Messages

- Demand cuts across needs-based services, such as benefits and some social housing-related services; universal and transactional services, and family-oriented services
- Similar levels of everyday internet use as Group B (around 60%)
- Highly receptive to accessing information and services online and currently display high usage of the Haringey website for a range of purposes
- **Currently placing a disproportionate demand on face to face channels, significantly higher than we would expect**
- **We need to understand whether this is due to the nature of the services being accessed or the quality of the online offer**
- **There is a clear indication that, with the right level of understanding, digital access to at least some services could be increased for this group**

Group D Key Messages

- Service access cuts across needs-based services, such as benefits and some social housing-related services; universal and transactional services, and family-oriented services
- However, the real demand is on needs-based services such as benefits and housing
- **High demand on face-to-face channels which is consistent with their preferences**
- **Average demand on telephone channels, less than we would expect based on their needs and the services they access**
- About half access the internet every day, lower than groups A, B and C, but still fairly high
- Low social network membership suggests there will be challenges in engaging with group D via social media
- Usage of Haringey's website is higher than we would expect based on their preferences
- **Opportunities for increasing digital access to at least some services; channel shift from face-to-face to telephone for other services. However, this is a complex picture that we need to better understand**

Group E Key Messages

- High demand on needs-based services such as benefits and social housing-related services
- Nevertheless still access routine transactional services such as council tax
- High demand on face-to-face channels and above average demand on telephone, which tallies with what we know about their preferences
- Half of members access the internet every day, lower than groups A, B and C, but still reasonably high
- Higher reliance on public access to the internet e.g. libraries than other groups
- Low social network membership suggests there will be challenges in engaging with this group through social media
- **Least likely to use the Haringey website, except for housing-related services and job vacancies, indicating they will use the internet where access is restricted to online and support is provided**
- **Many do not have a direct payment account, leading to more payments being made via customer services rather than automated and digital channels**
- **Likely to present the most challenges if encouraging channel shift to digital and automated channels**

Summary: St Ann's

- Active borrowers and members are concentrated in St Ann's and Seven Sisters wards.
- One of the less busy libraries in the borough.
- Visitor habits are close to the borough average
- The user base consists of a large population of 0-14 year olds and relatively high numbers of 20-24 year olds, although overall the number of 25-39 year olds is lower than most other libraries in the borough.
- Over half of the user base fall into groups D and E of the Haringey Resident Segmentation. These groups place the highest demand on Council services. A quarter fall into group C.

STROUD GREEN & HARRINGAY LIBRARY





Address	Opening Hours
Guernmore Road London N4 4QR	Monday to Friday: 9am to 7pm Saturday: 9am to 5pm Sunday: Closed
Gross Internal Area: 164 sq m **Usage (2011) per sq m:** 541 per sq m	



SERVICE INFORMATION

Category	Details				
Service					
Services in use	• 6 computers with free internet access • Printing and photocopying facilities • Free WIFI hotspot				
Rooms for hire	• Three meeting rooms on the first floor.				
Current leases and agreements	• No leases or agreements				
Regular events	• Art Exhibitions • Rhyme times with Rebecca • Story time • Craft activities	• First Byte computer classes for adults • Spanish classes • Friends of Stroud Green & Harringay library			
Resources					
Staff	• Branch Manager (SO1) • 1.5- Library and Information Officer (Sc4) • 2X Library Counter Assistant (Sc 2) • Library Counter Assistant, Saturdays- (Sc2)				
Income	£520	Fines (11/12)	£3,709		
Net Revenue costs £ (including shared costs)	2007	2008	2009	2010	2011
	165,992	180,111	209,488	174,191	144,037
Unit cost analysis £ (net cost per usage)	2007	2008	2009	2010	2011
2011 total avg (all libraries)1.90	2.17	2.23	2.69	2.05	1.62



Community Hubs: Stroud Green & Harringay Library

COMMERCIAL USE

Current	Potential
• IT classes • Meeting Space	• NHS Consultation • Police Drop In • Outreach post office
First floor is generally underutilized. Could be readily converted back to residential use.	

Room hire	
Space Available	61 sq m
Rates	• Commercial Rates £15-£50 p/hour • Community Rates £10-£30 p/hour
Opening (/wk)	58
Hours used (annual)	25
Utilisation rate	0.64%
Income per sq m	£8.52
Users	1,300

USER SURVEY

Response headlines
• 96.4% of those who responded thought Stroud Green library overall was good or very good. • The top services that people were either satisfied or very satisfied with were borrowing adult fiction and non-fiction books (83%), borrowing children's books or bringing children to choose their own books (72%) and sitting and reading for pleasure (66.8%). • The level of dissatisfaction of services overall was very low. The three services people were most dissatisfied or very dissatisfied with were using the free computers (3.5%), using the free WiFi (2.7%) and borrowing Audio books (on CD) (2.4%). • 87.8 % of respondents have access to the internet at home (Avg for all lib 78.6 %) predominately through the use of a PC/laptop (46.8%) and/or a Smartphone (30.2 %) and/or a tablet (13.3%). • 45.4% of respondents access the internet at the library (Avg for all lib 53%). The top three uses when accessing the internet at the library are research (14.1%), study/learning (10.5%) and general surfing eg, Google (9.8%).

WARD PROFILE: *STROUD GREEN*

Category	Details	
Total Population (2010 mid-year estimates)	10,242	
Age (2010 mid-year estimates)	0-4	6%
	5-15	9%
	16-64	78%
	65+	7%
Ethnicity	White	75.5%
	Mixed	5%
	Asian	4%
	Black or Black British	13.8%
	Chinese or other	1.8%
% with 5 or more A*-C inc English and Maths	65% (7th highest rate out of 19 wards)	
Average IMD Score (Haringey Avg 36.1)	27.9 (6th lowest score out of 19 wards)	
Claimant rate (Proportion of resident population aged 16-64 estimates)	4.1 (6th lowest rate out of 19 wards)	
Life expectancy	Male (Haringey Avg 76.2)	77.0
	Female (Haringey Avg 83.4)	89.9

LOCAL INFORMATION

Category	Details				
Transport links	• Nearest mainline station: Harringey (0.9 miles) • Buses: W5				
Local Schools	• St. Aidan's VC Primary School (0.3 miles) • Hornsey Secondary School (0.7 miles)				
Proximity to libraries nearby	Library				Distance
	Hornsey				0.8 miles
	Robin Redmond (Hackney)				1.5 miles
Community buildings (within a mile)	Building	Tenant	Lease expiry	Current Rent	Services delivered
	Stationers Community Centre	Hornsey Vale Community Centre	12/05/2016	£29,750 (Circ Fund)	Multipurpose community centre
	Fairfax Hall	Kurdish Community centre	19/09/2025	£32,200 (Circ Fund)	Charity supporting the Kurdish community

CUSTOMER INSIGHT

Geographical distribution



Figure 1: Distribution of Active Borrowers

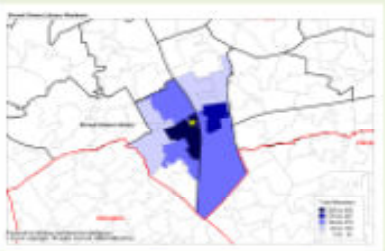


Figure 2: Distribution of Library Members



- The majority of Active Borrowers and Members for Stroud Green and Harringay Library come from Stroud Green and Harringay wards.
- This analysis sought to identify a core 'catchment area' for each Haringey library that was comparable and consistent across all libraries in the borough. We did this by identifying the Lower Super Output Areas for each library where there were at least 50 active borrowers. Typically, the areas identified account for around 70% of active borrowers for each library. The usership therefore spreads beyond the catchment areas but they give a good indication of where users for each library are likely to live.

Key Usage Statistics

Stroud Green & Harringay	Number				% of Haringey Total		Rank
Members as at 01/08/2012:	3,211				3.5%	of all library members	9th
Active borrowers 2011/12:	1,902				4.1%	of all active borrowers	9th
Visits 2011/12:	88,687	or	29	visits per hour*	4.7%	of all library visits	8th
Issues 2011/12:	48,929	or	16	issues per hour*	4.3%	of all issues	7th
PC usage 2011/12 (sessions):	9,962	or	3.3	sessions per hour*	2.1%	of all PC sessions	9th
PC usage 2011/12, take up of available sessions (rank):					35%	of capacity	9th

*during opening hours

**1=highest, 9=lowest

Figure 3: Key Usage Statistics

	9-1	1-5	5-7	All periods
Mon	9	26	10	16
Tue	10	13	7	10
Wed	13	12	5	11
Thu	16	17	8	15
Fri	9	22	12	15
Sat	24	27	-	26
Sun	-	-	-	-
All days	13	19	8	15

Figure 4: Number of issues per hour

	9-1	1-5	5-7	All periods
Mon	3.9	3.0	3.6	3.5
Tue	2.0	4.0	2.0	2.8
Wed	2.1	3.6	2.5	2.8
Thu	2.1	3.6	2.3	2.8
Fri	3.5	4.9	1.3	3.6
Sat	1.9	2.4	-	2.1
Sun	-	-	-	-
All days	2.6	3.6	2.4	3.0

Figure 5: PC usage – sessions per hour

- Stroud Green & Harringay is one of the less busy libraries in the borough, accounting for 4 to 5% of visits and issues for all libraries. The number and take up of PC sessions is the lowest of any library in the borough.
- Saturday is the busiest day of the week for issues, seeing more than twice as many issues as the quietest days, Tuesday and Wednesday, and around 60% more than Thursday and Friday. The busiest time of the day is the afternoon.
- Monday and Friday are the busiest days for PC usage, albeit the number of sessions is low across the week. Afternoons are the busiest time of the day.

Gender

- 39% of active borrowers are male and 61% are female. This is average for Haringey but males are highly underrepresented compared to the catchment population (51.3%)

Age Distribution (Active borrowers compared to catchment area population)

- Over 20% of active borrowers are aged 0-4, significantly higher than both active borrowers in the borough overall and the catchment population.
- 25-29 year olds are also overrepresented compared to the catchment population.
- Over 45s are underrepresented compared to the catchment area population, but this is in line with Haringey active borrowers overall.

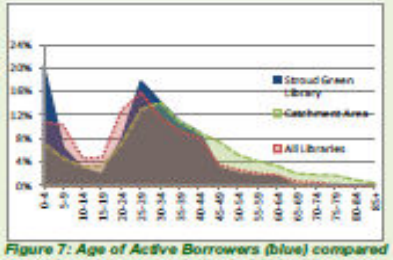


Figure 7: Age of Active Borrowers (blue) compared to catchment area population in 2010 mid-year estimates (green) and active borrowers across all Haringey libraries (red).

Ethnicity (Active borrowers compared to catchment area population)

- There are fewer Black or Black British active borrowers than would be expected based on the catchment population and, correspondingly, more White active borrowers.
- There is also a higher proportion of White active borrowers than in Haringey active borrowers as a whole.

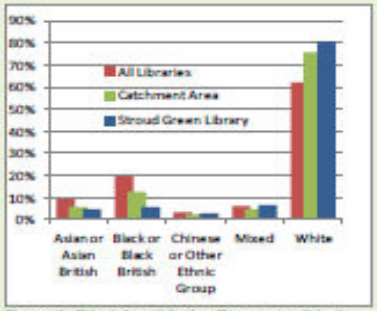
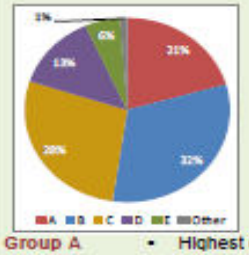


Figure 8: Ethnicity of Active Borrowers (blue) compared to catchment area population in 2001 Census (green) and active borrowers across all Haringey libraries (red).

Resident Characteristics



- The *Haringey Resident Segmentation* groups Haringey Residents into five segments (A to E) according to their demographic profile, preferences and behaviours.
- Users of Stroud Green and Harringay Library (active borrowers), fall primarily into groups A (21%), B (32%) and C (28%)

Figure 9: Resident segmentation groups of Active Borrowers

Group A Key Messages

- Highest demand on property-related services such as planning and building control
- Still access routine transactional services such as council tax and parking
- Lowest demand on face-to-face and telephone channels, which matches what we know about their preferences
- Most likely to use the internet every day (about two thirds) and likely to use the Haringey website to access information and services
- Receptive to accessing information and services online or by telephone
- **Significant opportunities for increasing digital communications and service access to take advantage of higher than average internet use**
- **Presents the fewest challenges in terms of channel shift**

Group B Key Messages

- High demand on routine transactional services such as council tax and parking
- Low demand on family-oriented services such as school admissions due to the low levels of parents within this group
- Highly likely to use the internet every day (around 60%) but use the Haringey website less than we would expect
- **Currently placing more demand on contact via telephone than we would expect**
- **Most likely to have social networking site membership, indicating there is potential for greater use of social media**
- Receptive to accessing information and services online or by telephone
- **Significant opportunities for increasing digital communications and service access to take advantage of higher than average internet use, particularly for routine transactional services**

Group C Key Messages

- Demand cuts across needs-based services, such as benefits and some social housing-related services; universal and transactional services, and family-oriented services
- Similar levels of everyday internet use as Group B (around 60%)
- Highly receptive to accessing information and services online and currently display high usage of the Haringey website for a range of purposes
- **Currently placing a disproportionate demand on face to face channels, significantly higher than we would expect**
- **We need to understand whether this is due to the nature of the services being accessed or the quality of the online offer**
- **There is a clear indication that, with the right level of understanding, digital access to at least some services could be increased for this group**

Stroud Green and Harringay

- Active borrowers and members are concentrated in Stroud Green and Harringay wards.
- One of the less busy libraries in the borough.
- Visitor habits are close to the borough average

- The user base consists of a very large population of 0-4 year olds and high numbers of 25-34 year olds.
- 60% of the user base fall into groups B and C of the Haringey Resident Segmentation. These groups tend to place lower to moderate demand on Council services.

WOOD GREEN LIBRARY





Address	Opening Hours
187-197A High Road Wood Green London N22 6XD	Monday to Friday: 8.45am to 7pm Saturday: 9am to 5pm Sunday: 12pm to 4pm
Gross Internal Area: 4856 sq m **Usage (2011) per sq m:** 141 per sq m	



SERVICE INFORMATION

Category	Details				
Service					
Services in use	• Self issue and return machines • 62 computers with free Internet access • Printing and photocopying facilities	• Free WIFI hotspot • Silent study areas for 80 users			
Rooms for hire	• 5 rooms available for hire.				
Current leases and agreements	Wise thoughts • £6,800 £7,500 proposed for new space • Local Verbal agreement	Youth &Community participation service (previously Connexions) • £12,486 rental agreement • Local Interdepartmental agreement			
Regular events	• Age concern drop in • Bengali writers group • Different strokes sessions • First byte computer courses • Gentle exercise groups	• Haringey's University of the 3rd Age • Messy Mornings for under 5s • Quit smoking advice sessions • Weight watchers sessions • Reading groups for adults and young people			
Resources					
Staff	• Principal Librarian (PO3) • Presentation & Information Librarian (SO1) • 1.5X Information, ICT & Business Librarian (SO1) • Music& Film Librarian (Sc6)	• Operations supervisor (Sc6) • 4.5- Library and Information Officer (Sc4) • 2X Library Counter Assistant (Sc 2) • 4X Library Counter Assistant, Saturdays- (Sc2) • 2X Librarian (Sc6)			
Income	£113,436 (Inc HALS)	Fines (11/12)	£21,073		
Net Revenue costs £ (including shared costs)	2007	2008	2009	2010	2011
	1,402,814	1,393,188	1,383,828	1,319,789	1,199,253
Unit cost analysis £ (net cost per usage) 2011 total avg (all libraries)1.90	2007	2008	2009	2010	2011
	1.88	1.86	1.86	1.76	1.75



COMMERCIAL USE

Current	Potential
• IT classes • Meeting Space • NHS consultation	• Cafe • Creche • Police drop-in • Outreach post office • Retail
Limited scope for alternative uses on ground floor. Scope to make better use of first floor meeting areas.	

Room hire	
Space Available	734.9 sq m
Rates	• Commercial Rates £25-£75 p/hour • Community Rates £10-£50 p/hour
Opening (/wk)	63.25
Hours used (annual)	2,350
Utilisation rate	61.71%
Income per sq m	£24.19
Users	16,224

USER SURVEY

Response headlines

- 78% of those who responded thought that Wood Green library overall was good or very good.
- The top services that people were either satisfied or very satisfied with were, sitting and reading for pleasure (61%), borrowing adult fiction and non-fiction books (59%) and using the free computers (54%.)
- The level of dissatisfaction of services overall was very low. The three services people were most dissatisfied or very dissatisfied with were using the free Wifi facility (10%), sitting and reading for pleasure (6%) and/sing quiet study facilities (6%)
- 70.4% of respondents have access to the internet at home (Avg for all lib 76.6 %) predominately through the use of a PC/laptop (71%) and/or a Smartphone (37 %).
- 51.2% of respondents access the internet at the library (Avg for all lib 53%). The top three uses when accessing the internet at the library are research (27.7%), study/learning (26%) and general surfing (eg Google) (17%).

WARD PROFILE: NOEL PARK

Category	Details	
Total Population (2010 mid-year estimates)	11,619	
Age (2010 mid-year estimates)	0-4	7%
	0-15	10%
	16-64	73%
	65+	10%
Ethnicity	White	61.2%
	Mixed	4.4%
	Asian	10.5%
	Black or Black British	20.9%
	Chinese or other	3.5%
% with 5 or more A*-C inc English and Maths	56% (12th highest rate out of 19 wards)	
Average IMD Score (Haringey Avg 36.1)	45.4 (4th highest score out of 19 wards)	
JSA Claimant rate (August 2012) (Proportion of resident population aged 16-64 estimates)	7.0 (13th lowest rate out of 19 wards)	
Life expectancy	Male (Haringey Avg 76.2)	74.8
	Female (Haringey Avg 83.4)	84.7

LOCAL INFORMATION

Category	Details				
Transport links	• Nearest underground station: Wood Green (0.2 miles) • Buses: 29, 67, 121, 123, 141, 144, 184, 221, 230, 232, 243, 329, W3, W4				
Local Schools	• Alexandra Primary School (0.4 miles) • Heartlands High Secondary School (0.5 miles)				
Proximity to libraries nearby	Library				Distance
	Alexandra Park				2 miles
Community buildings (within a mile)	Building	Tenant	Lease expiry	Current Rent	Services delivered
	Cypriot Centre	Association of Cypriot Organisations	10/04/2001	£40k (Circ Fun)	Provides culturally appropriate social, educational and recreational services for mainly Cypriot people living in and around Haringey.
	Winkfield Road Community Centre	The Greek Parents Association	10/12/2012	£15k	Provides support and advice to the Greek community
	West Indian Cultural Centre	African Caribbean Leadership Council	24/01/2115	£49,750 (Peppercorn)	ACLC operates a community centre and provides a venue for various welfare, educational, training , family, social and cultural activities
	• 6, Caxton Road • 10 Caxton Road	• UK Islamic Cultural Centre	• £7,500 • £12,500 (Peppercorn)	• Tenancy at will • 27/07/2077	Community centre, providing social activities for mainly the Turkish community.
	8 Caxton Road	Council of Asian People	05/04/2010	Peppercorn @ £200pa to 2013 then £300pa (£22,000)	Multiuse community centre

CUSTOMER INSIGHT

Geographical distribution

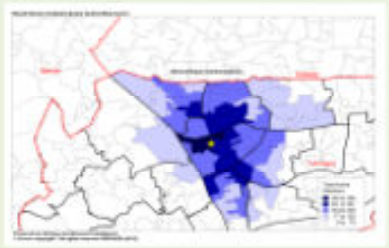


Figure 1: Distribution of Active Borrowers

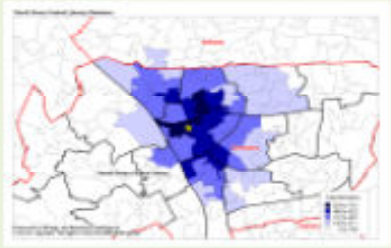


Figure 2: Distribution of Library Members

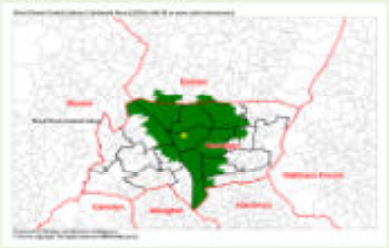


Figure 3: Catchment Area

- The size of Wood Green Central library means a wider geographical spread of Active Borrowers and Members than other Haringey libraries. The majority come from Noel Park and the wards that border it (Bounds Green, Woodside, West Green, Harringay, Hornsey and Alexandra wards).
- This analysis sought to identify a core 'catchment area' for each Haringey library that was comparable and consistent across all libraries in the borough. We did this by identifying the Lower Super Output Areas for each library where there were at least 50 active borrowers. Typically, the areas identified account for around 70% of active borrowers for each library. The usership therefore spreads beyond the catchment areas but they give a good indication of where users for each library are likely to live.

Key Usage Statistics

Wood Green Central	Number				% of Haringey Total		Rank**
Members as at 01/08/2012:	30,420				32.9%	of all library members	1st
Active borrowers 2011/12:	13,898				30.2%	of all active borrowers	1st
Visits 2011/12:	685,424	or	208	visits per hour*	36.3%	of all library visits	1st
Issues 2011/12:	263,508	or	80	issues per hour*	23.0%	of all issues	1st
PC usage 2011/12 (sessions):	157,344	or	61	sessions per hour*	42.5%	of all PC sessions	1st
PC usage 2011/12, take up of available sessions (rank):					58%	of capacity	2nd

*during opening hours

**1=highest, 9=lowest

Figure 4: Key Usage Statistics

- Wood Green library is the busiest library in the borough for visits, issues and PC usage.
  - Over 40% of all PC sessions in the borough's libraries are in Wood Green
  - Over a third of all library visits across the borough are to Wood Green

	9-1	1-5	5-7	All periods
Mon	74	67	68	70
Tue	72	81	66	74
Wed	51	71	43	57
Thu	58	70	38	59
Fri	50	67	45	56
Sat	95	120	-	107
Sun	-	86	-	86
All days	67	80	52	70

Figure 5: Number of issues per hour

	9-1	1-5	5-7	All periods
Mon	60	60	32	54
Tue	64	62	35	57
Wed	66	57	35	56
Thu	62	58	30	54
Fri	62	59	25	54
Sat	55	56	-	55
Sun	-	69	-	69
All days	61	60	31	56

Figure 6: PC usage – sessions per hour

- Saturday is the busiest day of the week for issues, seeing twice as many issues as Wednesday to Friday and around 60% more than Monday and Tuesday. Sunday is the second busiest day. The busiest time of the day is the afternoon.
- PC usage on Monday to Saturday is consistent. Sunday is the busiest day of the week for PC usage whereas it's the quietest day for the other libraries in the borough with Sunday opening. Mornings and afternoons are the busiest times of the day.

Gender

- 42% of active borrowers are male and 58% are female. Males are slightly overrepresented compared to the Haringey libraries average (39%) but significantly underrepresented compared to the catchment population as a whole (50.6%).

Age Distribution (Active borrowers compared to catchment area population)

- Compared to the catchment area population, a much higher proportion of active borrowers than we would expect are aged 20-34.
- The number of younger children who are active borrowers is in line with the catchment area population but lower than we would expect based on all Haringey active borrowers.
- Over 45s are underrepresented compared to the catchment area population, but this is in line with Haringey active borrowers overall.

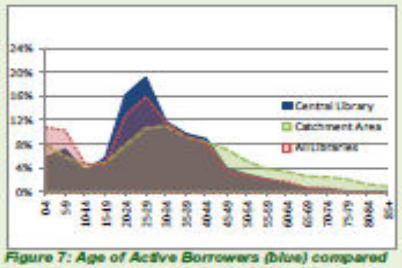


Figure 7: Age of Active Borrowers (blue) compared to catchment area population in 2010 mid-year estimates (green) and active borrowers across all Haringey libraries (red).

Ethnicity (Active borrowers compared to catchment area population)

- Compared to the catchment area population, a much higher proportion of active borrowers than we would expect are Asian or Asian British (15% compared to 9%)
- Black or Black British residents are also slightly overrepresented.
- White active borrowers are underrepresented compared to the catchment area population and Haringey active borrowers overall.

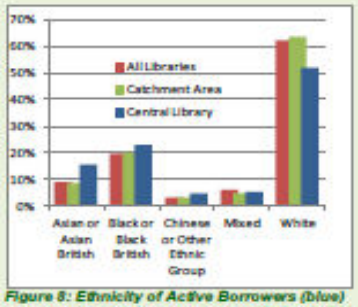


Figure 8: Ethnicity of Active Borrowers (blue) compared to catchment area population in 2001 Census (green) and active borrowers across all Haringey libraries (red).

Resident Characteristics

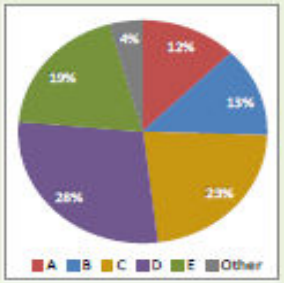


Figure 9: Resident segmentation groups of Active Borrowers

- The ***Haringey Resident Segmentation*** groups Haringey Residents into five segments (A to E) according to their demographic profile, preferences and behaviours.
- Users of Wood Green Library (active borrowers), fall primarily into groups D (28%), C (23%) and E (19%). This reflects the population of the catchment area.

Group C Key Messages

- Demand cuts across needs-based services, such as benefits and some social housing-related services; universal and transactional services, and family-oriented services
- Similar levels of everyday internet use as Group B (around 60%)
- Highly receptive to accessing information and services online and currently display high usage of the Haringey website for a range of purposes
- **Currently placing a disproportionate demand on face to face channels, significantly higher than we would expect**
- **We need to understand whether this is due to the nature of the services being accessed or the quality of the online offer**
- **There is a clear indication that, with the right level of understanding, digital access to at least some services could be increased for this group**

Group D Key Messages

- Service access cuts across needs-based services, such as benefits and some social housing-related services; universal and transactional services, and family-oriented services
- However, the real demand is on needs-based services such as benefits and housing
- **High demand on face-to-face channels which is consistent with their preferences**
- **Average demand on telephone channels, less than we would expect based on their needs and the services they access**
- About half access the internet every day, lower than groups A, B and C, but still fairly high
- Low social network membership suggests there will be challenges in engaging with group D via social media
- Usage of Haringey's website is higher than we would expect based on their preferences
- **Opportunities for increasing digital access to at least some services; channel shift from face-to-face to telephone for other services. However, this is a complex picture that we need to better understand**

Group E Key Messages

- High demand on needs-based services such as benefits and social housing-related services
- Nevertheless still access routine transactional services such as council tax
- High demand on face-to-face channels and above average demand on telephone, which tallies with what we know about their preferences
- Half of members access the internet every day, lower than groups A, B and C, but still reasonably high
- Higher reliance on public access to the internet e.g. libraries than other groups
- Low social network membership suggests there will be challenges in engaging with this group through social media
- **Least likely to use the Haringey website, except for housing-related services and job vacancies, indicating that they will use the internet where access is restricted to online and support is provided**
- **Many do not have a direct payment account, leading to more payments being made via customer services rather than automated and digital channels**
- **Likely to present the most challenges if encouraging channel shift to digital and automated channels**

Summary: Wood Green Central

- The widest geographical spread of active borrowers and members, covering the central part of the borough.
- The busiest library for visits, issues and PC usage
- Visitor habits are close to the borough average, with the exception of PC usage, which is higher on Sundays.
- User base is concentrated round the 20-34 age range, with fewer young children than average.
- Almost half of the user base fall into groups D and E of the Haringey Resident Segmentation. These groups place the highest demand on Council services. Almost a quarter fall into group C

Appendix 2

Libraries IT Review July 2013: Summary of Findings

- The main Library IT systems are fit for purpose.
- There is no evidence of major issues.
- There are opportunities to deliver technical improvements to help achieve the service's objectives.
- Main issues arise around a lack of business process or expertise.

The IT Review also made specific recommendations in each of the following areas:

1. RFID
2. Event Booking
3. Payments
4. IT resolution
5. Public PCs
6. Firewalls
7. Talis (the library management system)
8. People's Network
9. Public Wi-Fi
10. The online offer

Appendix 3

Library KPIs

Current KPIs:

	12/13 target	12/13 Outturn	13/14 target
No. of Library visits per 1,000 population	8,335	7,823	1,800,000 visits (8,000 per 1,000 pop)
Library stock issues per 1,000 population	5,085	4,382	Not set
Public library PCs (Adults % utilization)*	53%	55%	56%

(*amount of time PCs are used divided by the total time available)

Revised proposed KPIs for 2013/14:

	12/13 target	12/13 Outturn	13/14 target
Library Visits	8,335 per 1,000 pop. (=1,875,375 visits)	1,760,148 (7,823 per 1,000 pop)	1,800,000**
Public library PCs (Adults % utilization)	53%	55%	56%
No of Active Borrowers ***(rolling year)	N/R	39,051	39,000
Library Loan transactions (RFID/Manual)	N/R	21%/79%	30%/70%

** set before Corporate Plan commitment to 10% increase in library visits by 2015. 13/14 target= 2.2% increase

*** One item or more borrowed in a year

Appendix 4

Activities and Events in Libraries: 2013

Where	What
Alexandra Palace	• Parkinson's Community Coffee Club - weekly for 1hr • Supporters of Alexandra Park Library Events eg monthly gardening club, carol concert • Ways into Writing - Friendly writing group, weekly • Under 5s Singing Session – Traditional Nursery Rhymes and • Songs - 1 hr weekly • Movers and Shakers - half hour session incorporating songs, rhymes and baby signing, instruments, bubbles and parachutes - x 2 sessions per week • Captain Fantastic - children's entertainer - 1x per week • Alexandra Park Library Book Club • Safer Neighbourhoods Public Meeting • Senior Citizen's Coffee Morning, drop in knitting, sewing and stitching group, art exhibitions
Coombes Croft	• Embrace UK's - Health and Wellbeing programme offering free exercises with expert facilitators - 2 sessions per week • Literacy and ESOL Support - 4 sessions per week • Neighbourhoods Connect - computer classes 1x weekly • The Computer classes - 1 x weekly • Weekly Spanish class, art, craft and sewing classes - all weekly run by individuals • Age UK Haringey - monthly support and advice to the over 60's. • The Haringey Big Community Switch - weekly advice session • Drop in Surgeries for HFA (Haringey Family Ambition) With Davut Azimkar weekly • Embrace UK's - Youth Speak A weekly debating society for young people 1 hr at 4pm • Homework support club Monday to Friday 4.30 to 5.00pm • The Wednesday after school club for families Wednesdays 4.00 to 5.00pm • Early Years Storytime and Songs and Messy Morning • Let's play WII Fridays 4:30 - 5:30pm (School Hols only)
Highgate	• Open Book : Highgate Library Reading Group • First Byte Computer Sessions for Adults • Gardening Group • IAPT – Cognitive Behavioural Therapy • Bookstart Bear Club • Sing & Rhyme session. • Messy morning

Where	What
	• Young adult book club • Real Nappy Demonstration (!) • Kumon Maths • La Jolie Ronde French For Children • Movers and Shakers
Hornsey	• Art Exhibitions - Original Gallery, Art for Ark's Sake • CYM national library resource - collections of printed music for choirs, orchestras and wind bands - Borrowers pay a small hire charge – registered Haringey groups exempt • Film Night - Thursday 5th December at 7 pm • Special Children's Events - exhibitions, animations, print and film making, author talks, reading challenges etc • Movers and Shakers • Captain Fantastic • Rhyme time, under 5s story time, Dad's drop in etc • Computer sessions for adults - Learn My Way Computer Sessions for complete beginners and Neighbourhoods Connect Computer Help Drop-In, both weekly. • Senior Citizens' Drop In • Meditation Classes – The science of Happiness • Embrace UK's Exercise to music • Embrace UK's Tai Chi Classes • Pilates • Life drawing and portrait painting, poetry workshop, song writing, creative writing, knitting, philosophy. All weekly sessions run by individual providers • Alzheimer's Society Drop In - monthly • Stroke Awareness Drop In - monthly • SGV Cancer Support Group - monthly • IAPT – Cognitive Behavioural Therapy • The Big Community Switch • Environmental Advice Drop-in • National Careers Service offers careers and skills advice - weekly
Marcus Garvey	• Under 5s activities as above • Reading groups for older kids and teens and board games • PHASCA'S Saturday Homework Club - English, Maths, Science and French Tutors for pupils aged 8 to 14 Every Saturday • CHILDREN'S CIRCUS AND DRAMA WORKSHOPS - Jacksons Lane Theatre • Film screening • Art exhibition • Veolia Environmental Services - monthly advice session • National Careers Service - weekly • Book club and reading groups • HIV testing - weekly

Where	What
	• IAPT - NHS Support Service - several days each week • Sankofa Care. Fostering & Adoption Information & Recruitment • NHS Haringey Support Service • Outreach for Cancer Awareness and Cancer Screening Information on Breast, Cervical and Bowel Cancer Every Tuesday 10.30am to 3.30pm • Go On Line Computer Sessions for Adults also Neighbourhoods Connect • The Haringey Big Community Switch. Living Under One Sun • Tottenham Green Safer Neighbourhood Team Drop –In weekly
Muswell Hill	• Under 5s activities as above • Reading groups and book club for adults • Safer Neighbourhoods Public meeting • Art and craft activities for kids • Help with maths homework • Muswell Hill toy library
St Ann's	• NHS Health Checks - involving blood pressure, cholesterol, lifestyle assessment and free referral services. Special event over a week. • 'A River - Runs Through It'! Moselle River Exhibition An exhibition of work produced by Haringey schools and the Twisted Stocking Theatre Company • Children's activities - messy play, reading, rhyme time etc • Kumon maths • Phasca's homework club • Knitting for all • Caring Connections Weekly Group – Age UK Haringey • First Byte Computer Sessions for Adults also Internet and Computer Support Drop-In • Book club and coffee morning • Line Dancing for All - the older and bolder group • Age Concern Gentle Aerobics • Age Concern 50+ Advanced Aerobics • Age UK Chair Based Exercise • Venture Club for the Blind and Partially-sighted
Stroud Green and Harringay	• Under 5's: movers and shakers, rhyme time, messy play, story time etc • Speak Spanish! Informal Conversation for Adults with Magnolia. • Go On: Computer Courses for Adults • Knowing Thru Growing Gardening Group • Knitting and crochet groups • Stroud Green Residents Association Surgery (SGRA) - monthly
Wood Green	Adult events: • Royal British Legion Advice & Information Service - monthly

Where	What
	• Working Futures - free employment service for Haringey residents who have mental • health problems, feel anxious or depressed - weekly • Urban Futures Booster Plus Programme - Support for anyone who is 19+ and NOT on the Work Programme - weekly • Business Advice & Seminars by appointment only weekly - practical and confidential one to one business advice • 6 Degrees Club – Business Forum monthly • Haringey Carers' Hub - Drop-in for Unpaid Haringey Carers' for Information, Advice & Support, or for the use of computers • National Careers Service • Neighbourhoods Connect Computer Sessions for Adults Huge number of monthly groups and activities including: • workshop in creative writing and performance - "Theatre for Mankind" • Online-Basic Computer Session for Beginners (weekly) • HU3A – Haringey University of 3rd Age • Bengali Writers' Group • Urdu Poetry Group • Retired Nurses Meeting • Older People's Drop In • Environmental Advice Drop-in Health related activities (monthly): • Asian Centre (Council of Asian People) Drop In Healthy Ways Longer Days • Haringey Advisory Group on Alcohol Information (Drop In) • Haringey Phoenix Group (Sight awareness) • Macmillan Cancer Support Information Drop In • Quit Smoking Drop In • Stroke Information Drop In • Mind In Haringey Information Stall • NHS Health Trainers by Appointments Only - Free one-to-one confidential support and guidance • Gay-Wise Drop In Evenings • Weight Watchers - weekly • IAPT – Cognitive Behavioural Therapy NHS Support Service • Fitness for life Classes 2 x weekly • Around the World In Latin Dances (ages 16-31) • Hatha Yoga Class weekly • NICHIREN Daishonin Buddhism Dialogue • Weatherstone Therapies - Holistic Fair Health treatments • Haringey Council Adoption and Fostering Information Session • Sankofa Care Fostering and Adoption Under 5s activities

Where	What
	• First Class Learning Tuition in Maths & English - Tuition for Key Stages 1, 2, 3 & 4 • Kumon Maths & English Tuition for Children (all ages) 2x weekly Youth library: • Quiz evening, board games, reading group • Youth-Wise Evening Drop In For Young People (LGBT 13-19) • Youth Community & Participation Service (formerly Connexions)

Appendix 5

First Draft of Outcomes Framework

The first draft of the outcomes framework (see table below) was developed based on the ideas from participants in the review about the positive impact that libraries can have on people's lives. The ideas and wording of the draft were then tested further with Friends, managers, staff and focus groups before a revised draft was produced which is shown in the main body of the report.

Table: Outcomes Framework for Haringey's Future Library Service (First Draft)

Haringey's libraries will give everyone in Haringey the chance to flourish by:

Primary outcomes	Supporting outcomes
1. Sharing the joys offered by books and other writing *Supports council's strategic outcome: 'Opportunities for All'.*	• People enjoy a rich variety of books and other material. • People are broadening their horizons through new writing and new ideas. • More people's lives are being enriched by the joy of reading.
2. Getting a great start in life *Supports council's strategic outcome: 'Outstanding for all'.*	• Children are introduced to reading from an early age. • Parents make books and reading a central part of their children's lives. • Children and young people see their libraries as a happy, safe place to learn, play and enjoy all that is on offer.
3. Getting the most out of life *Supports council's strategic outcome: 'Opportunities for all'.*	• People turn to their library to access the information, advice and services they need. • People are able to fully engage with the digital world and digital society. • People know how to look after their health and wellbeing. • People keep expanding their learning throughout their lives.
4. Making Haringey a creative, thriving place *Supports council's strategic outcome: 'Opportunities for all'.*	• People enjoy our creative arts and are inspired to have a go themselves. • People can pursue their ambitions and develop their careers. • People have the space and support to develop their entrepreneurial skills and business ideas.
5. Bringing people together *Supports council's strategic outcome: 'A better council'.*	• People see their libraries as the heart of their communities and enjoyable places to spend time together. • People give their time freely to others. • People can make new friends and learn about their community and its cultures. • People interact across age groups and cultures.

Gap Analysis: How the Borough's Libraries Need to Change to Deliver the Outcomes Required

Primary outcomes	Supporting outcomes	Enablers and Ideas	Gap Analysis	
			Capacities - resources and assets	**Capabilities** - competence, skills and knowledge
Sharing the joys of books and writing	People enjoy a rich variety of books and other material.	• A comprehensive book and e-book stock. • Staff who are knowledgeable about books and other writing and who can share that knowledge.	• Stock purchasing budget needs increase • Stock quantities need review • Library layouts including display of stock need refresh • Stock promotion/marketing budget needed • Staff restructure needs roles focused on stock management and on marketing/promotion	• Refocus on borough-wide management of stock • Development of staff's fields of expertise in books and other materials. • Reader development skills • Increase focus on e-books/other new and developing media • Buy in brand development and marketing approach • Promotion/marketing skills
	People are regularly introduced to new writing and new ideas.	• An active marketing programme with a promotions and events.	• Staffing capacity to give greater focus on development (especially for adults) • Stock promotion/marketing and events budget needed • Increase involvement of volunteers	• Refocus on borough-wide management of stock • Promotion/marketing skills • Provide volunteers with development and training
		• A vibrant website and social media for - and involving - users.	• Current web content is underdeveloped and poorly resourced. • Staffing capacity to give	• Training for staff in use of web tools and social media. • As above • Provide volunteers with

Primary outcomes	Supporting outcomes	Enablers and Ideas	Gap Analysis	
			Capacities - resources and assets	**Capabilities** - competence, skills and knowledge
			greater focus on development (especially for adults) and engaging with users. • Budget to develop and promote a 'Haringey Book Club' • Work jointly with neighbouring borough(s) • Increase involvement of volunteers	development and training • Partnership working skills
		• Research into users' and non-users' needs, motivation and preferences.	• Staffing capacity to give greater focus on development (especially for adults) and engaging with users. • Resource to conduct and analyse regular user feedback. • Databank of customer insight.	• Market research and analysis capabilities need to be specified and commissioned (support may be available elsewhere in council).
Getting a great start in life	Children are introduced to reading from an early age.	• Active recruitment programme for parents-to-be, babies and toddlers.	• Membership registration needs to be easier/simpler • Work with Registrar's service to sign up babies at birth • Work with other council services to promote role of libraries • Work with Bookstart to	• Staff restructure to retain strong focus on work with children • Train all staff in working with children and young people • Develop skills and capacity to increase partnership working with schools, Children's

Primary outcomes	Supporting outcomes	Enablers and Ideas	Gap Analysis	
			Capacities - resources and assets	**Capabilities** - competence, skills and knowledge
			promote library membership	centres, playgroups, but also with community groups that are not traditional library users
	Parents make books and reading a central part of their children's lives.	• Comprehensive programmes of activities for each age group of children and young people, including toy libraries.	• Budget to develop and promote use of libraries to parents and children. • Greater partnership working e.g. in provision of tuition • More partnership working with schools to promote libraries and reading • More partnership working with schools to provide information for parents about high quality early years places and to support informed school choices	• Partnership working skills • Greater knowledge of educational opportunities • Budget to ensure greater consistency across all libraries
	Children and young people see their libraries as a safe, welcoming place for enjoyment and learning.	• Safe and welcoming children's libraries that are designed as attractive and stimulating spaces.	• Current children's library spaces generally good although some need better access (1st floor) • Improve/increase spaces specifically designed for young people • Resources to maintain, monitor, improve current activities programme in children's libraries and	• Staff restructure to retain strong focus on work with children • Involve children and young people in design and development of library services to children • Encourage children and young people to become responsible and active citizens through Haringey Youth Council

Primary outcomes	Supporting outcomes	Enablers and Ideas	Gap Analysis	
			Capacities - resources and assets	**Capabilities** - competence, skills and knowledge
			outreach visits to schools, children's centre and playgroups • Library refurbishments to focus on imaginative redesign of children's library areas – some currently libraries are good, some not so good • Budget needed for branding promotion and marketing	• Seek more professional input (eg Youth Team, other agencies) for work with young people to offer eg workshops • Opportunity for increased use of volunteers but needs management to ensure safeguarding procedures followed • Train library staff who work with children in awareness of safeguarding issues
		• Homework clubs and **space to study and revise**. -	• Current children's library spaces generally good although some need better access (1st floor) • Library refurbishments to focus on imaginative redesign of children's library areas • Budget needed for branding promotion and marketing	• Staff restructure to retain strong focus on work with children • Opportunity for increased use of volunteers but needs management to ensure safeguarding procedures followed • Train library staff who work with children in awareness of safeguarding issues
		• **Homework clubs** and space to study and revise. • Collaborative partnerships with children's centres,	• Budget or partnership arrangement needed to increase support for learning clubs • Retain participation in Summer Reading Challenge	• Staff restructure to retain strong focus on work with children • Opportunity for increased use of volunteers but needs management to ensure

Primary outcomes	Supporting outcomes	Enablers and Ideas	Gap Analysis	
			Capacities - resources and assets	**Capabilities** - competence, skills and knowledge
		schools and colleges.	and other book promotions • Budget needed for branding promotion and marketing	safeguarding procedures followed • Partnership working skills especially for working with schools and Children's centres
Knowing how to get the most out of life	People turn to their library to access the information, advice and services they need.	• Well-planned integration with the council's customer services - and those of other partners. • Close partnerships with other advice providers, including public services, community groups and other agencies, eg health. • Design that allows for privacy for customer service transactions and personal advice. -	• Resource needed to develop vision, branding and marketing • Most libraries in need of refurbishment externally and internally: requires programme, partners and budget • Partnerships needed to deliver services in/with libraries (note need for a focus on older people) • Programme and budget needed to renew and re-launch self-service to release staff from focus on transactional work • Staff restructure needed to provide capacity for staff to focus on assisting customers with their information needs • Budget needed to retain/upgrade public access IT (PCs ,Wi-Fi and online	• Re-training in use of self-service and supporting customers to resolve their own transactional queries • Programme of focussed customer service training, including floor walking, needed • Skills to assist customers referred by other services and training in effective hand-offs • Training to support users with IT • Training in partnership working. • Create time for regular staff training/meetings

Primary outcomes	Supporting outcomes	Enablers and Ideas	Gap Analysis	
			Capacities - resources and assets	**Capabilities** - competence, skills and knowledge
			resources) • Review/improve IT availability for all staff	
	People are able to fully engage with the digital world/society	• An effective IT infrastructure with good quality equipment, broadband and Wi-Fi with integrated user accounts and social networking.	• Budget needed to retain/upgrade public access IT (PCs ,Wi-Fi and online resources) • Follow up actions from Library IT Review • Evaluate options for the integration of account management and customer relationship management with library management system. • Self-service re-launch requires promotional team and marketing programme to re-educate users •	• Programme of focussed customer service training, including floor walking, needed • Training to support users with IT
		• Support to help people develop their IT skills.	• Staffing capacity to enable staff to give more consistent support • Adequate capacity in staff structure to coordinate this type of activity	• Training to support users with use of IT • Clear guidelines on levels of IT support available to users, backed-up by referral to more formal classes • Partnership working to provide 'café'/drop-in sessions for IT, online access, social media

Primary outcomes	Supporting outcomes	Enablers and Ideas	Gap Analysis	
			Capacities - resources and assets	**Capabilities** - competence, skills and knowledge
				support • Opportunity for increased use of volunteers
	People know how to look after their health and wellbeing	• Promote local health and wellbeing initiatives • Access to online advice and resources • 'Surgery' sessions provided by partners e.g.: • Police drop in desks • NHS consultations • Smoking cessation clinics • Weight watchers • Family drop in sessions • Counselling and therapy • Work with Fusion to ensure libraries and leisure are maximising their potential to reach a wider user group	• Resource needed to develop vision, branding and marketing • Most libraries in need of refurbishment externally and internally: requires programme, partners and budget • Partnerships needed to deliver services in/with libraries eg NHS • Refocus wellbeing activity to reach a much wider audience • Partnerships needed with health and wellbeing providers	• Staff restructure and change programme requires a role to focus on this work • Re-training in use of self-service and supporting customers to resolve their own transactional queries • Programme of focussed customer service training, including floor walking, needed • Skills to assist customers referred by other services and training in effective hand-offs • Training in partnership working
	• People keep expanding their learning throughout their lives.	• Modern and well-equipped training suites. • Close partnerships with HALS and other learning providers, such as U3A. • Support for those improving their English, including ESOL and multi-lingual support.	• • Resource needed to develop service vision, branding and marketing • Library refurbishments, particularly Wood Green, need to integrate library and learning offer including access to HALS	• • Programme of focussed customer service training, including floor walking, needed • Signposting skills for all staff to assist customers with access to learning including HALS • Training in partnership working

Primary outcomes	Supporting outcomes	Enablers and Ideas	Gap Analysis	
			Capacities - resources and assets	**Capabilities** - competence, skills and knowledge
		• Careful zoning of space wherever possible to allow for quiet places for study, for example.	• Explore widening of learning offer to other libraries • Rebranding and marketing for libraries and learning	
Making Haringey a creative, thriving place	People enjoy our creative arts and are inspired to give it a go themselves.	• Programme of reading, writing, art and cultural events, activities and workshops throughout the year. • All libraries showcase changing displays of painting and other art. • Good stock of art, film and other materials.	• Reading and writing groups at Marcus Garvey and Hornsey – need to retain free use of space • Library refurbishments to incorporate gallery space and spaces to organise events to promote participation in creative arts • Make libraries more attractive environments e.g. more creative paintings on the walls • DVD and other collections require review and better marketing. • Staff restructure requires capacity to focus on supporting creative arts	• Knowledge of successful creative arts work in other library authorities • Training in partnership working. • Broadening of skills in event management and marketing.
	People can pursue their ambitions and develop their careers.	• Job-hunting and careers advice and events. • (ex-connexions)	• Resource needed to develop vision, branding and marketing • Library refurbishments to take account of need for	• Staff restructure and change programme to refocus role of staff on supporting customers • Wider re-skilling of all staff to in assisting customers with

Primary outcomes	Supporting outcomes	Enablers and Ideas	Gap Analysis	
			Capacities - resources and assets	**Capabilities** - competence, skills and knowledge
			these facilities. • Partnerships needed to deliver services in/with libraries, including enhanced access to HALS • Budget needed to retain/upgrade public access IT (PCs ,Wi-Fi and online resources)	information enquiries • Develop specific programme with partners to promote libraries as points of access to job information (online and hard copy), careers advice (eg with drop-ins by police, army, fire brigade etc), advice surgeries • Requires more business advisors and funding to help people develop skills
	People have space and support to develop their entrepreneurial skills and business ideas.	• Comprehensive business information service and access to business advice. • Hot-desking space for small businesses and start-ups and networking events and opportunities. • Professional venue and event management. -	• Resource needed to review current business service and with partners the potential to develop further. • Shortage of small business and start-up space in borough and libraries not set up to provide this currently. • Budget needed to retain/upgrade public access IT (PCs ,Wi-Fi and online resources)	• Access needed to skills in developing business information services. • Training in partnership working • Staff restructure and change programme to refocus role of staff on supporting customers • Knowledge of, and access to, opportunities arising through local regeneration schemes
Bringing people together	• People see their libraries as the heart of their communities and enjoyable places to spend time together.	• Well-situated and signposted library buildings with high standards of interior design.	• Resource needed to develop service vision, branding and marketing • Library refurbishments to build on libraries reputation	• Staff restructure and change programme to refocus staff perception of the role of libraries as a wide community resources

Primary outcomes	Supporting outcomes	Enablers and Ideas	Gap Analysis	
			Capacities - resources and assets	**Capabilities** - competence, skills and knowledge
		• Good standards of external and internal maintenance and high standards of cleanliness. • A spacious, comfortable, 'café' environment with cafes where possible and/or vending machines.	as safe, neutral, welcoming space i.e. to provide more attractive spaces that can be used for coming together informally and more formally • Develop 'café' areas where space and noise constraints permit	• Training in partnership working
	People give their time freely to others	• Structured volunteer programme and properly resourced support.	• Budget need to provide capacity to manage and promote volunteering • Role(s) needed in staff structure to work specifically with volunteers and voluntary agencies • Budget needed for promotion of volunteering	• Knowledge and skills of best practice in use of volunteers • Ideas for more imaginative use of volunteers • Knowledge of safeguarding procedures when working with volunteers • Make volunteering a positive experience for volunteers and for libraries • Training in partnership working
	• People can meet new friends and learn about their community and its cultures.	• Programmes of activities that appeal to the full spectrum of citizens and all age groups. • Community events in collaboration with other partners and community organisations.	• Resources needed to maintain *and develop* current programme of events e.g. Black History Month • Marketing resource to ensure the opportunities offered by libraries reach all communities	• Skills in staff restructure to create and organise events in partnership with other agencies • Training in partnership working

Primary outcomes	Supporting outcomes	Enablers and Ideas	Gap Analysis	
			Capacities - resources and assets	**Capabilities** - competence, skills and knowledge
	• People interact across age groups and cultures.	• Attractive, good quality meeting and event spaces. • A charging regime that incentivises the full use of library facilities while generating income from private and commercial hires.	• Meeting and event spaces not resourced to offer professional image to potential users. • Booking of spaces not resourced and automated. • Current charging regime discourages use by other services.	• Skills in event management and promotion. • Skills in staff restructure to create and organise events in partnership with other agencies

Appendix 7

Detailed Options Appraisal

Option 1: In-House Transformation

13.8 For this option, Haringey would design and manage a programme to implement the new operating model and deliver the outcomes described in the outcomes framework. This option does not preclude buying in specific skills, such as project management and consultants support, where required, nor would it rule out extending existing consortium working.

Table: In-house Transformation: Summary of Key Strengths and Weaknesses.

Key Strengths	Key Weaknesses
• Easier to manage extended period of complex change directly. • Can draw in external support if insufficient in-house expertise. • Quicker to achieve results including quick wins within the context of a wider vision. • Brings benefits in more than one service area. • Strengthens basis from which to consider other options at a later date. • Offers opportunity to sell: strong and innovative service may attract other councils to buy in. • May achieve more effective joint use of council and other partners' resources.	• An external partner might have previous experience and expertise. • Could rule out or disadvantage other options at a later date. • May limit opportunity for external investment. • Council will need to fund, and drive, the transformation.

Outcomes Framework – Particular Considerations

Table: Outcomes Framework Assessment for Option 1: In House Transformation

Primary outcomes	Enablers	Observations	Positive impact of model
1. Sharing the joys offered by books and other writing *Supports council's strategic outcome: 'Opportunities for All'.*	• A comprehensive book and e-book stock. • Staff who are knowledgeable about books and other writing and who can share that knowledge. • An active marketing programme with a promotions and events. • A vibrant website and social media for - and involving - users. • Research into users' and non-users' needs, motivation and preferences.	• An in-house transformation programme will be able to liaise readily with the council's research, customer services and communications teams. • This options would require funding to	M/H

Primary outcomes	Enablers	Observations	Positive impact of model
		develop further book stock and staff capacity.	
2. Getting a great start in life *Supports council's strategic outcome: 'Outstanding for all'.*	• Active recruitment programme for parents-to-be, babies and toddlers. • Safe and welcoming children's libraries that are designed as attractive and stimulating spaces. • Comprehensive programmes of activities for each age group of children and young people, including toy libraries. • Homework clubs and space to study and revise. • Collaborative partnerships with children's centres, schools and colleges.	• An in-house programme should be able to build strong links with children's services, schools and colleges.	H
3. Getting the most out of life *Supports council's strategic outcome: 'Opportunities for all'.*	• An effective IT infrastructure with good quality equipment, broadband and Wi-Fi with integrated user accounts and social networking. • Support to help people develop their IT skills. • Well-planned integration with the council's customer services - and those of other partners. • Close partnerships with other advice providers, including public services, community groups and other agencies, eg health. • Design that allows for privacy for customer service transactions and personal advice. • Modern and well-equipped training suites. • Close partnerships with HALS and other learning providers, such as U3A. • Support for those improving their English, including ESOL and multi-lingual support. • Careful zoning of space wherever possible to allow for quiet places for study, for example.	• This option may require the council to buy in specialist IT and training support. • An in-house programme should be able to build on the existing relationship with HALS. • The new council structure should encourage closer integration with customer service functions.	M
4. Making Haringey a creative, thriving place	• Programme of reading, writing, art and cultural events, activities and workshops throughout the year. • All libraries showcase changing	• This option may require the council to buy in specialist events	M

Primary outcomes	Enablers	Observations	Positive impact of model
Supports council's strategic outcome: 'Opportunities for all'.	displays of painting and other art. • Good stock of art, film and other materials. • Comprehensive business information service and access to business advice. • Job-hunting and careers advice and events. • Hot-desking space for small businesses and start-ups and networking events and opportunities. • Professional venue and event management.	management support and business centre management. • This option would require the council to fully fund any ICT developments (although some work is already done via a consortium).	
5. Bringing people together *Supports council's strategic outcome: 'A better council'.*	• Well-situated and signposted library buildings with high standards of interior design. • Good standards of external and internal maintenance and high standards of cleanliness. • A spacious, comfortable, 'café' environment with cafes where possible and/or vending machines. • Structured volunteer programme and properly resourced support. • Community events in collaboration with other partners and community organisations. • Attractive, good quality meeting and event spaces. • Programmes of activities that appeal to the full spectrum of citizens and all age groups. • A charging regime that incentivises the full use of library facilities while generating income from private and commercial hires.	• This option may require the council to buy in specialist space planning resource. • This option would support the council to develop a suitable charging regime. • This option would require the council to fully fund any structural changes required.	M

Future Operating Model – particular considerations

13.9 An in-house transformation programme would give Haringey the independence to develop and implement their own Future Operating Model.

Delivery Model Parameters

13.10 As with the Operating Model, an in-house transformation programme gives Haringey the flexibility to design a model which underpins the preferred position for each parameter.

Financial Evaluation

Table: Financial Assessment for In-House Transformation

Description	Year 1	Year 2	Year 3	Year 4	Year 5
Set up / project costs	100,000				
Additional/(lower) costs	**100,000**				

Key Risks

13.11 The key risks that apply to this approach and potential mitigating actions are:

No.	Description	Mitigation	Impact
1	The cost of securing the additional skills required to drive through the required changes may be insupportable.	Careful budget planning and sourcing of skills will be required	H
2	Staff may not be able to sustain complex changes alongside their usual duties and performance will suffer.	Careful change management, backfilling key positions and strong leadership will be needed.	M
3	Haringey may not be able to raise the level of funding required to support the transformation programme.	Careful budget planning will be required along with the exploration of opportunities for generating resources from the release of council assets no longer required.	M

Option 2: Shared Services including consortium working

13.12 Under this option the council would look to share some or all of Libraries service delivery with another council. Shared service models range from sharing one aspect of the service, such as an IT system, through sharing management teams to sharing the complete service.

13.13 Shared service models can involve one partner taking responsibility for employing all the staff, an arrangement which avoids problems encountered when staff have different terms and conditions and different salary levels. Alternatively some models 'share' the lead for different aspects of the service, one partner being responsible for staff, another for ICT systems etc. Some models retain staff employment with their current councils but second staff into a single management structure.

13.14 Bromley and Bexley's shared back office library service, launched in January 2012, was the first substantial shared library service in local government. The back office shared service has been successful in driving costs down, delivering combined savings of about £800k and the plan is to build on its success by moving to a fully shared service.

13.15 Since then the Triborough (Westminster City Council, London Borough of Hammersmith and Fulham and London Borough of Kensington and Chelsea) have launched a shared library services based on a single management team. A single Director leads the service for all three Boroughs, with a single management team managing 21 libraries. Savings of £1.1m were forecast in the business case, primarily achieved by staff reductions.

13.16 Shared service models typically include shared governance via a board with representatives from elected members of each partner. Some models include delegation of responsibility to a Joint Committee of elected members, others delegation to another local authority.

13.17 Consortium working is very similar to shared services but does not typically involve formal shared governance at Elected Member level, or delegation of responsibility. Consortium working usually involves a group of councils who use the same supplier(s), or who wish to procure jointly for example, forming a partnership to take advantage of economies of scale and superior buying power, or joint supplier management. Sometimes the partnership takes advantage of successful consortium working to share systems and development projects.

13.18 Many London Boroughs are existing members of Libraries consortia. Haringey is a member of the Capita consortium. This is a group of 6 London Boroughs (soon to be 7) who all use the Capita Libraries Management System. Benefits to members include discounted prices for the purchase of additional modules, discounts when a new member joins the consortium, and working together on new developments, in addition to acting as a joint client group.

13.19 The London Libraries Consortium has built on a similar partnership and now share a single system. This brings additional benefits including one library card giving access to all member libraries, access to a shared catalogue and a shared stock, and access to

over a million e-books. The Consortium also has a three year strategy programme for further joint projects and collaborative research.

Table: Shared Services: Summary of Key Strengths and Weaknesses

Key Strengths	Key Weaknesses
• Could increase efficiency and improve resilience. • Could provide economies of scale in management and specialist areas. • Can engage the assistance and experience of partner authority(ies) in change. • Could enable the council to draw on the experience of authorities with a longer track record of library transformation.	• Will take some time to fully develop • Partner authorities will ideally need to share a similar vision for their services and for libraries in particular (not necessarily the case for consortium working)

Outcomes Framework – Particular Considerations

Table: Outcomes Framework Assessment for Option 2: Shared Services

Primary outcomes	Enablers	Observations	Positive impact of model
1. Sharing the joys offered by books and other writing *Supports council's strategic outcome: 'Opportunities for All'.*	• A comprehensive book and e-book stock. • Staff who are knowledgeable about books and other writing and who can share that knowledge. • An active marketing programme with a promotions and events. • A vibrant website and social media for - and involving - users. • Research into users' and non-users' needs, motivation and preferences.	• Shared working could give access to shared catalogues and shared stock of books and e-books. • Shared staffing would give access to a broad range of skills and experience.	H
2. Getting a great start in life *Supports council's strategic outcome: 'Outstanding for all'.*	• Active recruitment programme for parents-to-be, babies and toddlers. • Safe and welcoming children's libraries that are designed as attractive and stimulating spaces. • Comprehensive programmes of activities for each age group of children and young people, including toy libraries. • Homework clubs and space to	• Shared working could bring economies of scale for any investment and shared experience.	M

Primary outcomes	Enablers	Observations	Positive impact of model
	study and revise. • Collaborative partnerships with children's centres, schools and colleges.		
3. Getting the most out of life *Supports council's strategic outcome: 'Opportunities for all'.*	• An effective IT infrastructure with good quality equipment, broadband and Wi-Fi with integrated user accounts and social networking. • Support to help people develop their IT skills. • Well-planned integration with the council's customer services - and those of other partners. • Close partnerships with other advice providers, including public services, community groups and other agencies, eg health. • Design that allows for privacy for customer service transactions and personal advice. • Modern and well-equipped training suites. • Close partnerships with HALS and other learning providers, such as U3A. • Support for those improving their English, including ESOL and multi-lingual support. • Careful zoning of space wherever possible to allow for quiet places for study, for example.	• Shared working could bring economies of scale in IT and infrastructure projects. • Shared working with authorities with experience of stronger partnerships would accelerate change.	H
4. Making Haringey a creative, thriving place *Supports council's strategic outcome: 'Opportunities for all'.*	• Programme of reading, writing, art and cultural events, activities and workshops throughout the year. • All libraries showcase changing displays of painting and other art. • Good stock of art, film and other materials. • Comprehensive business information service and access to business advice. • Job-hunting and careers advice and events.	• Shared working could bring economies of scale in IT and infrastructure projects. • Shared working with authorities with experience of business support, cultural development and event management would accelerate	M

Primary outcomes	Enablers	Observations	Positive impact of model
	• Hot-desking space for small businesses and start-ups and networking events and opportunities. • Professional venue and event management.	change.	
5. Bringing people together *Supports council's strategic outcome: 'A better council'.*	• Well-situated and signposted library buildings with high standards of interior design. • Good standards of external and internal maintenance and high standards of cleanliness. • A spacious, comfortable, 'café' environment with cafes where possible and/or vending machines. • Structured volunteer programme and properly resourced support. • Community events in collaboration with other partners and community organisations. • Attractive, good quality meeting and event spaces. • Programmes of activities that appeal to the full spectrum of citizens and all age groups. • A charging regime that incentivises the full use of library facilities while generating income from private and commercial hires.	• Shared working could bring economies of scale in infrastructure projects. • Shared working with authorities with relevant experience would accelerate change.	M

Future Operating Model – particular considerations

13.20 A fully shared service would need to be based on a shared vision for the future and a shared Future Operating Model. More limited sharing could be achieved without this, but shared services can struggle where partners have different ambitions.

13.21 Consortium working can be more successful if partners do not share the same vision, although clearly they will need to agree future developments and supplier management strategy.

13.22 Shared service arrangements typically have a very long lead time while the partnership discusses shared ambitions, establishes joint governance and agrees future plans and funding. If Haringey were looking to start a new shared services arrangement this could delay the implementation of the operating model. There are, however, a number of

neighbouring authorities who have expertise in some of aspects of the future operating model that Haringey could benefit in learning from, eg the integration of learning (Islington) and customer services (Waltham Forest).

Delivery Model Parameters

13.23 A shared service model would support most of the parameters developed by the team, especially those concerned with standard processes and location of services. However, some shared models struggle to be flexible and changes can take time to process through different layers of governance. In particular a shared service model may struggle to remain aligned to strategic objectives, if the objectives of one partner change and move away from the original shared objectives. Consortium working would have less of an impact in these areas and tends to be more flexible, with partners able to choose which aspects of consortium working they wish to join.

Financial Evaluation

Table: Financial Assessment for Shared Services Model

Description	Year 1	Year 2	Year 3	Year 4	Year 5
Additional Operational Costs	50,000	50,000	50,000	50,000	50,000
Staff savings	-132,700	-265,400	-265,400	-265,400	-265,400
Support Service savings	-13,680	-27,360	-41,040	-54,720	-68,400
Set up / project costs	150,000				
Additional/(lower) costs	**53,620**	**-242,760**	**-256,440**	**-270,120**	**-283,800**

Key Risks

13.24 The key risks that apply to this approach and potential mitigating actions are:

No.	Description	Mitigation	Impact
1	Haringey may not be able to find a partner who shares their vision and preferred Future Operating Model.	Look to build on existing partnerships and build in flexibility to the Future Operating Model.	H
2	Local communities may not be persuaded about the benefits of the combined service and promote adverse publicity.	A structured communications plan will be required to ensure the benefits of sharing are understood.	M
3	The retention of local practices inhibits the achievement of savings and this prevents the ability to secure a fully joined up service.	Careful change and benefits management will be needed to ensure all stakeholders understand the need to standardise practices.	H
4	The development of revised constitution arrangements is more demanding and takes more time than anticipated.	Careful planning by project managers and strong leadership will be required.	H
5	Haringey or another partner may face financial difficulties that demand changes that make the partnership unsustainable.	Build flexibility and change control into the agreements and ensure active and collaborative partnership governance.	H
6	Transferring significant numbers of staff out of Haringey's pension scheme could have an adverse impact on the scheme as a whole	Ensure detailed information is obtained before any sharing involving TUPE is agreed.	H

Option 3: Creation of a Charitable Trust

13.25 This option would represent a more radical step than the other two options. In particular, key stakeholders would need to understand that a charitable trust is an independent body in which its trustees will be required to act in the trust's interests which may not always coincide with the council's. The council would need to develop a contractual framework in which it is clear what freedoms a trust would have and which issues the council would consider to be non-negotiable. Well-structured contractual governance arrangements would need to be established.

13.26 Several examples already exist or are planned, including

- Wigan Leisure and Cultural Trust: transfer of libraries (and other services) to charitable trust.
- York: setting up a mutual for libraries from April 2014
- Luton: Luton Culture runs theatres, libraries and museums as a charitable trust.

Table: Charitable Trust: Summary of Key Strengths and Weaknesses

Key Strengths	Key Weaknesses
• May make it easier to engage local communities and individuals in management and volunteering. • Opportunity to bring new skills and expertise onto a management body. • Can engage the assistance and experience of the new body in service change. • Process of defining service to be delivered could provide focus and drive timescale for service change. • Could bring benefits in terms of NNDR savings. • Could attract capital funding and investment although this is much more likely with larger 'trust' set-up.	• Service definition/procurement process will incur costs and delay change. • Requires strong community focus or capacity to create one. • New body will incur its own management overheads (although should be offset by reductions in council overheads). • If only some libraries transferred Council must determine if these remain within statutory service or not and be able to justify. • Visible service improvements unlikely until transfer completed and supplier has had minimum 1 year operating experience. • Hard to specify a service during a period of extensive change. • May inhibit future potential co-location and other partnerships. • Scope for NNDR relief may reduce. • Process can attract negative local publicity. • Likely to require Part B procurement process (lighter-touch). Note: EU regulations will change shortly. • May be difficult to achieve charitable status.

Outcomes Framework – Particular Considerations

Table: Outcomes Framework Assessment for Option 3: Charitable Trust

Primary outcomes	Enablers	Observations	Positive impact of model
1. Sharing the joys offered by books and other writing *Supports council's strategic outcome: 'Opportunities for All'.*	• A comprehensive book and e-book stock. • Staff who are knowledgeable about books and other writing and who can share that knowledge. • An active marketing programme with a promotions and events. • A vibrant website and social media for - and involving - users. • Research into users' and non-users' needs, motivation and preferences.	• Streamlined management and unity of purpose allows stronger focus on customers. • More focused, independent organisation will have greater freedom to innovate in its marketing and communications .	H
2. Getting a great start in life *Supports council's strategic outcome: 'Outstanding for all'.*	• Active recruitment programme for parents-to-be, babies and toddlers. • Safe and welcoming children's libraries that are designed as attractive and stimulating spaces. • Comprehensive programmes of activities for each age group of children and young people, including toy libraries. • Homework clubs and space to study and revise. • Collaborative partnerships with children's centres, schools and colleges.	• A new trust, as a separate organisation, would need to build links with children's centres, schools and colleges. • Some organisations may be happier working with smaller, independent trust. • Any expansion in services may require procurement.	M
3. Getting the most out of life *Supports council's strategic outcome: 'Opportunities for all'.*	• An effective IT infrastructure with good quality equipment, broadband and Wi-Fi with integrated user accounts and social networking. • Support to help people develop their IT skills. • Well-planned integration with the council's customer services - and those of other partners. • Close partnerships with other	• The trust would need access to capital funds for IT and infrastructure development. • The trust would need to build partnerships with third parties and partners. • Some	L/M

Primary outcomes	Enablers	Observations	Positive impact of model
	advice providers, including public services, community groups and other agencies, eg health. • Design that allows for privacy for customer service transactions and personal advice. • Modern and well-equipped training suites. • Close partnerships with HALS and other learning providers, such as U3A. • Support for those improving their English, including ESOL and multi-lingual support. • Careful zoning of space wherever possible to allow for quiet places for study, for example.	organisations may be happier working with smaller, independent trust. • The trust, as an independent organisation, may struggle to integrate with the council's broader customer services functions.	
4. Making Haringey a creative, thriving place *Supports council's strategic outcome: 'Opportunities for all'.*	• Programme of reading, writing, art and cultural events, activities and workshops throughout the year. • All libraries showcase changing displays of painting and other art. • Good stock of art, film and other materials. • Comprehensive business information service and access to business advice. • Job-hunting and careers advice and events. • Hot-desking space for small businesses and start-ups and networking events and opportunities. • Professional venue and event management.	• The trust would need access to capital funds for IT and infrastructure development.	M
5. Bringing people together *Supports council's strategic outcome: 'A better council'.*	• Well-situated and signposted library buildings with high standards of interior design. • Good standards of external and internal maintenance and high standards of cleanliness. • A spacious, comfortable, 'café' environment with cafes where possible and/or vending machines.	• The trust would need access to capital funds for IT and infrastructure development. • A focussed trust could build stronger links with community	M

Primary outcomes	Enablers	Observations	Positive impact of model
	• Structured volunteer programme and properly resourced support. • Community events in collaboration with other partners and community organisations. • Attractive, good quality meeting and event spaces. • Programmes of activities that appeal to the full spectrum of citizens and all age groups. • A charging regime that incentivises the full use of library facilities while generating income from private and commercial hires.	and volunteer groups.	

Future Operating Model – particular considerations

13.27 A trust should be able to implement the model in the same way as an in-house transformation project. However, if Haringey's vision is to integrate the libraries' service more fully with broader customer service this could present problems. The trust would be an independent body whose directors must make decisions which benefit the trust rather than the council. Keeping the objectives of the trust in close alignment with the strategic objectives of the council could be increasingly difficult over time.

Delivery Model Parameters

13.28 A trust model should be able to support the agreed parameters – with the exception of alignment to strategic goals as indicated above.

Financial Evaluation

Table: Financial Assessment for Charitable Trust Model

Description	Year 1	Year 2	Year 3	Year 4	Year 5
Additional Operational Costs	200,000	200,000	200,000	200,000	200,000
Staff Savings	-7962	-15924	-23886	-31848	-39810
Support Service savings	-13,680	-27,360	-41,040	-54,720	-68,400

NNDR relief		-212800	-212800	-212800	-212800
Set up / project costs	250,000				
Additional/(lower) costs	**448,358**	**-66,084**	**-87,726**	**-109,368**	**-131,010**

Key Risks

13.29 The key risks that apply to this approach and potential mitigating actions are:

No.	Description	Mitigation	Impact
1	Securing the agreement of the councils to a process which will distance them from the control of a key service may be impossible.	Very early engagement with elected members to establish their concerns.	H
2	The risks and costs associated with the procurement exercise to comply with the procurement rules under Part B could prove unsustainable.	A detailed procurement plan will need to be developed (new EU rules may mitigate this).	M
3.	In the event of a procurement exercise, it is possible that another provider would be successful in winning the contract whose values were not those sought from a charitable trust.	Ensure that the specification and design of the contract maximised the prospect of securing a suitable provider.	M
4	The challenge of establishing a new Trust and putting all the appropriate arrangements in place may extend the timescale to an unacceptable length.	Careful project planning will be required to ensure that expectations are managed and deadlines met.	H
5	Library users and staff do not support the move and oppose the transfer of a treasured service out of the Council.	A structured communications strategy will be required to ensure the benefits of the trust are understood.	M
6	Securing the savings identified from streamlining staff and reducing support costs may be impossible.	Strong leadership will be needed to ensure the savings strategy is successful.	H
7	Haringey may face financial difficulties that demand significant reductions in the budget and undermine the trust's viability.	Build flexibility and change control into the contract and ensure there are mechanisms that mitigate the	H

No.	Description	Mitigation	Impact
		impact of change on the trust.	
8.	Transferring significant numbers of staff out of Haringey's pension scheme could have an adverse impact on the scheme as a whole	Ensure detailed information is obtained before any sharing involving TUPE is agreed.	H

Appendix 8

Partnership Financial Assumptions

No.	Subject	Commentary	Assumption agreed	In-house transformation	Shared Service	Trust
1	Timescale for financial appraisal		The assumption is that a five year financial appraisal will be developed but it will be noted that for the in house option future years could be significantly impacted because of the uncertainty in local government finance.	✓	✓	✓
2	Staff turnover	What staff turnover should be assumed when developing the financial appraisal? This will be used to calculate possible savings for a trust which could employ staff on different Ts&Cs. For shared services savings could be made by sharing management teams in a similar way to that achieved by the tri boroughs.	For a trust assume a 2% staff turnover, and that new staff would be appointed at 15% below current rates. For a shared service assume a 10% reduction in staff costs (5% in the first year). Note: the assumption for staff turnover is based on a projection that there will be few vacancies to recruit to for some years due to posts being deleted as a result of efficiency exercises.		✓	✓
3	Staff transfer	If staff are transferred will they transfer under TUPE? Would there be redundancies?	The assumption is that staff will transfer under TUPE. There could be redundancies but the scale and cost of these is impossible to estimate at this stage.		✓	✓
4	Client management costs	A new arrangement which is not directly managed will require additional client contract management resource. What assumption should be made	Assume 25K **additional** cost for client contract management (part-time manager).		✓	✓

No.	Subject	Commentary	Assumption agreed	In-house transformation	Shared Service	Trust
		concerning the cost of this new resource?				
5	Governance costs	Both Shared service and trust arrangements will require extra governance costs. A shared service is likely to require additional time from elected members, whereas a trust will require the appointment of Directors and Board members.	Suggest an **additional** allowance of £25K to support the new governance arrangements for shared service of trust arrangements.		✓	✓
6	Support Service savings and redundancy costs	A new arrangement which is not directly managed may source support services from a different source, i.e. not from the council, and will wish to take a very robust view towards these costs. What assumptions should be made concerning the cost of any subsequent redundancies? And how should any savings be handled?	Support services budgets are less for 2014/15 so savings are already anticipated. As some costs may be fixed assume at this stage a reduction of 10% over 5 years for shared services and trust options.		✓	✓
7	Improved performance	Can any assumptions be made about the financial implications of improved performance during the 5 year modelling period?	Difficult to predict at this stage – as the results could be the same for all options nothing will be assumed in the financial appraisal.	✓	✓	✓
8	ICT and other contracts	A shared service arrangement may mean using a different IT system. Alternatively existing IT may not have licences which are transferrable to another organisation, including a trust. There may be other contracts which are in a similar position. What assumption should be made concerning the financial impact of these contracts being terminated	Detailed analysis would be needed – no figures will be assumed in the appraisal, but this needs to be noted as a potential risk for shared services and trust options.		✓	✓

No.	Subject	Commentary	Assumption agreed	In-house transformation	Shared Service	Trust
		or transferred?				
9	Pensions	In the case of staff transfers under TUPE what assumptions should be made about the impact on the pension fund?	Detailed analysis would be needed – no figures will be assumed in the appraisal, but this needs to be noted as a potentially significant issue for shared services and trust options.		✓	✓
10	Project management costs	All options will require project management including dedicated project managers, HR, Legal and change costs. In a shared service arrangement these could be shared. What cost should be assumed overall?	The shared service and trust options are likely to need significant additional costs compared to the in-house options as these will include legal costs and specialist financial and pensions advice. Assume £75K **additional** cost for shared service option. A trust option will require additional specialist legal and procurement staff and an additional £100K is allowed for this. This will be additional to a cost of £75-£100K for all options for additional capacity in change management and leadership.	✓	✓	✓
11	Investment in transformation	The review document recommends several areas for investment. These could be shared under a shared service arrangement. What assumption should be made about the level of these costs needed?	Difficult to estimate at this point. Costs could be reduced in the shared services options depending on the nature of the partnership. Suggest noting that improvement costs could be up to 30% less under the shared services option.	✓	✓	✓
12	New income – it is anticipated that the Trust would seek to increase income – a net profit growth has been assumed.	All options could include income generation. A charitable trust might attract grants etc which other options could not.	Assume a relatively small amount of grant income (£10K) from the second year onwards for the trust option.	✓	✓	✓
13	The staffing structure for the	The information put to us suggests	The assumption is that a senior			✓

No.	Subject	Commentary	Assumption agreed	In-house transformation	Shared Service	Trust
	trust would be different to what it is now. It would need to have access to all the skills of a standalone entity.	that the library service is well run and has many of the skills needed for running a trust. Our experience is that additional skills are needed and as a minimum 2 extra people will be needed.	officer and a middle ranking officer may need to be appointed and a budget of £100,000 will been allowed.			
14	NNDR is granted to all charities and the relief is set at a mandatory 56%.	There has been some uncertainty as to whether current changes have negated the benefit to local authorities – we do not believe that has been the case – this is explained in one of our technical notes.	The assumption is that relief of 56% would be available to any new trust. However, it needs to be noted that a new trust may not be granted charitable status, and that even if it does it may take a year to gain that status.			✓
15	A trust would incur some overheads which are not presently incurred.	Some costs will emerge following more detailed application of a preferred option. However, we consider that property insurance is likely to increase. We have not allowed for additional audit costs – which we consider should be relatively low.	We have assumed that an additional insurance premium and audit costs would become payable and allowed £50,000 pa. There may also be a need for additional financial advice, and £25K allowance is assumed for this.			✓
16	VAT recovery	Based on our technical analysis if the trust is awarded its work following a procurement exercise then VAT recovery should be as it is. However if the trust was funded by annual grant then a significant VAT could be irrecoverable, although this may not apply to support services if provided by the council.	Assume a neutral VAT position.			✓
17	Accounting	A trust will produce its accounts in accordance with the Charities SORP whereas the council accounts in accordance with Local Government Act 2003 i.e. under the Accounting Code and	Pension costs charged to the trust's services will be based on the accounting regime set by FRS17 position and not reversed. In the council's costs the accounting entries are substituted			✓

No.	Subject	Commentary	Assumption agreed	In-house transformation	Shared Service	Trust
		accounting regulations. These are not the same and differences will result.	by the actual payments to the LGPS. Depreciation is charged in the council's accounts but then reversed out – it is assumed for the trust that a peppercorn rent will be paid so both depreciation and rent are ignored. We have made no cost adjustment in respect of the accounting adjustments.			
18	Additional funding for the new business at start-up.	A new business will need additional funding to use as working capital albeit for a business of this size it might be relatively small.	It is assumed that no **additional** funding, beyond that already in the budget, but that an advance will be available.			✓

Investment Plan: Indicative Costs and Assumptions

Table: Indicative Estimates for Investment Plan

Lower Investment

	Alexandra Park	Coombes Croft	Highgate	Hornsey	Marcus Garvey	Muswell Hill	St Ann's	Stroud Green	Wood Green	Online	
RFID replacement in larger libraries				150,000	150,000				150,000		450,000
Remodelled counters in larger libraries											-
Cosmetic improvements to all libraries	25,100	26,200	19,600	275,700	196,200	29,100	51,800	16,400	485,600		1,125,700
Basic website and IT improvements										-	-
Programme management support											140,000
										TOTAL	1,715,700

Medium Investment

	Alexandra Park	Coombes Croft	Highgate	Hornsey	Marcus Garvey	Muswell Hill	St Ann's	Stroud Green	Wood Green	Online	
RFID replacement in larger libraries				150,000	150,000				150,000		450,000
Full remodelling of larger libraries to offer full offer				551,400	392,400				971,200		1,915,000
Cosmetic improvements to smaller libraries	25,100	26,200	19,600			29,100	51,800	16,400			168,200
Professional AV equipment in some learning rooms				10,000	15,000		60,000		25,000		110,000
Meeting room refurb St Ann's							24,100				24,100
Some remodelling of space in smaller libraries	2,000	2,000	2,000			2,000	2,000	2,000			12,000
Fully remodelled library website										20,000	20,000
Programme management support											300,000
										TOTAL	2,699,300

Higher investment

	Alexandra Park	Coombes Croft	Highgate	Hornsey	Marcus Garvey	Muswell Hill	St Ann's	Stroud Green	Wood Green	Online	
Full internal remodelling of all libraries	50,200	52,400	39,200	551,400	392,400	58,200	103,600	32,800	971,200		2,251,400
RFID replacement in larger libraries				150,000	150,000				150,000		450,000
RFID replacement in smaller libraries	50,000	50,000	50,000			50,000	50,000	50,000			300,000
Professional AV equipment in all learning rooms	10,000	5,000	15,000	10,000	15,000	5,000	60,000	15,000	25,000		160,000
Lifts at Muswell Hill, Highgate and Stroud Green			200,000			300,000		150,000			650,000
Extension and toilets at Muswell Hill						500,000					500,000
Fully remodelled library website										20,000	20,000
Programme management support											400,000
										TOTAL	4,731,400

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Table: Principal Assumptions for Investment Plan

1. Remodelling and cosmetic refurbishment
Remodelling and cosmetic refurbishment estimates based on three recent schemes at varying standards of finish: • Remodelling at £200 per square metre allows for new flooring, furniture, interior visuals, some lighting improvements, toilet improvements. • Cosmetic improvements at £100 per square metre would allow for a targeted improvement of aspects of flooring, furniture and visuals. It would not include improvements to lighting and toilets. • These estimates do not include structural works or re-provision of services. • May be some double-counting of full remodelling and RFID upgrade costs which includes some counter remodelling.
2. RFID costs
Assumes £750,000 total cost across all libraries based on full re-implementation: • £150,000 is fixed central cost • £600,000 costs for all nine libraries. • Ratio is £100k for each larger library, £50k for each smaller library. • Saving of £150k possible if retagging not required.
3. Audio-visual costs
Assumes average of £5,000 per meeting room which allows for: • Electronic whiteboard. • AV projector and wall-mounted speakers. • Wall-mounted magnetic whiteboards and flipchart stands. • Low cost blinds. • Installation and limited electrical works. Note: small meeting rooms should cost less, larger ones may benefit from an AV console and other equipment and so may cost more.
4. Programme management
Programme management costs based on: • Lower: 2 years of programme management at £70k pa. • Medium: 3 years of programme management support at £100k pa. • Higher: 4 years of programme management support at £100k pa.
5. Lifts and extension
Rough estimates based on experience of retro-fitting lift installations and extensions to older and listed properties. Full schemes would be required to allow for more accurate estimates.
6. General

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These estimates provide a high level indication of costs based on experience in other library services, but they do not take account of specific long-term maintenance and repair needs; they are not based on site evaluations or schemes of work; nor are they based on up-to-date quotations.

Agenda Item 24

Haringey Council

Report for:	**Cabinet** **17 March 2015**	Item Number:	

Title:	**Future Options for the use of Larkspur Close**

Report Authorised by:	**Tracie Evans, Chief Operating Officer** **Signed:**

Lead Officer:	**Mustafa Ibrahim, Head of Housing Commissioning**

Ward(s) affected: **White Hart Lane**	Report for Key/Non Key Decisions: **Non Key**

1. Describe the issue under consideration

1.1 In December 2011, Cabinet considered a report on the options for the future of Larkspur Close, a sheltered housing scheme for older people, and decided:

(a) That the merits and viability of Hornsey Housing Trust's proposal should be evaluated by Officers and that, if the Director of Adult and Housing Services (in consultation with the Cabinet Member for Housing) is satisfied that it is in the Council's interests to dispose of Larkspur Close in this way, expressions of interest are sought from registered providers that wish to acquire Larkspur Close and continue to operate it as a sheltered housing scheme;

(b) That, subject to formal consultation with the tenants of Larkspur Close on the future of their homes (and there being no registered provider that was able to put forward a viable and acceptable proposal for continuing to operate Larkspur Close as a sheltered housing scheme), Larkspur Close will be re-designated as a Community Good Neighbour Scheme;

(c) That, with immediate effect and until further notice, properties that become vacant at Larkspur Close will be relet only to those applicants on the Supported Housing Register who have been assessed as requiring accommodation in a Community Good Neighbour Scheme;

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(d) That, on completion of the formal consultation with tenants and the assessment of proposals from Hornsey Housing Trust and/or other registered providers, Cabinet would receive a further report and confirm the date on which Larkspur Close will be either re-designated as a Community Good Neighbour Scheme or transferred to a registered provider that is able to continue operating it as sheltered housing; and

(e) That, until a decision is made on its future ownership, Larkspur Close should be excluded from the Decent Homes programme.

1.2 This report provides an update on progress and recommends a decision on the future use of Larkspur Close.

2. Cabinet Member Introduction

2.1 It is important to address the uncertainty that has developed over the future of Larkspur Close and I welcome this proposal. It enables us to move forward with an approach based on resident's needs and preferences rather than rigid designations of different types of supported housing.

2.2. I know from my discussions with them that residents of Larkspur Close will also welcome this proposal. I hope they will engage fully in the discussions about a potentially exciting new support model that links to the local community and aims to enhance their independence, health and wellbeing.

3. Recommendations

It is recommended that Cabinet:

3.1 Redesignate Larkspur Close as a Community Good Neighbour scheme in accordance with the approach set out in paragraphs 5.17 to 5.33 of this report.

3.2 Agree that consultation with residents, stakeholders and affected staff be undertaken and an agreed approach implemented, with final approval of the support model and charges delegated to the Chief Operating Officer in consultation with the Lead Member for Housing & Regeneration.

3.3 Agree that the exclusion of Larkspur Close from the Decent Homes programme be removed so that the scheme is eligible for inclusion in the future programme.

4. Alternative Options Considered

4.1 A range of options were considered by Cabinet in 2011 and a preferred option determined, with other options ruled out. The preferred option of seeking a partner to acquire Larkspur Close and continue to operate it as a sheltered scheme was pursued, as set out in the report. The ruled out options have not been reconsidered.

5. Background

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5.1 Larkspur Close is a sheltered housing scheme that currently has 39 residents living in 34 homes. There are a total of 37 homes in the scheme but 2 units are currently in use as step down homes for adult care clients. The support service is commissioned by the Housing Related Support programme and provided by the Older People's Support Service, which is now within Homes for Haringey.

Expressions of Interest from Registered Providers

5.2 Following the Cabinet decision of December 2011, Savills were engaged to manage the process of seeking expressions of interest from registered providers, which took place during 2012/13. Potential partners across the Borough were contacted to ascertain their interest and twelve Registered Providers (RP) indicated that they would be interested in looking at the future potential of the scheme.

5.3 A selection process was developed and communicated to the RPs together with a Partner Selection pack and instructions for them to submit their proposals. The process undertaken was very similar to the successful process that was used for the selection of a preferred partner for the Waltham Cross Estate, which Savills had also assisted with. Unfortunately, no providers submitted bids by the closing date of 28th September 2012.

5.4 All the potential bidders were contacted to establish why they had decided not to submit any proposals. The majority of those that responded had taken the view that this was an unattractive proposal particularly given the investment needs of the scheme, the lack of development opportunity and the ballot risk involved particularly when set against other opportunities which they were aware of.

5.5 Two RPs, including Hornsey Housing Trust indicated they would retain an interest in a more open process based on dialogue. All the parties were then written to, to give them a further opportunity to retain an interest if a different approach were to be adopted (although it was made clear to them that the Council's overall objective, for the community to remain together, preferably as sheltered accommodation, remained). One additional RP indicated that they would remain interested if that were the case.

5.6 Following discussion with our adviser Savills, an alternative approach akin to a competitive dialogue process was developed that aimed to maximise the prospects of achieving Cabinet's preference to retain Larkspur Close as a sheltered scheme. This approach was designed to be:

- Less onerous for the bidders, to reduce effort and the cost of bidding
- Sufficiently robust to ensure Council objectives and interests were served
- Open and accountable
- Relatively swift, as residents were waiting to be advised of the outcome.

5.7 This second process provided an opportunity for the interested RPs to visit the scheme again, to identify alternative approaches or to reach a conclusion on the

Haringey Council

viability of continuing as a sheltered scheme. As well as their future plans for the property, RPs were asked to include a minimal level of method statements, details of relevant experience and financial information, sufficient to enable their submissions to be evaluated against the criteria set out in the Partner Selection pack.

5.8 A joint meeting with the three RPs was convened in November 2012. This provided an opportunity for clarification of the Council's objectives, the revised process and timetable and for RPs to ask further questions and request additional information. The RPs were asked to make a submission of a maximum of eight pages within four weeks (by 21 December 2012).

5.9 All three organisations had already been provided with the Partner Selection pack that was made available for the first process. Further information was requested and provided to all three RPs, including the flood risk assessment produced in 2010 as part of the site options appraisal.

5.10 The deadline for submission passed (and in fact was extended) but all three RPs notified us that they would not be making a submission. Hornsey Housing Trust (HHT), who had shown most interest at the time of the previous Cabinet decision in December 2011, set their reasons out in writing, citing the flood risk, fire safety concerns and the lack of a dowry from the Council, given that HHT had commissioned an independent valuation that valued the site negatively. HHT also stated:

"After a careful assessment of Larkspur Close with professional advice the Board has reached the conclusion that even with substantial investment this scheme would not provide the high quality of accommodation to which the Trust currently provides in our five sheltered schemes."

5.11 Savills were asked to provide an independent assessment of the failure to identify a partner for retention as a sheltered scheme, and responded as follows:

"*The current financial climate is making it more difficult for RPs to raise sufficient cash to fund all their aspirational activity. This means that opportunities such as this face internal competition against other schemes to a much greater extent than previously. When considering whether to bid for a scheme of this type, the RP would have to consider both the return on their investment and the risks involved. In this case, the returns are low, with high investment needs, a constrained site with no additional development opportunity and a small number of units. The risks however are high and include:*

- *Welfare reform*
- *Future changes to supporting people funding*
- *An identified and historic flood risk*
- *Substantial investment needs*
- *Potential low demand in the future for sheltered accommodation of this type*
- *The requirement for a successful tenant ballot*

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Although we were of the view that the more collaborative process may have managed to determine a partner, some of the information which came to light at that stage, in particular the identified flood risk, meant that this was not the case. The combination of these factors would make this an unattractive proposition given the current financial circumstances."

5.12 The two stage process to identify a partner was thorough and rigorous and managed by Savills, specialists in this field. Their independent assessment, informed by the market evidence, is that maintaining Larkspur Close as a sheltered scheme is not seen as viable by potential providers. In order to render it a more attractive proposition, the Council would have to be prepared to make a significant "dowry" payment and possibly indemnify the RP against the more significant risks.

5.13 Residents were informed of the failure to identify a partner at a residents' meeting in February 2013. Regular contact has been maintained with residents by staff, ward councillors and the Lead Member for Housing & Regeneration.

Re-designation as a Community Good Neighbour Scheme

5.14 The differences between the Council's sheltered and Community Good Neighbour (CGN) schemes are as follows:

Sheltered	***Community Good Neighbour***
Scheme Support Manager is on site and has an office (though not necessarily in attendance all day). Support in accordance with agreed support plans	No on site presence or office – visits as necessary, support in accordance with agreed support plans
Daily morning call	Daily morning call
Alarm cord in every home	Alarm cord in every home
Communal facilities – usually a lounge, laundry, kitchen	No communal facilities

5.15 A strict application of the re-designation would mean:

- Residents who meet the criteria for sheltered housing would move into alternative sheltered accommodation, based on updated needs assessments and with an appropriate resettlement package;
- The removal/conversion and re-use of communal facilities.

There are currently 13 residents of Larkspur Close (12 tenancies) that meet the criteria for sheltered housing. The communal facilities consist of a residents' lounge and laundry, and there is also an office used by the Scheme Support Manager.

5.16 In accordance with the Cabinet decision of December 2011, all new lets since then have been to residents who meet the CGN criteria.

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Proposed Approach

5.17 An approach to the future use of Larkspur Close has been developed that is based on the following principles:

- Larkspur Close will be re-designated as a CGN scheme but strict adherence is not appropriate and a more flexible support model should be applied, in agreement with residents;
- All residents who wish to remain at Larkspur Close will do so. Any moves that arise as a result of re-designation are voluntary, although it should be noted that occasionally moves are necessary because needs change (e.g. into residential care);
- Communal facilities are retained, with some changes to access and use;
- Larkspur Close is maintained in accordance with Haringey's standards for housing stock.

5.18 This approach builds on the experience of the previous re-designation of Stokely Court from sheltered to CGN while commissioning a revised support model that may well anticipate future changes in the whole service, as we move towards a more flexible needs-based service that makes better use of the available stock.

5.19 At Stokely, the Tenants Association has taken responsibility for the communal lounge and kitchen and it is open two days a week, when the Scheme Support Manager is on site. The laundry is also made available on those days.

5.20 An evolution of this model would be based on using the scheme as a community hub for older people in the neighbourhood. This differs from the standard CGN approach by using the scheme as a base for visiting support staff and opening up communal space for use by local older people as well as scheme residents. This form of networking will have a number of benefits for residents and local older people, including:

- Improved access to targeted events e.g. surgeries providing advice and support e.g. welfare benefits, health;
- Improved access to social activities;
- Opportunities for befriending, an increasingly important means of combating social isolation;
- Opportunities for partnership approaches to deliver what local people want and need to sustain their independent living and quality of life;

5.21 For the Council, this approach provides a means of meeting support needs in the community that are currently not provided for. Floating support for older people was generally ended in 2011 as a result of budget reductions and more cost-effective methods of meeting these needs have been commissioned and will be in future. The strong community spirit and resident relationships at Larkspur Close make it a good choice for in effect piloting a new approach.

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5.22 Re-designation of Larkspur Close as a CGN scheme will result in a reduction in the hours of support provided to the residents. Support will also change from being based onsite to visiting support and result in an overall reduction of the hours of support delivered at the scheme. Residents will continue to receive a daily welfare check, and support which has been agreed through their individual support plans.

5.23 The residents that meet the criteria for sheltered housing will be offered the choice of moving to a sheltered scheme or remaining at Larkspur Close. Residents that decide to move will be provided with advice and information on available schemes, encouraged to visit them and assisted through the lettings process. A resettlement package will be developed to provide appropriate financial assistance, which is likely to be a relatively small cost.

5.24 Support charges will reduce from £28.31 to £12.64 per week as a result of the re-designation, so there is a loss of income to the Council. For Stokely this lower level of support charge was increased by £2.70 per week to reflect the retention of communal facilities and a similar approach would be appropriate for Larkspur Close. The changes in support charges will have no financial impact on residents as all of them are either eligible for full or partial housing benefit. Under current Housing Related Support (HRS) rules, this means an entitlement to full HRS subsidy.

5.25 Housing management service charges also apply and these will change in line with changes to the whole stock for 2015/16. Residents in receipt of full housing benefit will be unaffected by service charge changes as this is an eligible charge in housing benefit terms. An analysis is needed however to identify if any of the residents in receipt of partial housing benefit (currently 9 tenants) would pay an increased amount. This will be an important part of consultation and implementation.

5.26 Refurbishment of the communal areas will be required (see paragraph 5.28 below) and if at the right standard, the lounge could be let to local groups. As with Stokely, the laundry will be available during agreed but limited times and the office would remain, although it will not be occupied all the time. The new arrangements will need to be in line with health and safety requirements given the reduced support presence on site. A further consideration was the option to convert communal spaces to additional dwellings but this did not prove feasible at Stokely and although technically feasible at Larkspur Close, the cost has been estimated at £75,000. This is not consistent with the proposed approach and is not being pursued.

5.27 In summary the proposal means the following changes to the support provided at Larkspur Close:

Current Sheltered Scheme Model	***Proposed Community Good Neighbour Model***
Scheme Support Manager is on site and has an office (though not	Limited on site presence (office base). Visits as necessary, support

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necessarily in attendance all day every day). Support in accordance with agreed support plans	in accordance with agreed support plans
Daily morning call	Daily morning call
Alarm cord in every home	Alarm cord in every home
Communal facilities – usually a lounge, kitchen and laundry, with general availability	Communal facilities – retain the lounge, kitchen and laundry but plan and agree more limited access times

Decent Homes and Other Works

5.28 Larkspur Close has not been considered for Decent Homes works since the Cabinet decision of December 2011 and its continued use will mean that Decent Homes works will be required. The programme is defined for 2015/16 but there are a number of cost pressures and competing requirements that mean some changes to the programme are likely. However additional capital funding has not been identified for works beyond the current programme and Larkspur Close will be considered alongside the other demands for additional capital funding. The latest estimate for works required to bring the scheme to the Haringey standard is as follows:

Item	**Cost**
External doors	£26,250
Fascias/soffits/barges	£10,500
Rainwater goods	£1,190
Roof	£125,760
Roof insulation *(including additional recommended insulation)*	£73,900
Wall finishes	£10,560
Wall insulation	£12,540
Windows	£154,770
Bathrooms	£64,605
Kitchens	£132,175
Plumbing	£5,940
Smoke detectors	£3,040
Heating/Hot water *(replacement of existing communal system by individual boilers)*	£250,800
Total	**£872,030**

5.29 In addition to these works, the proposed model will require the refurbishment of communal areas. The initial estimate for this is £20,000, which can be dealt with as a capitalised improvement/repair.

Consultation and Implementation

Haringey Council

5.30 Upon approval of the proposed approach, resident consultation will begin in early April, including letters to residents, resident meetings and open information sessions, explaining the approach and the options available to residents. This will include a survey of resident preferences. The assistance needed to help residents through any changes will be discussed with them.

5.31 The support service specification will be amended to reflect the new approach. The staffing impact will be assessed and staff and stakeholder consultation will run in parallel with resident consultation. This will focus mainly on the implementation of visiting support, changes to existing responsibilities and engagement with the local community.

5.32 Staff reductions are envisaged for the Older People's Support Service in the Council's Medium Term Financial Plan. This proposal is unlikely to result directly in the loss of posts but will contribute to wider changes required to achieve the reductions.

5.33 Subject to approval and the outcome of consultation, the re-designation will take effect in July 2015. The timing of any resident moves will depend on numbers and preferences and could take some months. Works to the communal areas will be undertaken as quickly as possible, and should be achievable by autumn 2015. The timing of any Decent Homes works is subject to a wider review of the programme and the available funding.

5.34 During 2015 and into 2016 a review of supported housing provision will be undertaken. This will include all CGN and sheltered housing schemes and the use of Larkspur Close may change further in line with this wider review.

6. Comments of the Chief Financial Officer and Financial Implications

6.1 The re-designation of Larkspur Close as a Community Good Neighbour scheme will potentially reduce income from support charges by about £25,000 in a full year and therefore there will be a loss to the Housing Revenue Account with no compensatory savings in costs as a result of this decision. This will need to be contained within the wider HRA budgets.

6.2 The eligibility of Larkspur Close for the Council's Decent Homes Programme will place an additional pressure on the programme at a time when available funding is limited and the timing of works at Larkspur Close will be subject to the outcome of the ongoing review of the Decent Homes Programme.

7. Comments of the Assistant Director of Corporate Governance and Legal Implications

7.1 The Assistant Director of Corporate Governance has been consulted in the preparation of this report.

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7.2 The Council has statutory responsibilities pursuant to the National Assistance Act 1948 to make arrangements to provide residential accommodation for persons aged 18 or over who because of age, illness, disability or any other circumstances are in need of care and attention which is not otherwise available.

7.3 In discharging those statutory responsibilities the Council must have regard to the welfare of all persons for whom accommodation is provided and to the necessity for provision of accommodation of different descriptions suited to the different needs of the people to whom it has the responsibility.

7.4 The proposals involve some reduction in the support offered to residents at Larkspur Close. Suitable alternative accommodation must be provided for those whose support needs cannot be met in a Community Good Neighbour scheme, and who wish to move to alternative sheltered housing. This would involve referral of individual cases to the Exceptions Panel who may accord additional priority within the Allocation Scheme for those involved and/or approve direct offers of accommodation. Subject to assessment, some may need extra care supported housing or residential care accommodation, although it is understood that assessments recently carried out suggest that no residents have such needs.

7.5 Appropriate arrangements for implementation of transfers to alternative accommodation were set out at paragraphs 5.54-5.60 in the December 2011 report approved by Cabinet

7.6 Since the Council no longer proposes to dispose of the premises no issue arises in relation to its being held for housing purposes; it will remain so.

7.7 There are obvious potential equalities impacts of the proposals, and the Council has a Public Sector Equality Duty to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people in formulating the proposals and where appropriate in mitigation of those impacts.

7.8 If the proposals involved changes to the services and amenities provided which substantially affected the residents this would require consultation pursuant to section 105 of the Housing Act 1985, carried out according to the Council's published arrangements. The proposals do not however involve such changes, and the consultation proposed is more in the nature of engagement in discussing the implementation of the proposals.

8. Comments of the Head of Procurement

N/a

9. Equalities and Community Cohesion Comments

Haringey Council

9.1 Equalities considerations are embedded in the support planning process for all residents of Larkspur Close. Support staff work with residents to identify and access key activities, services and organisations to prevent social isolation, improve health and wellbeing and ensure that people can live independently in their own homes for as long as possible, taking into account equalities considerations. The recommendations in this report do not affect this approach which is used across both sheltered and good neighbour schemes.

9.2 The proposed support model will make an important contribution to community cohesion by addressing social isolation and encouraging more active links between scheme residents and local older people.

10. Policy Implication

10.1 The proposal supports the priorities of the Council Plan 2015-18.

10.2 In support of Priority 2 (Empower all adults to live healthy, long and fulfilling lives), the proposal aims to help residents feel more supported by the community and to live independently for longer, by helping to bring scheme residents and local communities together. The scheme will provide residents with better access to information and advice and older residents will be more included and engaged in leisure, education, employment or health, contributing to independence and wellbeing.

10.3 In support of Priority 5 (Create homes and communities where people choose to live and are able to thrive), the proposal aims to maintain independence, sustain tenancies and develop community cohesion, bringing together scheme residents with local older people to prevent homelessness and promote inclusion and wellbeing.

11. Reason for Decision

11.1 The preferred option identified by Cabinet in December 2011, to seek a partner to acquire Larkspur Close and continue to operate it as a sheltered scheme, has not been achieved.

11.2 A decision is needed on the future use of Larkspur Close in the light of this, in order that progress can be made with the designation and use of the scheme and the continued provision and development of appropriate support to residents.

12. Use of Appendices

N/a

13. Local Government (Access to Information) Act 1985

Haringey Council

Background paper:
Options for the Future Use of Larkspur Close
Report of the Director of Adult & Housing Services to Cabinet, 20 December 2011

MINUTES OF THE CORPORATE PARENTING ADVISORY COMMITTEE
MONDAY, 8 DECEMBER 2014

Councillors Berryman, Gunes, Hare, Morris, Stennett, Waters (Chair) and Weston

CPAC324. APOLOGIES FOR ABSENCE (IF ANY)

There were no apologies for absence.

NOTED

CPAC325. URGENT BUSINESS

Nil items

CPAC326. DECLARATIONS OF INTEREST

Nil

CPAC327. MINUTES

RESOLVED

That the minutes of the meeting held on 22 September 2014 be agreed as an accurate record of the proceedings.

CPAC328. MATTERS ARISING

CPAC 22 – The Chair reported that the Annual report would be reported to the March 2015 meeting.

CPAC 23 - With regard to fostering and mystery shopping Neelam Bhardwaja to liaise with Monica Singh.

CPAC329. PERFORMANCE MANAGEMENT : CHILDREN AND FAMILIES

The Committee received an introduction of the circulated report from Neelam Bhardwaja.

Arising from the introduction members raised concerns and took a wide ranging discussion in relation to the following points/issues:

Areas for focus

– targets not being achieved effectively on Personal Education Plans (51%) and discussions/concerns expressed as to why the process for completion was not being adhered to. Concerns that all parties concerned were not giving the plans adequate attention and a need to ensure compliance, as part of performance assessment. Whilst there was acceptance that there may be good reasons for why there may not be compliance the actual figure should be higher as the plan was a vital tool in the key issues identified developmental stages of the individual

- Adoption Figures

Noted that figures for LBH had fallen and whether the recent judgement had had an impact on timescales in England overall. It was noted that the year to date the average for London was 22. In response to a number of queries Ms Walker clarified that in terms of the judgement the issue of adoption being the only option had been questioned and the scenario of a child in care being placed for adoption then at the last moment a relative had come forward – and that although the child had been in long term care and placed and settled, with the advent of a relative this would require the further assessment. The dichotomy was that the adoption court recommended adoption but the Munday judgement said different. Ms Walker added that it was likely that that judgement would be challenged and would then become case law. It was in her 22 years experience that no one case was alike and in assessing each case individually whilst the process could be completed in 24/26 weeks from start to finish it was always dependent on the individual multiple complexities of each case.

It was noted by Ms Bhardwaja that as of 30 October 509 children were in care and although this remained high the target was to reduce this to below 500 and this remained higher than the average in similar boroughs.

Concerns were expressed in relation to the Care or pathway plans and the need to ensure that all children in care had plans completed and in response assurances were given re the challenge to up the numbers similar to the earlier concerns in relation to personal education plans.

RESOLVED

i. That the contents of the report be noted;
ii. in relation to the low percentage levels in completion of Personal Education Plans, officers be requested to re-launch the plans with Social Workers, teachers and pupils;
iii. in relation to the low completion levels of children in care plans, there needed to be more emphasis to the completion of these plans in order to meet the necessary 100% targets; and
iv. That an progress update report be submitted to the next meeting in March 2015 specifically in relation to this ;

ACTION : N BHARDWAJA/J ABBEY

CPAC330. CHILD SEXUAL EXPLOITATION (CSE)

The Committee received a succinct introduction to the circulated report from the Interim Director of Children's Services – Jon Abbey.

A detailed discussion of the findings of the report ensued and the following main points were noted.

- Concerns expressed at the level of cases reported but the seemingly low number investigations pursued as a result.
- In response to concerns from members as to the need to ensure that CSE was being acted on at the correct levels within Haringey, it was noted that for Children's Services, the identification of CSE was embedded in 'business as usual', with referrals being made to children's services from a wide range of partners – including schools, health, police and other agencies. Screening and, where appropriate, assessment take place in the First Response service that includes the Multi Agency Information Sharing Hub (MASH).
- In response to clarification as to the function of MASE, it was noted that the Haringey Multi-Agency Sexual Exploitation (MASE) model was utilised to enable a more strategic partnership approach – sharing information on a case by case basis where CSE was identified as a factor. The MASE meeting provided an opportunity for the identified CSE leads for each agency to come together to:
  - review progress of cases and ensure action was being taken;
  - identify trends and problem locations, taking appropriate action to address issues;
  - consider cross-border issues and co-ordinate with other boroughs;
  - ensure that LAC at risk of CSE, and placed away from Haringey, were being protected by agencies in that area.

- With regard to concerns expressed at the level of police expertise and involvement it was noted that that a CSE team within the Metropolitan Police worked within the Pan London Approach, launched earlier in 2014 to work across 32 London Boroughs, with links with the local MASE, bringing a Pan-London co-ordinated response in addition to local intelligence and actions.

- With regard to clarification as to cases referred to LBH Children's Services, the response to CSE in practice was:

  i) where there was significant risk of harm and the threshold for Child Protection met, a multi-agency strategy meeting to plan an investigation was convened which would possibly lead to an initial child protection conference and a CP plan. Where CSE emerged as a factor, the case would also be referred to the MASE; and

  ii) for cases that did not meet the threshold for Child Protection, where CSE emerged as a factor, the case was referred to MASE (currently via Quality Assurance service) with the purpose of multi-agency risk sharing and development of an action plan to address the issues raised across three levels of risk.

- Members were advised that that peer reviews were carried out and the recent pairing of LBH with LB Lambeth, and the outcomes of the review would be collated and lessons learned taken forward.
- It was noted that the recent OFSTED findings had led to a number of recommendations underlining the need to strengthen LBH response to CSE,

in summary:

- better identifying the risk of CSE in assessments;
- reviewing risks posed to looked after children in response to changing age and stage of life; and
- the need to better shape and target LBH responses to groups of 'hard to reach' young people – including those involved in the criminal justice system – to improve their life chances.

OFSTED provided two recommendations for the LSCB related to CSE:

- to review the CSE multi-agency guidance to incorporate a link to girls and gangs work;
- to accelerate plans to develop and agree the CSE strategy.

An OFSTED thematic inspection on CSE was underway across a number of authorities (not Haringey), and that LBH would reflect on the findings from this and incorporate learning into its plans in due course.

RESOLVED

That the report, and the discussions and bullet points arising from consideration be noted.

CPAC331. HARINGEY VIRTUAL HEAD ANNUAL REPORT

The Committee received a succinct introduction and briefing to the circulated report from the Interim Director of Children's Services – Tracey Hutchings – head of the Virtual school.

In particular Ms Hutchings highlighted page 5 of the annual report and advised that GCSE results were good at 24%, and higher again over the national average for the previous year which was 16% for 5 A-C inc. English and Maths. Ms Hutchings advised that of the 41 young people in care for the full academic year, 28 had registered end of key stage 2 results and of that 28 10 made better than expected progress (36%) and seven made expected progress (25%). For the 11 (39%) who made less than expected progress the reasons included low attendance at school during years 10 and 11, placed in hospital, secure provision or attending a residential education provision. Also all of the young people who had made expected or better than expected progress (61%) had attended a mainstream school. Many of the young people had been entitled to support through the looked after children pupil premium over the previous three years. This had been used by schools for a variety of support including, tuition, technical equipment and additional activities.

Ms Hutchings referred to page 7 of the annual report and advised that in terms of end of key stage 1 results there were 18 children in care for all of Year 2 (i.e. in care as of Sept 1st 2013 and continued to be in care until the end of the academic year), with LB Haringey achieving in 2 of 3 levels – reading - 83%, Writing 61%, Maths 83%, and overall Level 2 in Reading, Writing and Maths - 56%.

The Committee asked a received clarification to some of the points within the report.

The Chair then summarised and it was:

RESOLVED

That the report be noted.

CPAC332. OFSTED ACTION PLAN: GETTING TO GOOD

The Chair advised that in respect of the circulated report there was little to add to it and therefore it was for the Committee to note its contents.

Mr Abbey commented that in terms of the action plan there was a great deal to now work upon now that the plan was embedded. Areas such as CSE were far from robust strategies to be effective, but there were a number of positives, which needed to be built on. It was fair to say that there had been a vast improvement in the past 12 months and every effort was being made to aspire to 'good'.

Ms Bhardwaja commented that in terms of the rounded effort of all services to aspire to 'good' it was crucial to ensure that any actions arising from the action plan must be centred on improving outcomes for all children and young people in the Borough.

RESOLVED

That the report be noted.

CPAC333. NEW ITEMS OF URGENT BUSINESS

Nil

CPAC334. EXCLUSION OF THE PRESS AND PUBLIC

Nil

CPAC335. NEW ITEMS OF URGENT BUSINESS

Nil

CPAC336. ANY OTHER BUSINESS

Nil

Cllr Ann Waters

Chair

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MINUTES OF THE LEADER SIGNING
FRIDAY, 13 FEBRUARY 2015

Present: Councillor Claire Kober, Leader of the Council

In Attendance: Jon McGrath - AD Corporate Property & Major Projects
Ashley Turner – Project Manager, Property and Capital Projects
Paul Dever – Assistant Project Manager, Property and Capital Projects
Philip Slawther – Principal Committee Coordinator

MINUTE NO.	SUBJECT/DECISION	ACTION BY
HSP16.	**URGENT BUSINESS** None.	
HSP17.	**HOUSING INFILL PROGRAMME (PHASE 1A)** A report was tabled seeking Leader approval to enter into three separate Pre-Construction Services Agreements (PCSA), for each of the separate contracts A, B and C, to provide pre-construction services at the agreed tendered values set out in Section 6, and Part B of the report. The report also sought Leader approval to award three separate Design and Build Contracts, to the preferred contractor for each of the separate contracts A, B and C within the agreed maximum budget set out in Part B of the report. Leader approval was also requested to delegate to the Director of Regeneration, Planning and Development the execution of all necessary documentation and agreements after resolution of the second stage of the two stage tender process, subject to the contracts remaining viable and remaining within the approved maximum budget. The report further sought Leader approval to issue a letter of intent to the preferred contractor for each of the three separate contracts A, B and C, prior to issuance and execution of the PCSA, for the value of 10% of the PCSA contract price. In order to meet the GLA's funding requirements, a formal construction contract needed to be in place by the end of March 2015. Practical completion needs to be achieved by 31 March 2017in order to meet drawdown and funding requirements. **RESOLVED** That the Leader: I). Noted the procurement and tender evaluation process undertaken and outcome of the process in sections 5 and 6 of the tabled report; and	

	II). Granted approval to entering into a PCSA with the preferred contractor Borras Construction Limited for each of the separate contracts A, B and C, to provide pre-construction services at the agreed tendered values set out in section 6, and Part B of the report; and III). Approved issuing a letter of intent to the preferred contractor for each of the separate contracts A, B and C, prior to issuance and execution of the PCSA, for the value of 10% of the agreed PCSA contract price; and IV). Approved that award of a design and Build Contract to the preferred contractor for each of the separate contracts A, B and C within the maximum construction contract budget set out in Part B of the report: and V) Delegated authority to the Director of Regeneration, Planning and Development, following consultation with the Chief Financial Officer to confirm that the projects remain viable and remain within the maximum construction contract value, to authorise the execution of all necessary documentation and agreements required to implement this decision; and VI) Endorsed the next steps of the programme, as set out in section 7 of the report	
HSP18.	**NEW ITEMS OF URGENT BUSINESS** None.	
HSP19.	**EXCLUSION OF THE PRESS AND PUBLIC** N/A	
HSP20.	**HOUSING INFILL PROGRAMME (PHASE 1A)** None.	
HSP21.	**ANY NEW ITEMS OF EXEMPT BUSINESS** None.	

MINUTES OF THE CABINET MEMBER SIGNING
TUESDAY, 17 FEBRUARY 2015

Present: Cllr Alan Strickland, Cabinet Member for Housing and Regeneration

In Attendance: Mustafa Ibrahim – Head of Housing Commissioning
Claire Drummond – Commissioning Manager, Housing Related Support Team
Philip Slawther – Principal Committee Coordinator

MINUTE NO.	SUBJECT/DECISION	ACTION BY
HSP22.	**URGENT BUSINESS** None.	
HSP23.	**WAIVER OF CONTRACT STANDING ORDERS FOR HOUSING RELATED SUPPORT CONTRACTS** The Housing Related Support (HRS) Programme funds support services for vulnerable people in Haringey. There are currently over 60 contracts for support to a wide range of client groups including those with learning disabilities; older people; people with mental health problems or physical disabilities; women fleeing domestic violence; people with substance misuse issues; those at risk of re-offending and those at risk of homelessness. The purpose of HRS is to enable individuals and families to maintain independence; and not to lose their housing and then require higher level interventions. A report was tabled seeking Cabinet Member approval to a waiver of tendering requirements as allowed under Contract Standing Order 10.01.2(d) to permit the extension of six contracts for housing related support to service users with learning disabilities. The Cabinet Member noted that the proposed extension will facilitate the re-commissioning of Learning Disabilities (LD) services to come within the scope of a Supported Housing Review of long term services including LD. Adults' care commissioners will shortly be procuring services in this area. A joint or aligned commissioning approach has been agreed by commissioners as required in the context of the preventative agenda of the Care Act. **RESOLVED** That the Cabinet Member: I). Approved the waiver of tendering requirements of Contract Standing Order (CSO) 10.01.2(d), on the grounds that it is in the Council's overall interest; and	

	II). Approved the extension of six contracts to current providers of Learning Disabilities (LD) services for a maximum of two extensions of up to one year each.	
HSP24.	**NEW ITEMS OF URGENT BUSINESS** None.	

MINUTES OF THE CABINET MEMBER SIGNING
THURSDAY, 19 FEBRUARY 2015

Present: Cllr Claire Kober, Leader of the Council

In Attendance: Hugh Sharkey – Interim Head of Procurement
David Mulford – Procurement Manager, Procurement and Contracts
Philip Slawther – Principal Committee Coordinator

MINUTE NO.	SUBJECT/DECISION	ACTION BY
HSP25.	**URGENT BUSINESS** None	
HSP26.	**AWARD OF CONSTRUCTION MAJOR WORKS LONDON CONSTRUCTION PROGRAMME - SOUTHERN CONSTRUCTION FRAMEWORK - WORKS PREDOMINANTLY OVER £10M** The London Construction Programme (LCP) was established in 2012 by Haringey Council. The LCP was encouraged and supported by London Councils, to develop a pan London strategy to improve construction procurement. Haringey are currently leading the London Construction Programme as the Lead Authority in London. LCP is a virtual partnership of various buying organisations offering procurement solutions to deliver construction projects more efficiently and effectively. This procurement, which covers the whole of the South of England, is a close collaboration between Haringey Council, Hampshire County Council, and Devon County Council. This in part replaces the previous Council Major Works Framework Agreements for works predominantly over £10m only. A report was tabled seeking Leader Approval for the award of the London lot (lot 3) of the Southern Construction Framework Agreement (SCF Framework). The SCF Framework agreement covers the whole of the South of England and is comprised of three lots. The lot which the report relates to will establish a pan London framework agreement for construction works predominantly over £10m, from which all London Boroughs can benefit. Commissioning Organisations can use the framework for works above £5m where two stage tendering occurs (Early Contractor Involvement) or where there is no requirement for Housing Leaseholder Consultation. **RESOLVED** That the Leader: I). Approved the award of the London lot (lot 3) of the Southern Construction Framework for four years to the contractors identified in	

	Appendix A of the report (exempt).	
HSP27.	**NEW ITEMS OF URGENT BUSINESS** None	
HSP28.	**EXCLUSION OF THE PRESS AND PUBLIC** N/A	
HSP29.	**AWARD OF CONSTRUCTION MAJOR WORKS LONDON CONSTRUCTION PROGRAMME - SOUTHERN CONSTRUCTION FRAMEWORK - WORKS PREDOMINANTLY OVER £10M** None.	
HSP30.	**ANY NEW ITEMS OF URGENT EXEMPT BUSINESS** None.	

MINUTES OF THE CABINET MEMBER SIGNING
TUESDAY, 3 MARCH 2015

Present: Cllr Jason Arthur, Cabinet Member for Resources & Culture

In Attendance: Carla Segel – Assistant Head of Service, Revenues, Benefits and Customer Services
Philip Slawther – Principal Committee Coordinator

MINUTE NO.	SUBJECT/DECISION	ACTION BY
HSP31.	**URGENT BUSINESS** None.	
HSP32.	**EXTENSION OF CONTRACT WITH NORTHGATE FOR THE MANAGEMENT OF THE HARINGEY SUPPORT FUND** The Welfare Reform Act 2012 required Local Authorities to implement a scheme of Local Welfare provision from 01 April 2013. The scheme, previously administered by Jobcentre Plus, transferred the DWP responsibility for discretionary payments under the former "Social Fund" to Local Authority control. A report was tabled seeking Cabinet Member Approval to utilise the existing underspend in the current year's Support Fund to continue the provision of a Support Fund scheme for the next 12 months, as central Government have confirmed that funding for the Support Fund will cease from 1st April 2015. In order to maintain consistency and provide the best value to those customers in need for assistance, the report proposed that the existing contract with Northgate was extended to 31st March 2016. It was noted that by extending this service, the Council was providing a critical safety net for residents and helping prevent residents from falling into the hands of payday lenders and loan sharks. The Cabinet member asked the Assistant Head of Service for RBCS to elaborate further on the current underspend and whether Children's Services had been consulted on the intention to extend the Support Fund. The Assistant Head of Service for RBCS noted that she had already met with the First Response Section of Children's Services and had agreed to examine methods for fast tracking applications from Children's Services. **RESOLVED** That the Cabinet Member: I). Approved the extension of the existing contract with Northgate to 31st	**Assistant Head of**

	March 2016 at a cost of £160,000; and II). Approved the extension of the existing Support Fund policy, as laid out in Appendix A, to 31st March 2016; and III). Agreed that future options for the Support Fund be considered over the next 12 months.	**RBCS** **Assistant Head of RBCS** **Assistant Head of RBCS**
HSP33.	**HARINGEY'S DISCRETIONARY HOUSING PAYMENT POLICY FOR 2015/16** Each year the Department for Work and Pensions (DWP) makes grants available to local authorities for Discretionary Housing Payment purposes. Discretionary Housing Payments (DHP's) are administered by Local Authorities and provide financial assistance (outside of the Housing Benefit and Universal Credit regulations) to help tenants meet their housing costs. They can play an important role in sustaining tenancies, preventing homelessness and, where needed, enabling tenants to move to more affordable accommodation. A report was tabled seeking Cabinet Member approval for the 2015/16 Discretionary Housing Payments Policy. The policy has not been amended from 2014/15; however, there is 40% less funding available from Central Government in 2015/16. The Cabinet member noted that the Council will therefore need to carefully consider the merits of each application. The Cabinet Member also noted that in implementing the policy, as laid out in Appendix A of the report, the Council will ensure that these limited DHP resources are used in a way that is not only fair but also supports those households that are in most need of assistance. **RESOLVED** That the Cabinet Member: I). Approved Haringey's Discretionary Housing Payments Policy 2015/16 (Appendix A) as the means by which the Council will determine how the DHP funds will be allocated during the 2015/16 financial year, having regard to the Equalities Impact Assessment set out in Appendix B of the report.	**Assistant Head of RBCS**
HSP34.	**NEW ITEMS OF URGENT BUSINESS** None.	

Agenda Item 26

Haringey Council

Report for:	Cabinet 17th March 2015	Item number	

Title:	Delegated Decisions and Significant Actions

Report authorised by :	Nick Walkley, Chief Executive Bernie Ryan P.P Nick Walkley

Lead Officer:	Ayshe Simsek(Tel. 020 8489 2929)

Ward(s) affected: Not applicable	Report for Key/Non Key Decision: For information

1. Describe the issue under consideration

   To inform the Cabinet of delegated decisions and significant actions taken by Directors.

   The report details by number and type decisions taken by Directors under delegated powers. Significant actions (decisions involving expenditure of more than £100,000) taken during the same period are also detailed.

2. Cabinet Member Introduction

   Not applicable

3. Recommendations

   That the report be noted.

4. Other options considered

   Not applicable

Haringey Council

5. Background information

To inform the Cabinet of delegated decisions and significant actions taken by Directors.

The report details by number and type decisions taken by Directors under delegated powers. Significant actions) decisions involving expenditure of more than £100,000) taken during the same period are also detailed.

Officer Delegated decisions are published on the following web pagehttp://www.minutes.haringey.gov.uk/mgDelegatedDecisions.aspx?bcr=1

6. Comments of the Chief Financial Officer and financial Implications

Where appropriate these are contained in the individual delegations.

7. Head of Legal Services and Legal Implications

Where appropriate these are contained in the individual delegations.

8. Equalities and Community Cohesion Comments

Where appropriate these are contained in the individual delegations.

9. Head of Procurement Comments

Where appropriate these are contained in the individual delegations.

10. Policy Implications

Where appropriate these are contained in the individual delegations.

11. Use of Appendices

The appendices to the report set out by number and type decisions taken by Directors under delegated powers. Significant actions (decisions involving expenditure of more than £100,000) taken during the same period are also detailed.

12. Local Government (Access to Information) Act 1985

Background Papers

Haringey Council

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

Delegated Decisions and Significant Action Forms
Those marked with ♦ contain exempt information and are not available for public inspection.

The background papers are located at River Park House, 225 High Road, Wood Green, London N22 8HQ.

To inspect them or to discuss this report further, please contact Ayshe Simsek on 020 8489 2929.

DIRECTOR OF ADULT SOCIAL SERVICES

Significant decisions - Delegated Action – February 2015

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.		NIL	
2.			
3.			
4.			

Delegated Action	
150210 CSO 9.06.1 (c) Director waiver for extension of Medequip Framework Agreement	Number
150218 Neighbourhoods Connect Service – award of contract	
150226 Approval of Director's Waiver to secure a contract with Skylake Social Care	

Submission authorised by: B. F Tarka

Beverley Tarka – Interim Director of Adult Social Services

Date: 3rd March 2015

DIRECTOR OF CYPS

Significant decisions – February 2015

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
	24.2.2015	Extension of contract to support children and young people who are blind or have a visual impairment	Approved to the value of £144,000

Delegated Action

Type			Number

Jon Abbey: Interim Director
3 March 2015

DIRECTOR OF PUBLIC HEALTH (DCE Directorate)

Significant decisions - Delegated Action - For Reporting to Cabinet on 17th March 2015

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	2 March 2015	Extension of the Health Trainer/Health Champion Contract April 1st 2015 - March 31st 2016	The Director of Public Health approved the extension of the contract for the Health Trainer/Health Champion Service, provided by Enfield Council, in Haringey for a period of 12 months, from 1st April 2015 - 31st March 2016 inclusive
2.	9 March 2015	Waiver & Award of Contracts for the Healthy Living Pharmacy Programme in Haringey 2015-16	Director of Public Health agrees to waive the requirement to tender and award contracts to participating Pharmacies in Haringey for the provision of Healthy Start vitamins; stop smoking services; and specific sexual health services, as part of the Healthy Living Pharmacy (HLP) programme 2015-16, with an option to extend for another year ♦

Delegated Action

Type	Number
Request for approval for variation of the oral health promotion service contract under Contract Standing Order. Director of Public Health approved the variation of the oral health promotion service contract, provided by Whittington Health in Haringey. After variation the 2014/15 contract value will be increased by £16,000 to a total of £93,000 **(approved 2 March 2015)**	1
Waiver & Award of Contract for the 'Making Every Contact Count, (MECC)' Training Delivery Programme 2015-16. Director of Public Health approved the award of a contract in respect of Innovative Health Consultancy Limited, for the delivery of training in Haringey, in support of the 'Making Every Contact Count, (MECC)' programme, 1 April – 2015 to 31 March 2016, with an option to extend for another year **(approved 2 March 2015)**	2
Request for extension of contract for the provision of community lead Long Term Exercise Groups for COPD Patients in Haringey 8 January 2015 to 31 March 2016. Director of Public Health agreed to waive the requirement to tender and award a contract in respect of the Royal Society for Public Health, (RSPH), for the delivery of training in Haringey, in support of the 'Making Every Contact Count, (MECC)' programme, 2014-15 **(approved 2 March**	3

2015)	
Waiver & Award of Contract for start up costs for the Recovery Enterprise Centre. The Director of Public Health approved the waiving of the requirement to tender and award a contract in respect of the start up costs for the set up of the Recovery Enterprise Centre (approved 2 March 2015)	4

Director/ Jeanelle de Gruchy - Signature ..... Date.....9 March 2015.....

DIRECTORATE OF REGENERATION, PLANNING AND DEVELOPMENT

Significant decisions - Delegated Action 2014/2015 – February 2015

♦ denotes background papers are Exempt.

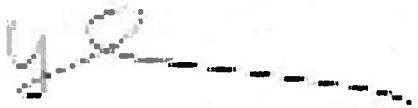
No	Date approved by Director	Title	Decision
1. ♦	06.02.15	Approval for award of contract under CSO re: High Road West Commercial Advisors.	For the Director of Planning, Regeneration and Development to award the contract for High Road West Commercial Advisors. The total sum shall not exceed £499,999.
2. ♦	26.02.15	Approval for award of contract under CSO re: High Road West – Acquisition of 12 Ermine House.	For the Director of Regeneration, Planning and Development to consent to the purchase of 12 Ermine House in the total sum of £137,150 + VAT.
3. ♦	26.02.15	Approval for award of contract under CSO re: High Road West – Acquisition of 13 Ermine House.	For the Director of Regeneration, Planning and Development to consent to the purchase of 13 Ermine House in the total sum of £137,150 + VAT.

Delegated Action

Type	Project	Value	Number
Approval for waiver of CSO 8.03 as allowed under CSO 10.01.1.b and to let the contract ♦	Use of Right to Buy Funds to purchase three properties Lyn Garner 04.02.15	£29,110	
Award of contract under CSO 9.06.1c and to award letter of intent under CSO 9.07.3 ♦	Extension & Conversion Programme – 88 Stonebridge Road, N15 5PA Lyn Garner 04.02.15	£80,852	
Award of contract under CSO 9.06.1c and to award letter of intent under CSO 9.07.3 ♦	Extension & Conversion Programme – 162 Parkview Road, N17 7BL Lyn Garner 04.02.15	£41,035	
Award of contract under CSO 9.06.1c and to award letter of intent under CSO 9.07.3 ♦	Extension & Conversion Programme – 98 Seymour Road, N17 9ED Lyn Garner 04.02.15	£64,520	

Award of contract under CSO 9.06.1c and to award letter of intent under CSO 9.07.3 ♦	Extension & Conversion Programme – 17 Fenton Road, N17 7LJ Lyn Garner 04.02.15	£61,573	
Award of contract under CSO 9.06.1c and to award letter of intent under CSO 9.07.3 ♦	Extension & Conversion Programme – 31 Parkhurst Road, N17 9RB Lyn Garner 04.02.15	£49,424	
Award of contract under CSO 9.06.1c and to award letter of intent under CSO 9.07.3 ♦	Extension & Conversion Programme – 54 Parkhurst Road, N17 9RD Lyn Garner 04.02.15	£75,645	
Approval of variation of the original contract under CSO 10.02a	Northumberland Park Strategic Framework Financial Assessments Lyn Garner 12.02.15	£12,000	
Request for waiver of CSO 8.03 and 9.01 as allowed under CSO 10.01.2a ♦	Feasibility Study for Alexandra Palace Lyn Garner 27.02.15	£25,000	

Submission authorised by:



Lyn Garner
Director of Regeneration, Planning and Development

Date: 9 March 2015

CHIEF OPERATING OFFICER

Significant decisions - Delegated Action - For Reporting to Cabinet on

♦ Denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	08.01.15	Commission of Clerk of Works for Major Framework 2014/17	Approve the appointment of clerk of works consultants by Homes for Haringey to support the delivery of the Housing Capital Programme from 2014 15 for a period of four years. Value £103,471.64
2.	08.01.15	Hornsey Phase HO22 (Stroud Green) Decent Homes Programme 2014/15	Approval of the asset management programme for Decent Homes phase HO22 (Stroud Green) to be delivered by Keepmoat Regeneration (Apollo) Ltd. Value £4,773,291.63
3.	08.01.15	Wood Green Phase WG30 Decent Homes Programme 2014/15	Approval of the asset management programme for Decent Homes phase WG30 (Wood Green) to be delivered by Mulalley & Co Ltd. Value £1,902,594.00
The Framework Agreement for delivering the capital works programme (including decent homes) up to 2017/18 was approved by Cabinet on 12th November 2013. In the report there was delegated authority for the Director of Adult and Housing Services (in consultation with the Cabinet members for Housing and Regeneration and Finance, Employment and Carbon Reductions) to approve individual AMPs for contracts let under the agreement (for the years 2014/15 and 15/16) up to a maximum value of 6.5m. Regards, Michelle Williams Senior Corporate Lawyer			
4.	12.01.15	Gas Maintenance services contract	Approve the Memorandum of Agreement – Between LBH and Purdy's for the supply of gas services in Temporary Accommodation contract value £220k for 1 year.
5.	23.01.15	Award of contract for RPH Cafe/Coffee shop	For the Chief Operating Officer to award the contract for a cafe/coffee shop at River Park House to the Canteen Cafe for a period of 5 years, with an option to extend for further periods of up to 2 years. The Cafe is a concessionary contract, as such there is no cost to the Council, bar the initial outlay for the coffee counter; the financial risk for this venture lays with the cafe provider.

CHIEF OPERATING OFFICER

Significant decisions - Delegated Action - For Reporting to Cabinet on

◆ Denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
6.	23.01.15	M & E stand Alone works HO 01 capital works programme 2014 15	To seek approval of the AMP for Mechanical & Electrical (M&E) Works for of £681,215.83 Hornsey HO 01. This project forms part of the Year 7 Capital Works programme for 2014/15.
7.	28.01.15	Extend Housing Related Support Contract	Habinteg Housing Association is a provider in the Housing Related Support Physical Disabilities Sector. The service provides support to 23 service users in an accommodation based setting, some with severe physical disabilities requiring high support needs. The contract has been extended by one year at a cost of £15,458.27.

CHIEF OPERATING OFFICER

Significant decisions - Delegated Action - For Reporting to Cabinet on

♦ Denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
58.	28.01.15	Contract variation to the Cycle Training Contract to vary the contract.	In 2013/14 the Council allocated £80,000 for school cycle training, £10,000 for one to one cycle training to carry out on and off-road cycle training for children and adults, and £10,000 for Dr Bike maintenance sessions. A similar budget was allocated for 2014 to 15 and 2015 to 16. During 2013 to 2015 the Smarter Travel team were allocated approximately £90,000 extra funding from TfL to fund Haringey cycling softer measures. Due to the success of all of the Council's Cycling Services and the increase in funding from TfL for these measures, we will exceed the threshold of the contract limit which is £217,324.50. We project that the amount that will be spent to the end of the contract (up to 31st August 2016) will be approximately £450,000. This is taking into the consideration the possible allocation of further funds from TfL for cycling measures. Recommendations Contract variation under 10.02.1 (b) to the Cycle Training Contract to vary the contract by a further £232.676.

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No	Date approved by Director	Title	Decision
9.	30.01.15	Approval for Procurement of 1000 Mobile Iron and Divide Licenses from EE	Our current Mobile Device Management (MDM) 3rd party partner is not delivering to a good standard and the recommendation from our technical team was to look for another MDM partner. After a series of conversations it became apparent that there were some real benefits to switch to EE. These benefits included the expectation of reduced phone upgrade/replacement costs during the Blackberry Enterprise Server (BES) migration stage. One of the key deliverables for MDM phase two is the migration of users from Blackberry to MDM devices/phones. A model that allows simple license procurement and management is an essential component of this project (includes addressing ongoing revenue costs. It is proposed to corporately fund expenditure within an existing IT service improvement project: a. Transfer £90K from the IT Capital Programme cost centre to the MDM phase two project (CCN to be raised for auditing purposes). This will cover MDM licenses and additional consultancy services from EE. b. Ongoing revenue costs (year two plus) to be funded from the IT Revenue Budget (discussed and agreed with the IT Principal Supplier Manager that the existing budget can accommodate this increase). c. Conversations with the Head of Supplier Management suggest that there are no procurement difficulties to buy from EE. A CCN may need to be raised to cover any contract changes, but discussions are ongoing. d. After project closure and all Blackberry devices have been replaces any additional devices required e.g. new projects, would be funded directly by the business. The MDM phase two project is only covering MDM license costs. Replacement devices (smartphones) will be funded by the business. e. In addition, support (revenue costs) for the existing 190-200 licenses (currently

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No	Date approved by Director	Title	Decision
10.	04.03.15	Two new posts created in Housing service	Two new posts of Commissioning Manager and Commissioning Officer are being created to deal with new and increased workloads arising from the priorities of the Corporate Plan and the Housing Strategy, a new relationship with HfH and other housing providers and the need to become a commissioning council. Budget provision of £70,000 (fully on costed) for the Commissioning Manager P08 post exists in the ALMO client management budget and budget provision of £45,000 (fully on costed) for the Commissioning Officer P02 post exists in the housing related support budget

Delegated Action

Type	Number

Director/Assistant Director Signature

Date 09.03.15

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