CABINET

Tuesday, 13th December, 2016, 6.30 pm - Civic Centre, High Road, Wood Green, N22 8LE

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

Quorum: 4

1. FILMING AT MEETINGS

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

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

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

2. APOLOGIES

To receive any apologies for absence.

3. URGENT BUSINESS

The Chair will consider the admission of any late items of Urgent Business. (Late items of Urgent Business will be considered under the agenda item where they appear. New items of Urgent Business will be dealt with under Item 19 below. New items of exempt business will be dealt with at Item 23 below).

4. DECLARATIONS OF INTEREST

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

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

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

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

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

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

This agenda contains exempt items as set out at **Item** *[21]* **: Exclusion of the Press and Public.** No representations with regard to these have been received.

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.

6. MINUTES (PAGES 1 - 24)

To confirm and sign the minutes of the meeting held on 15th of November 2016 as a correct record.

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

Cabinet will be asked to: note the scrutiny review which has been completed by The Children and Young People's Scrutiny Panel, chaired by Cllr Hearn,

on Disproportionality within the Youth Justice System and to agree the Cabinet responses to recommendations of the review.

8. DISPROPORTIONALITY WITHIN THE YOUTH JUSTICE SYSTEM - SCRUTINY REVIEW AND CABINET RESPONSE TO RECOMMENDATIONS (PAGES 25 - 86)

[Scrutiny Review to be introduced by Councillor Kirsten Hearn, Chair of the Children and Young People's Scrutiny Panel. The Cabinet Member for Children and Families and Cabinet Member for Communities to provide the responses to the review recommendations.

9. DEPUTATIONS/PETITIONS/QUESTIONS

To consider any requests received in accordance with Standing Orders.

10. MEDIUM TERM FINANCIAL STRATEGY 2017/18-2021/22 (PAGES 87 - 232)

[Report of the Chief Operating Officer. To be introduced by the Cabinet Member for Finance and Health.] To consider the Council's proposed Medium Term Financial Strategy for 2017/18-2021/22 including the Capital Programme. The final budget and Council Tax for 2017/18 will go forward to Cabinet and Full council in February 2017.

11. TRAVEL POLICY - CONSULTATION RESULTS (PAGES 233 - 330)

[Report of the Assistant Director for Commissioning. To be introduced by the Cabinet Member for Children and Families and Cabinet Member for Finance and Health.] In March 2016 Cabinet approved in principal the Travel Policy in Haringey for Children and Adults with Special Educational Needs and/or Disabilities.Cabinet will be asked to agree the Travel Policy after consideration of the consultation results.

12. SHARED LIVES SERVICE (PAGES 331 - 358)

[Report of the Assistant Director for Commissioning. To be introduced by the Cabinet Member for Finance and Health.] Report to agree the appointment of the preferred bidder of an external organisation to take on the operational management of Haringey's Shared Lives Scheme.

13. FUTURE FUNDING OF REGIONAL ADOPTION AGENCIES (PAGES 359 - 386)

[Report of the Director for Children's Services. To be introduced by the Cabinet Member for Children and Families.] Update on outcome of national consultation on funding and impact for Haringey and London.

14. COMMUNITY SEXUAL HEALTH SERVICES - LOT 1 OUTREACH AND HEALTH PROMOTION & LOT 2 REPRODUCTIVE HEALTH SERVICE - YOUNG PEOPLE AND LONG ACTING REVERSIBLE CONTRACEPTION (PAGES 387 - 412)

[Report of the Director for Public Health. To be introduced by the Cabinet Member for Finance and Health.]

Following an open tender, award of contract for a service offering community based sexual health services.

15. PHARMACIES ENHANCED SERVICES FRAMEWORK (PAGES 413 - 440)

[Report of the Director for Public Health. To be introduced by the Cabinet Member for Finance and Health.] Award of contract for services delivered through the healthy living pharmacy scheme.

16. AWARD OF CONTRACT FOR A MASTER VENDOR SOLUTION FOR THE SUPPLY OF TEMPORARY AGENCY STAFF AND PERMANENT STAFF (PAGES 441 - 452)

[Report of the Chief Operating Officer. To be introduced by the Cabinet Member for Corporate Resources.] To seek approval to award a new contract for the supply of Permanent and Temporary Agency Workers. The award is made under the Eastern Shires Purchasing Organisation (ESPO) EU procurement compliant framework called MSTAR2 - Managed Service for Temporary and Agency Resources.

17. MINUTES OF OTHER BODIES (PAGES 453 - 458)

To note the minutes of the following:

Cabinet Member Signing on the 7th November 2016
Leader Signing on the 7th of November 2016

18. SIGNIFICANT AND DELEGATED ACTIONS (PAGES 459 - 466)

To note significant and delegated actions taken by Directors in November.

19. NEW ITEMS OF URGENT BUSINESS

To consider any items admitted at Item 3 above.

20. EXCLUSION OF THE PRESS AND PUBLIC

Note from the Democratic Services &Scrutiny Manager

Items 21, 22 and 22 allow for the consideration of exempt information in relation to items, 12, 14 and 3 respectively.

RESOLVED:

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

21. SHARED LIVES CONTRACT (PAGES 467 - 470)

As per item 12

22. COMMUNITY SEXUAL HEALTH SERVICES - LOT 1 OUTREACH AND HEALTH PROMOTION & LOT 2 REPRODUCTIVE HEALTH SERVICE - YOUNG PEOPLE AND LONG ACTING REVERSIBLE CONTRA (PAGES 471 - 472)

As per item 14

23. NEW ITEMS OF EXEMPT URGENT BUSINESS

To consider any items admitted at Item 3 above.

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Monday, 05 December 2016

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Agenda Item 6

MINUTES OF THE MEETING OF THE CABINET HELD ON TUESDAY, 15TH NOVEMBER, 2016, 6.30pm

PRESENT:

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

Also Present Councillors: Engert, Newton, O'Connor, Tucker, Brabazon, G Bull and Diakides.

106. FILMING AT MEETINGS

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

107. APOLOGIES

There were no apologies for absence.

108. URGENT BUSINESS

The Leader advised the Cabinet that Overview and Scrutiny Committee had decided at its meeting of 8 November to refer the decision taken by Cabinet on 18 October 2016 "Preferred Bidder to Secure the Future of Hornsey Town Hall" back to Cabinet. The recommendations of Overview & Scrutiny would therefore be dealt with at Agenda item 7.

According to the Call-in Procedure in the Council's Constitution (Part 4 Section H), the Cabinet had five working days to reconsider the Key decision before taking a final decision.

To meet this requirement Cabinet needed to re-consider the Key decision before making a final decision, and the Leader accepted this matter as an item of late urgent business to be considered at item 7 of the agenda. The second pack also included the exempt material considered at the 18th of October meeting.

109. DECLARATIONS OF INTEREST

There were no declarations of interest put forward.

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

There were no representations put forward.

111. MINUTES

The minutes of the Cabinet meeting held on the 18th of October 2016 were approved as an accurate record of the meeting.

Councillor Engert sought an update on the planned public consultation on Cross Rail 2. This had been indicated in the minutes to take place on the 17th of November. The Leader provided an update, advising that the nature of the public consultation had now changed following the change in leadership in the Conservative party and their Cabinet. Previously, the consultation was to take place in the affected boroughs but now TFL had been asked by government to complete a strategic outline business case before this was issued for public consultation. This consultation would now likely take place in the spring of 2017.

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

The Leader invited Councillor Wright to report on the outcome of the Special Overview and Scrutiny meeting which had considered the recommendation of a 'preferred bidder to secure the future of Hornsey Town Hall' following the call-in of this decision.

The Leader set out the process for considering the Overview& Scrutiny recommendations and reconsidering the Key decision on Hornsey Town Hall. Cabinet would first consider the recommendations of the Overview and Scrutiny Committee, set out in the second pack of papers, at page 4, and Councillor Strickland would provide a verbal response to the recommendations.

Given that the Key decision was previously agreed following consideration of the exempt information at the October meeting, and response to the Scrutiny recommendations did not require further reference to the exempt part of the report, Cabinet agreed to reconsider the Key decision on a preferred bidder to secure the future of Hornsey Town Hall, as part of this item, in the open part of the meeting.

After Cllr Strickland's response to the recommendations, Cabinet would also refer to the petition which was handed in from the Hornsey Town Hall Appreciation Society at the October Cabinet meeting and then move to reconsideration of the Key decision which was contained in the minutes, agenda item 6, at section 88, page 15 of the original pack. Cabinet noted that the original Cabinet report recommending the decision was attached from page 27 of the second pack of papers.

Councillor Wright, Chair of Overview and Scrutiny, began presentation of his report and advised that the Overview and Scrutiny call -in meeting on the 8th of November, had been a long and thorough session lasting 4 hours which had considered two call-

in's. The Committee had given full consideration to the decision on Hornsey Town Hall and received representations from: the Hornsey Town Hall Appreciation Society, the call-in lead signatories and received a petition from Cllr Engert. The Chair of Overview and Scrutiny was also grateful for the Cabinet Member's attendance and officer participation in the meeting.

The Overview and Scrutiny Committee had agreed that the decision did not fall outside the budget and policy framework and the most appropriate course of action was to refer the decision back to Cabinet to allow for full and detailed consideration. The Committee had agreed ten recommendations which were contained at page 4 in the second pack of papers to be considered and responded to along with original key decision.

Councillor Wright continued to outline the ten recommendations which were mainly concentrated on: safeguarding free access to the square, affordable housing, tailored support for the businesses which have to move, immediate community engagement and involvement, safeguarding the community Arts centre use through the lease, active continual monitoring of the lease, and high standard of design and accessibility.

Councillor Strickland thanked Scrutiny colleagues for their examination of the decision. There was misinformation circulated about proposals, prior to the Cabinet meeting, so the call-in Scrutiny meeting had been helpful in exploring the detail of the proposals and clarifying the issues which colleagues had concerns about.

Councillor Strickland continued to respond to the Overview and Scrutiny recommendations and the Cabinet noted the following:

Overview and Scrutiny Recommendation A - That the Cabinet consider imposing a legal covenant guaranteeing free public access to the square, running with the land in perpetuity

Councillor Strickland confirmed that the legal agreements would contain a tenant covenant to maintain public access to the Town Hall square. This corresponded with leasehold arrangements so even with the unlikely event of a future change in operator, this requirement would still apply and bind any future leaseholders. Any failure to comply with the leasehold arrangements, including any unreasonable daily non access to the square, would be a breach of the lease. Therefore the Council would be able to enforce the lease in the required legal way.

Overview and Scrutiny Recommendation B - That the Cabinet Member explores in conversation with the preferred bidder increasing the amount of affordable housing offered on the site, noting that an increased level of affordable housing cannot be imposed;

Councillor Strickland advised that he would discuss this with the bidder, as agreed at the Scrutiny meeting. The preferred bidder understood the need and desire for new homes in the borough.

The Cabinet Member stressed that if a new planning application was taken forward by the preferred bidder, then the issue on the number of affordable housing units would be a decision for the Planning Committee as this would not be in the Cabinet's remit.

Overview and Scrutiny Recommendation C - That the Cabinet Member for Housing, Regeneration and Planning continues to explore possible support from the Mayor of London for increasing the amount of affordable housing offered on the site;

Councillor Strickland advised that discussions would continue regarding grants for affordable housing with Mayor and he would continue discussing, with the Deputy Mayor for Housing, how assistance may be given and how this might work on this site.

Overview and Scrutiny Recommendation D - That the Cabinet consider ring-fencing the capital receipt obtained from the transaction for affordable housing, or foregoing a proportion of any capital receipt in order to increase the amount of affordable housing offered on the site;

Councillor Strickland reminded colleagues that the capital receipt, to be received from developing the land at the rear of the Town Hall for housing, was helping finance the scheme so the Council were not removing this capital receipt and it was retained within the scheme. Separate to this, there was a further capital receipt to be received by the Council and this would be dealt with as part of the agreed capital strategy which provides for General Fund capital receipts to be held for general capital purposes in order to provide funding for the delivery of the Council's priorities.

Overview and Scrutiny Recommendation E - That the Cabinet consider ring-fencing any overage monies to provide additional affordable housing;

Cllr Strickland provided a reminder that Overage is capital (not revenue). Also, as set out above, the Council's Capital Strategy provides for General Fund capital receipts to be held for general capital purposes in order to provide funding for the delivery of the Council's priorities.

As set out above - Individual requests for ring-fencing of capital receipts could not be made outside of the wider considerations of the application of capital funds at full Council.

Overview and Scrutiny Recommendation F - That the Cabinet consider offering a tailored package of support for businesses currently located at Hornsey Town Hall that will be displaced by the proposed development;

Councillor Strickland advised that the Council had always been clear that the businesses in the Town Hall were there on a temporary basis but recognised that a robust approach was required and committed to organise meetings with the SMEs in Hornsey Town Hall to understand their needs and discuss what level of support they required, Cllr Strickland agreed that the Council would actively seek alternative locations for the SMEs based inside Hornsey Town Hall.

Overview and Scrutiny Recommendation G - Which the Cabinet ensure the community is engaged with as soon as possible after an agreement is made

with the preferred bidder to ensure the community, can be as fully involved as possible. This engagement should not be delayed until the building is reopened;

Councillor Strickland agreed that early engagement was very important and residents would be involved as soon as possible in helping with shaping designs for the site. Councillor Strickland informed the Cabinet meeting that he had met with FEC and Co Plan representatives, since Overview & Scrutiny Committee and raised this issue with them. They were keen on this too and were starting work on a communications plan and community engagement plan. Councillor Strickland advised that they had reconfirmed commitment to a community hub and would have a staffed presence on site. The preferred bidder would also display progress and plans in this hub and this would be a place where the community can drop in to provide their feedback and communicate directly with representatives of the preferred bidder.

There would also be a community steering group to look at community uses and provide community governance. This would happen later in the process but the Cabinet Member was determined to work with the bidder to ensure this happened as soon as possible. The preferred bidder had confirmed that the community hub would be on site as soon as a decision was made.

Overview and Scrutiny Recommendation H - That the Cabinet confirm in its negotiations on final terms with the preferred bidder how the community use of the building, including the arts centre, be ensured, particularly in mitigating against potential financial obstacles and the impact of shortfalls or assignment;

Councillor Strickland reiterated that an OJEU procurement process was chosen as it provided more control for the Council with freeholder protection over the long term, to ensure community use of the Town Hall. Also the legal agreements secured on-going community use of the building. Councillor Strickland re-iterated that the legal agreements were fully enforceable and this had also been confirmed through independent legal advice.

Overview and Scrutiny Recommendation I - That the Cabinet agree an active method of policing the lease and the use of the building. This could include a requirement for the Cabinet Member and officers to provide an update to Cabinet on the progress of the project, compliance with legal requirements, at least annually and in the event of any proposed material changes;

Councillor Strickland outlined that there would be regular meetings held with FEC, starting shortly, during the design, planning and construction phases to ensure consistency and progress in line with the commitments made and they are clear on this. There would be a legal/contractual relationship between the Council as landlord and FEC as the tenant. This would be ‘policed’ through this legal mechanism to enforce the lease where this is a concern and action can be taken.

Any major changes throughout the duration of their lease would require Landlord approval and/or planning approval (depending on the nature of the changes). Significant check and balances in place regarding any change.

The Cabinet Member would be provided with regular updates and the bidder would provide regular programmed updates to the community. Once the Community

Steering Group was established this would provide a place of accountability for the community.

Cllr Strickland could not agree to provide annual updates to Cabinet for the continuing 125 years of the lease as this would not really add any transparency to the process nor value.

The Community Steering Group would review the community activity in the building to ensure spaces were kept available and to ensure that these spaces were appealing to the needs of people both locally and beyond Haringey.

Overview and Scrutiny Recommendation J - That the Cabinet seek to ensure a high standard of design and accessibility in the development of the site, alongside compliance with planning requirements in respect of density, massing and height levels.

Councillor Strickland advised that FEC were appointing their design team and the Council would ensure accessibility was a key item on their agenda.

It was important to note that there was currently an existing implemented planning permission, which sets the precedent for the site and the quality of design, was controlled through planning. The existing consent had a DDA Statement, which looked to make the building accessible as much as possible. The Council would continue to raise this issue and if there were any further planning applications this would be looked at afresh and disability requirements would be met

Councillor Strickland thanked Councillor Wright for his comprehensive report and helpful recommendations.

Cllr Strickland then referred to the petition handed in at the October Cabinet meeting by the Hornsey Town Hall Appreciation Society which was also tabled. Cllr Strickland thanked the organisation for the petition and commented on the text which had sought signatures opposing the disposal of Hornsey Town Hall to a buyer ‘who wants to turn it into a luxury boutique hotel’ and this was contrasted in the text against a rejected plan from Tischman's to create an Arts centre. The Cabinet Member challenged this misinformation and referred to the public Cabinet report which made clear that a mixed use scheme was being taken forward, including full restoration of the dilapidated building, with a Hotel alongside an Arts Centre. It was hoped that this misrepresentation would now be resolved given the clarifications provided to the Overview and Scrutiny meeting and the Cabinet meetings. If the recommendation was approved, the preferred bidder aimed to start significant engagement with the community to support shaping the future for the Town Hall.

In response to Cllr Engert’s question, Cllr Strickland reiterated that community use and access to the hall, building, and square was guaranteed and there were legal agreements to enshrine this .Cllr Strickland also repeated that the bidder was keen to engage with the community and would have a number of community consultation events planned.

In response to Cllr Gideon Bull’s question, the Monitoring Officer advised that it was open to Cabinet to re- affirm the original decision, if this was the chosen way forward,

and to take into account the comments already made by Cllr Strickland in response to the Scrutiny recommendations.

The Leader advised that the Cabinet minutes would record what was said in response to each of the ten recommendations. The Leader clarified that a political and common sense approach was being taken forward in considering and responding to the Overview and Scrutiny recommendations whilst re- considering the original Key decision.

In accordance with the Call in procedure, and having heard the responses to the Scrutiny recommendations, the Leader asked Cabinet to refer to the Key Decision which was contained in the Cabinet minutes at agenda item 6, at section 88, in the final paragraph at page 15 of the pack.

After re-considering the matter, **Cabinet unanimously RESOLVED:**

1. To agree to the selection of Far East Consortium International Ltd as the preferred bidder for the HTH site (shown edged red on the plan included in Appendix A) based on the scoring set out in Appendix E and to enter into a Development Agreement for the HTH site with either Far East Consortium International Ltd or a special purpose vehicle set up by Far East Consortium International Ltd and the grant of long leases with such appropriate tenants as agreed with FEC based on the main terms set out in paragraph 6.27 of this report; and that delegated authority be given to the Director of Regeneration, Planning and Development after consultation with the Assistant Director of Corporate Governance to agree the final terms of the Development Agreement, long leases and all associated legal agreements

2. This was subject to further commitments made by Cllr Strickland in response to the Scrutiny recommendations.

Reasons for Decision
The Cabinet decision in April 2011 declared the site surplus to the Council's requirements and agreed the principle for a partner to enter into a 125 year lease to operate the building, with the Council retaining the freehold.

The Listed building is on English Heritage's Buildings At Risk Register therefore a solution is required to undertake restoration work to the building and the Council does not have funding available to undertake these works itself.

Options Appraisal work identified that one developer for both the HTH site and building is a preferred approach as it secures both the restoration works and a long term operator for the building and is likely to bring the building back into use at the earliest opportunity. In addition to this a Developer would expect to have control over the works in the town hall as residential units cannot be occupied until essential heritage works have completed in the town hall because of the existing planning condition which links the two elements.

A public sector procurement of this scale must legally be governed by the public procurement regulations; therefore an OJEU process had to be carried out to secure a future for the dilapidating building. Professional advisors and the Council's Legal & Procurement team advised that an OJEU compliant Competitive Dialogue process is the best way to achieve this outcome and this has been undertaken in accordance with the Public Contract Regulations 2015 (as amended) ("Regulations").

To ensure the town hall building remains open and in use in the long term a partner, with a long term sustainable business plan needs to be appointed.

A timely decision on the future approach to the HTH project is required in order to engage with and exchange contracts with the bidder while they have a strong appetite to progress with the project, avoid further deterioration to the listed building, remove the ongoing liability of the building to the Council at the earliest opportunity and address the longstanding frustrations of the local community at the timeframe for securing a sustainable future for the Town Hall.

Alternative options considered

The alternative options that had been considered for the Hornsey Town Hall project can be defined as follows:

- Option A - Do nothing: Without taking any action to secure a future use and developer/operator for the Town Hall the building condition will continue to deteriorate. The Council remains responsible for the on-going liability for the building and any use of the building by the local community will be limited.
- Option B - Conditional land sale: The Council could sell the HTH site via a conditional land sale agreement, however the Council would have limited control in this option to enable and enforce community access and use.
- Option C - Freehold sale of the site: Sale of the site without retaining any interest would mean the Council is unable to secure community access and use as there are no lease mechanisms to enable this. The Council was not prepared to pursue an option that did not guarantee community access or provide the Council with enough control to ensure that Hornsey Town Hall can support community cohesion and economic dynamism in Crouch End.
- Option D - Dispose of land at the rear and use receipt to refurbish the building: In this scenario it is not expected that the land sale receipt would fully cover all the costs to refurbish and fit out the building for use, the Council's on-going liability for running costs and maintenance is not removed and a sustainable operator and future use is not secured for the Town Hall.

113. DEPUTATIONS/PETITIONS/QUESTIONS

Noted that a public question had been received in accordance with committee standing orders but would be discussed outside of the meeting with the Cabinet Member for Children and Families.

114. MUSWELL HILL LIBRARY - FUTURE AND NEXT STEPS

The Deputy Leader and Cabinet Member for Customer Services and Libraries introduced the report which set out the results of the 12 week consultation looking at the option of moving Muswell Hill Library to a new location at 54/56 Muswell Hill (the site of the former Green Man pub). Over 1280 responses were received including 775 from the N10 area and the report set out the next steps for exploring the options for Muswell Hill library and 54/56 Muswell Hill. The majority of responses favoured keeping the library in the existing building. There was strength of feeling for the library building but there was a distinction between this and the provision of the actual library service provision. Taking this on board, the Cabinet Member recommended further exploring potential future uses of the Muswell Hill Library building and also the 54-56 Muswell Hill [Green Man site] to ensure that future recommendations on the location of the library takes into consideration the option for both sites.

In response to the questions from Cllr Engert, it was noted:

- The district valuer had valued both the Greenfields Special School site [Coppets road] and Green Man [54-56 Muswell Hill] site at equal sums; the former was freehold and latter for 999 year lease when the land swap was taken forward. In legal terms there was no significant difference between these legal interests.

- The Greenfields Special School [Coppets road] had a freehold agreement and Green Man site [54-56 Muswell Hill] 999 lease on peppercorn rent.

- The D1 change of use to the ground floor of the Green Man site could include a post office and this should not be a planning obstacle.

- As part of transformation programme for moving customer services centres to Libraries this had required a higher investment in Marcus Garvey and Wood Green Library's.

In response to a question from Councillor Newton:

The Leader advised that space above the Green Man site allowed only one bedroom homes. This was part of a solution to the housing crisis which extends across the spectrum. Given the 6 units would enable an opportunity for people to get on the housing ladder and shared ownership properties were still popular, this allocation contributes to meeting some housing need.

RESOLVED

1. To authorise the Assistant Director for Capital Property and Major Projects, in consultation with the Cabinet Member for Customer Services & Culture, to explore potential options for future uses of Muswell Hill Library and 54/56 Muswell Hill to support the decision making process around the best options for

both sites, including retention of the library service in the current building, or the ground floor of the new building.

2. Based on the findings of 3.1 above, for the Assistant Directors for Capital Property and Major Projects and for Customer Services & Libraries, to present a Cabinet Report in Spring 2017 which sets out a recommendation on the future location of Muswell Hill Library.

Reasons for decision
The consultation results and comments show that respondents feel strongly about retaining the current library building as a community asset. The consultation results are detailed further in section 6 and in the appendices.

There is a clear theme in the consultation responses around the value of the current library building as a community asset, given its listed status and architectural importance in Muswell Hill.

Given the strength of feeling around the current library building, it is recommended that further consideration is given to the possible future uses of both the current library building, and the new ground floor space at 54/56 Muswell Hill, including retention of the library service in the current building, or the ground floor of the new building.

It is recommended that a further Cabinet Paper be presented in spring 2017 which explores the options so for the current building and for 54/56 Muswell Hill. This means that a decision on the future location of the library can be taken in consideration of these possible options.

Alternative options considered
Do nothing. As the consultation results were in favour of leaving the library service in the current building, there is the option of doing nothing and making no changes to the service. However, given the Council have acquired the new space at 54/56 Muswell Hill and the opportunity to move the library service to this location, this option is not recommended at this point. Once full consideration has been given to the possible options for both the current library building and 54/56 Muswell Hill, then a balanced decision can be made on the future location for the library service.

Make a decision now without knowledge of the future possible options for the current library building or 54/56 Muswell Hill. It is possible to take a decision at this point on where the library service should be located without consideration for how the current library site or 54/56 Muswell Hill could be used. This is not recommended as it will be preferable to take this decision with full consideration of the options available for both sites, including retention of the library service in the current building, or the ground floor of the new building.

115. BUDGET MONITORING 2016/17 QUARTER 2

The Cabinet Member for Finance and Health introduced the report which set out the 2016/17 Period 6 financial position; including Revenue, Capital, Housing Revenue Account (HRA) and Dedicated Schools Grant (DSG).

The Cabinet Member outlined the significant overspend of £22m in the budget with an improved position of £800k which was positive. However, demand led areas had significant pressures.

Although there was good progress in delivering savings the Council had seen a growth in demand and also challenges to the supply of temporary accommodation, outstripping capacity to keep the budget in line.

The report outlined the corporate actions being undertaken to reduce spend and the significant work underway to bring overspend down in demand areas.

In response to Cllr Engert's questions the following information was noted:

- Likely future consideration of re-profiling of the budget, but underlying principles that had been agreed in the Medium Term Financial Plan in February 2015 such as focusing on growth and regeneration together with supporting independence, prevention and community resilience remain. These principals underpinned the proposed savings plans and remained significant to a future sustainable budget and should be continued even with the parameters change being seen.

- Critical to provide support to all officers, including senior officers, to develop and ensure they have a capacity in a time of substantial change. The Chief Executive advised that the Corporate Leadership Group comprised of 26 senior managers and the senior leadership team members. They had been part of ongoing development programme which had offered individual coaching and development over the past 18 months .The Chief Executive was happy to share details of the programme with the outcomes and benefits to the organisation with Councillor Engert.

RESOLVED

1. To note the report and the Council's 2016/17 Period 6 financial position in respect of revenue and capital expenditure;

2. To note the risks and mitigating actions, including spend controls identified in this report in the context of the Council's on-going budget management responsibilities;
3. To approve an increase in the capital budgets of £6.3m as set out in section 6.8; and
4. To approve the list of virements set out in **Appendix1.**

Reasons for decision

A strong financial management framework, including oversight by Members and senior management, is an essential part of delivering the Council's priorities and statutory duties.

Alternative options considered

This is the 2016/17 Period 6 Financial Report. As such, there are no alternative options.

116. SUPPORTING REFUGEES, ASYLUM SEEKERS AND UNACCOMPANIED ASYLUM SEEKING CHILDREN

The Leader of the Council introduced the report which set out in a single document the existing and expected support for refugee families and households on No Recourse to Public Funds, in light of humanitarian crisis through the closure of the Calais camp. The report also outlined the Council's support for children that have a right to come to the UK through the Dublin agreement and delegated responsibility to the Deputy Chief Executive for working with the Home Office to resettle 10 Syrian families.

In response to Cllr Engert's questions the following was noted:

- The Council had been speaking with the Home Office for a number of months on the resettlement of refugee families. The actions in relation to the resettlement of refugee families taken by other boroughs did not have Home Office agreed support and it was necessary to have this. It was important to note that there were families that arrive in Haringey, outside of the scheme, as well as number of unaccompanied minors and families that are supported through NRPF by the Council.

- It was important to note that the Council had been part of small number of boroughs that had pursued the resettlement agenda and worked hard to ensure there was Pan London support for this action. The Council recognised this as an emergency but were dependent on the Home Office actions in terms of the timing of re- settling families.

RESOLVED

1. To note and endorse the response by the Council and local partners to the ongoing humanitarian crisis caused by conflict in Syria by resettling up to 10 Syrian refugee families in Haringey.
2. To note the support that the Council and local partners are providing to asylum seekers, refugees and unaccompanied asylum seeking children through the schemes that are currently in operation;
3. To delegate responsibility to the Deputy Chief Executive to enter in to an agreement with the Home Office to resettle up to 10 Syrian refugee families in Haringey;
4. To note that officers will continue to work with statutory partners, VCS organisations, and faith and community groups to ensure appropriate support is provided to refugees, asylum seekers and unaccompanied asylum seeking children who resettle in Haringey.

Reasons for decision
To set out in a transparent and accountable way, the support that Haringey Council and local partners have been and will provide to anyone resettling in Haringey through the support schemes that currently operate in the UK.

To set out how we do and will continue to offer asylum seekers, refugees and unaccompanied asylum seeking children a place of safety.

Alternative options considered
The alternative option considered is not to enter into an agreement with the Home Office on the Syrian Vulnerable Persons Resettlement Scheme. Given the significant migration crisis, it is felt that Haringey should continue and enhance the part it plays in the wider London and UK effort to provide assistance.

117. VIOLENCE AGAINST WOMEN AND GIRLS STRATEGY

The Cabinet Member for Communities introduced the report which sought agreement to a 10 year Violence against Women and Girls Strategy (2016-2026).

The Strategy set out, in detail, the borough's strategic approach to not just improving the health, safety and wellbeing of women and girls in the borough but also ensuring that they can have fulfilling lives. It had been completed alongside community organisations and voluntary sector in the borough and advocated a co-ordinated community response whilst also emphasising the importance of holding perpetrators to account.

The Council drew up the draft strategy with the community and launched a 10 week consultation on the strategy which had elicited over 300 responses. It was important to note that 90% of the young people responding to the consultation were under the age of 18 which helped taking forward the early preventative nature of this work.

In response to Councillor Engert's questions the following information was noted:

- This was an overarching strategy which included all forms of violence against women and girls. A lot of the forms of violence were interconnected and the strategy considered similar causes and how to develop a co-ordinated community response. In terms of FGM , there was a need to consider a co-ordinated response and not have different forms of violence dealt with in different ways.

- Councillor Ayisi clarified that when considering and extrapolating London data, on the forms of violence against women and girls, then there could be 3500 cases of FGM in the borough but this was not an actual factual figure but an estimated assessment. However the strategy did encourage more reporting of all forms of violence which was a positive way forward.

- The Leader advised that the issue of FGM had also been discussed at Health and Wellbeing Board and assured Cllr Engert that dealing with this in a co-ordinated partner approach was a priority that would not be lost sight of.

RESOLVED

1. To consider and take into account the feedback from the consultation and the equalities impact assessment;

2. To approve the Violence against Women and Girls Strategy (2016-2026) and to support the future development of action plans that underpin the work of the Strategy.

Reasons for decision
The Strategy sets out our 10 year ambitions (2016-2026) for addressing and preventing violence against women and girls in Haringey.

The Strategy covers four key priorities: developing a coordinated community response; prevention; support for victim/survivors and holding perpetrators accountable.

The Strategy has been developed in partnership with a wide range of statutory, voluntary and community organisations from across Haringey. We have utilised existing evidence around ‘what works’ in addressing and preventing violence against women and girls. We will ensure that we co-produce all of our action plans with communities and survivors to ensure that we deliver meaningful change.

We have consulted widely with partners and local residents over a 10 week period to ensure that we have ensured that our approach will work with all stakeholders across the borough (see 6.3).

There is an international, national and regional basis for working towards preventing and addressing violence against women and girls as well as working towards the local priority of ‘a clean and safe borough’ (see 6.1-6.2).

Violence against women and girls is a serious issue for this borough. Haringey has one of the highest rates of reported domestic abuse across London. In the rolling year to June 2016, there were 5,840 domestic incidents with 2,919 domestic abuse offences reported to the police, representing an 18% increase on the previous year. Haringey also has the second joint highest incident rate per 1000 population (22 per 1000) with Tower Hamlets and Lewisham; Barking and Dagenham has the highest with 27 per 1000. In the same period, 592 sexual offences were recorded which represents a nearly 10% increase in sexual offences from the previous 12 month period.

Violence against women and girls is estimated to cost the borough £27.6 million a year, which does not include the human and emotional costs of £47.6 million. Physical and mental health care are estimated to cost £8.3 million; Social Services £1.4 million, refuges and housing at £0.9 million and lost economic output as £9.2 million. Improving our response to addressing violence against women and girls through a strategic approach will improve women and girls lives and also reduce costs to Haringey.

Alternative options considered

We have considered two alternative options – (1) do not have violence against women and girls strategy and (2) have a strategy but with different strategic objectives. These are set out below.

Alternative Option 1: Do not have a strategy.

We have considered the alternative approach of not having violence against women and girls strategy. However, we believe that there are significant financial and social benefits to enhancing our partnership approach to ending violence against women and girls including:

- Reduction in duplication across directorates
- Reduction in costs to statutory services
- Adherence to statutory safeguarding legislation
- Increased potential for women and girls in Haringey

Although many of these benefits are currently unquantifiable, violence against women and girls is a key issue for Haringey services and having a strategic approach to ending violence against women and girls will have a positive financial and social implications.

Not having a violence against women and girls strategy will mean fragmented services for victim/survivors; duplication of effort across statutory services and voluntary sector partners; inefficiencies in use of resources and a lack of adherence to national and regional approaches will could impact significantly on our ability to attract external funding.

In addition, having a coordinated partnership strategy allows Haringey to comply with safeguarding duties including those set out in the Pan-London Adult Safeguarding policies and procedures as well as the Care Act 2014. It also ensures that we comply with the Pan-London Child Protection procedures as well as the provisions on safeguarding contained within the Children Act 1989 and 2004.

Alternative Option 2: Have a strategy but with different strategic objectives

We have considered having a strategy with different strategic objectives but believe that this would not be in the best interests of Haringey residents and professionals. This strategy has been widely consulted on, both during the development of the strategy and an official 10 week consultation on the draft strategy. None of the data collected during these two processes highlighted that the priorities were not the appropriate priorities; there was broad support for the 4 key strategic objectives. Our proposed approach of having a strategy with the 4 priorities outlined above also fits with national and regional priorities set out in the Government's Violence against Women and Girls Strategy 2016-2019 and also the Mayor of London's 2013-2017 Strategy.

118. AGREEING RENTS AND SERVICE CHARGES FOR THE SHARED FACILITY HOSTEL AT BROADWATER LODGE

The Cabinet Member for Housing, Regeneration and Planning introduced the report which sought approval of the proposed rent to be charged for a new shared facility hostel at Broadwater Lodge, Higham Road N17. In addition the report recommended that the rent level proposed for Broadwater Lodge be agreed as the model to be applied to all future shared facility hostels under development.

This report and proposed decision responded to previous concerns about the cost, provision, and quality of temporary accommodation. The Council had an ongoing programme examining Council owned buildings that could be available to provide housing support in the current housing crisis. This was the first building to be converted for TA which the Council can manage and have control on the quality and safety of the accommodation . The rents were in accordance with local housing allowances rates and would be applied to future buildings being converted for similar use. Application of LHA meant that this was affordable for residents on benefits.

RESOLVED

1. To approve the rent level for shared facility rooms at Broadwater Lodge to be set at the one bedroom Outer North London Broad Rental Market Area rate (Local Housing Allowance subsidy rate). As set out in paragraph 6.6.
2. To approve the rent level for the self contained mobility standard unit at Broadwater Lodge to be set at the two bedroom Outer North London Broad Rental Market Area rate (LHA subsidy rate). As set out in paragraph 6.6.
3. To approve all future shared hostels to have their rent set at the appropriate LHA subsidy rate. As set out in paragraphs 6.6 and 6.9.
4. To approve that all operating models for future hostels ensure the service costs do not exceed the appropriate LHA subsidy rate recoverable. As set out in paragraph 6.7.
5. To approve that any surplus generated from the rental income of hostels is reinvested in the general fund. As set out in paragraph 6.8.

Reasons for decision

R1and R2. Setting the rent level for Broadwater Lodge at the Outer North London Broad Rental Market Area rate (LHA subsidy rate). As set out in paragraph 6.6.

- Broadwater Lodge is scheduled to 'go live' in January 2017.
- Rent level setting is an Executive function of Haringey Council and a Key Decision as the income and expenditure will exceed £500,000 (As set out in paragraph 8 Legal comments).
- The proposed rent level is within the permissible LHA subsidy rate and will generate sufficient income to make the facility cost neutral both in terms of day to day running costs and the initial capital set up cost (As set out on the last page of Appendix A).
- As the proposed rent level is within the permissible LHA subsidy rate it represents an affordable option for the clients we are seeking to place in the facility, in the event that the client cannot claim full benefit we will seek a Discretionary Housing Payment where possible (As set out in paragraph 6.7).
- Failure to set a policy by December 2016 will mean the Council cannot open the facility resulting in a requirement to use more first stage private sector accommodation exacerbating the budget issues in this area.

R3 and R4. Approve all future shared hostels to utilise the same operating model and rent setting policy recommended for Broadwater Lodge. As set out in paragraphs 6.6, 6.7 and 6.9.

- Cabinet approving this recommendation will allow Homes for Haringey, on behalf of the Council, to identify and put in place these facilities in the most efficient manner. This assists the Council to meet its statutory requirements to provide first stage emergency accommodation without placing additional budgetary pressure.
- All of these facilities will only be considered and taken forward if they comply with the following principles:
  - The day to day running costs can be funded entirely from within the rental income generated
  - The rent levels do not exceed the Local Housing Allowance subsidy rate claimable
  - The net total of the day to day running cost and initial capital cost to make the facility useable is less than the cost of providing similar accommodation via alternative existing mechanisms (i.e. the facility is at least cost neutral).
- Where required these facilities will be subject to a change of usage application for planning permission.

R5. Any surplus generated from the rental income of hostels is reinvested in the general fund. As set out in paragraph 6.8.

- Reinvesting any surplus generated in the General Fund will assist the Council to manage its finances effectively and, where appropriate, fund more schemes of this nature further easing the budgetary pressure and improving the supply of good quality affordable temporary accommodation.

Alternative options considered

Alternative options in terms of setting the rent outside of the possible Local Housing Allowance subsidy were not considered as this principle was agreed as part of the planning permission granted for Broadwater Lodge.

Various options for what could be claimed via Local Housing Allowance subsidy were considered by the Council's Shared Services Benefits team but were rejected as the accommodation doesn't meet the criteria for the relevant subsidy rate. The options considered included the Outer North London Broad Rental Market Area rate shared room and 2-3 bedroom rates.

The option to procure accommodation of this type has been considered and whilst similar options are available in the private sector it is estimated that putting in place a comparative provision could cost the general fund in the region of £400-500k more per annum than the estimated cost of Broadwater Lodge.

The option to do nothing was not considered as this risked operating costs being generated that couldn't be recouped via the rental income resulting in a deficit for the general fund

119. CONTRACT EXTENSION FOR CHILDREN, YOUNG PEOPLE AND FAMILIES SUBSTANCE MISUSE SERVICE

The Cabinet Member for Finance and Health introduced the report which sought agreement to the extension of the substance misuse service for children, young people and families substance misuse service. The contract was previously awarded by Cabinet for an initial period of three years, with an option to extend for a further 2 years, the current contract ends in March 2017.

Cabinet noted that this contract met a specific need of young people having problems with substance misuse and it was important to have readymade tailored support which the provider had delivered and was recommended to continue.

RESOLVED

In accordance with CSO 10.02.2 to agree the extension of the following contract for 2 years.

Organisation	**Service provided**	**Total value for life of the contract extensions**
CDP Blenheim (Insight Platform)	Children's young people and families substance misuse service	£570,000 (start date 1 April 2017)

Reasons for decision

In 2014 a contract was awarded by Cabinet for a children's young people and families substance misuse service. The contract length was for 3 years with the option to extend for a further 2 years.

The service has recently been realigned with the Council's new children's services structure and is working in an integrated way with teams.

The service is meeting expected outcomes. To ensure continued service improvement over the next two years, the service will be monitored on a quarterly basis and the public health commissioner will continue to meet with children's service managers to ensure the service is working closely with the Council's children's services.

Alternative options considered
There is a competitive market for the provision of adult substance misuse services; however few provide stand alone children's services. When the service was tendered in 2013/14 there were 3 bidders. Instead of extending the contracts Haringey could have returned to the market by retendering, it took the decisions not to for the following reasons;

Since the last procurement no new market opportunities in terms of technological changes or new providers, have arisen.

- The current provider was the incumbent provider when the service was last tendered and continues to deliver well and to have an excellent relationship with children's services particularly schools.
- When benchmarked against other Councils this services perform well in terms of outcome and the length of time it takes to complete treatment.
- There is no intention at this stage to radically re-specify the services.
- Re tendering creates anxiety within staff and service users, the types of services delivered within this contract relay on a strong stable relationship between service users and their key worker.

120. CONTRACT EXTENSIONS FOR INTEGRATED DRUG AND ALCOHOL RECOVERY SERVICES FOR ADULT RESIDENTS IN HARINGEY

The Cabinet Member for Finance and Health introduced the report which sought agreement from Cabinet to the extension of three public health substance misuse service contracts. The contracts were for adult services that were previously awarded by Cabinet, for an initial period of three years, with an option to extend for a further 2 years. The current 3 year contracts end in December 2016.

RESOLVED
In accordance with CSO 10.02.2 to agree the extension of the following contracts for 2 years:

Organisation	**Service provided**	**Total value for life of the contract extensions**
HAGA	Alcohol misuse	£838,000 (start date

	prevention and community treatment	1 January 2017)
Barnet Enfield and Haringey Mental Health Trust (The Grove)	Drug misuse prevention and treatment plus criminal justice intervention programme	£4,844,000 (start date 1 January 2017)
St Mungo's	Substance misuse recovery services	£1,942,000 (start date 1 January 2017)

Reasons for decision
In 2013 three contracts were awarded by Cabinet for the provision of adult substance misuse services. The contract length was 3 years with the option to extend for a further 2 years.

The services are meeting expected outcomes (6.4 6.5). To ensure continued service improvement over the next two years, service users are currently conducting a review, the finding of which will be incorporated into an updated specification.

The contract extensions include further budget savings in 2017/18 of £170,000 for HAGA and BEH Mental Health Trust. These services will also help to generate an additional £100,000 in savings through offering more community based services, thus reducing the need for spot purchased residential services.

Alternative options considered
There is a competitive market for the provision of substance misuse services. This market consists of both NHS and not for profit organisations. When these services were tendered in 2013/14 there was good market engagement, with between 3-5 providers bidding for each service. Instead of extending the contracts Haringey could have returned to the market by retendering, it took the decisions not to for the following reasons;

- Since the last procurement no new market opportunities in terms of technological changes or new providers, have arisen.
- The current providers are delivering as per specification and working with the commissioner to innovate and make savings.
- When benchmarked against other Councils these services perform well in terms of outcome and the length of time it takes to complete treatment.
- The current services have a skills mix of NHS and voluntary sector staff, which provides good, affordable services.
- There is no intention at this stage to radically re-specify the services.
- Re-tendering creates anxiety within staff and service users, the types of services delivered within this contract rely on a strong stable relationship between service users and their key worker.

121. SALE OF LAND AT KERSWELL CLOSE N15 5HT

The Cabinet Member for Corporate Resources introduced the report which sought approval to provide a long lease to Pocket Living of land opposite Kerswell Close, in order to develop 36 housing units subject to planning permission being obtained. The land at Kerswell Close was currently a grassed communal area and car parking area with a retail unit located on it and adjacent to St. Ann's Road and was currently HRA land. The land offers the opportunity to provide a new development of affordable housing in the Borough. There was strong demand for intermediate housing in the area and this site provides an opportunity for 36 affordable home ownership units to be built subject to approval of the planning scheme.

In response to Cllr Engert's question, the planning application decision would take account of priorities for provision of green spaces.

In response to Councillor Tucker's request for Cabinet to postpone the decision:

- The Leader responded that it was important to take account of London as a rapidly growing city with an increasing population and understanding the difficulties in being able to provide housing when conditions were stacked against the Councils. This would mean re- considering the density of housing in the whole of London and not just in Haringey. The Council were striving continually for affordable housing to meet the scale of housing demand and considering sites that had not been used for housing before.

- Also in terms of the quality and space provided by Pocket homes, the Leader advised visiting the Pocket Living website to gain an understanding on quality of the homes that they have provided in boroughs such as Camden and Lambeth.

Councillor Strickland continued to respond to the issues raised on planning, consultation with the local community and affordability of housing.

- In relation to the concerns about the protection of green space and the potential impact of the proposed building on the look and feel of the area, these would be part of Planning's committee's consideration. Once plans for the site were submitted to planning, by Pocket Living, there would be full public consultation instigated allowing these issues/ concerns to come forward prior to consideration of this application at Planning committee.

- In relation to concerns about the realistic affordability of these homes and the expected income levels of people that would be able to afford these homes, the Cabinet Member for Housing, Regeneration and Planning referred to the evidence base of the recently agreed intermediate housing strategy which pointed to a demand for this type of housing. Also the Housing strategy approved by Cabinet in October and proceeding to full Council on the 21 November , includes an increase in intermediate housing. Therefore the Council policy was clear on this.

- Councillor Strickland outlined that shared ownership had a valuable role in the borough and in Tottenham. It was important to note that pocket homes would

remain affordable in perpetuity which guarantees this type of housing remains affordable in the future and is attractive option when considering development on Council land.

- Councillor Strickland advised that all the normal building regulations and rules would apply in the planning process even though Pocket Homes had a prescribed design.

- In terms of the affordability of these homes, these would be in the average salary range of a key worker and there was a desperate need for intermediate housing as evidenced by the 'First Steps' website which indicated that 2300 people in Haringey had registered interest in one bedroom homes, demonstrating clear demand.

- It was important to note that intermediate housing was part of the housing solution mix and not 'instead' of affordable housing.

RESOLVED

1. To declare surplus to requirements the land at Kerswell Close (and edged red on the attached plan in Appendix A).

2. To authorise the disposal of the land on a long lease and based on the heads of terms set out in Appendix B of the land to Pocket Living LLP for the sum of £1,000,000. This will be subject to providing 36 units of intermediate housing which is also subject to planning.

3. To delegate the authority to agree the final price and heads of terms to the Director Regeneration Planning and Development after consultation with the Cabinet Member for Housing Regeneration and Planning and S151 officer.

4. To note that the retail unit on the site will be disposed of with a loss of £8,000 pa and that budgets be aligned to reflect this.

Reasons for decision
Pocket Living specialises in affordable housing developments and is in a position to deliver a scheme that will maximise the number of units on the site. This supports the Council's Corporate Plan and housing priorities for the Borough.

Alternative options considered
The Council could retain the land. However this would limit the opportunity for development and it is unlikely that the number of affordable units would be delivered on the site as proposed by Pocket Living.

The Council could dispose to a Registered Provider. However a number of other potential Council development sites will shortly be considered for disposal via this route and Pocket Living will provide a diversity of affordable tenure within this portfolio with their affordable sale product.

122. MINUTES OF OTHER BODIES

RESOLVED

To note the minutes of the following:

Cabinet Member Signing 7 October 2016
Cabinet Member Signing 14 October 2016
Cabinet Member Signing 31 October 2016
Cabinet Member Signing 1 November 2016

123. SIGNIFICANT AND DELEGATED ACTIONS

RESOLVED

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

124. NEW ITEMS OF URGENT BUSINESS

None

125. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED:

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

126. SALE OF LAND AT KERSWELL CLOSE N15 5HT

As per item 121.

127. NEW ITEMS OF EXEMPT URGENT BUSINESS

As per item 112.

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Report for: Cabinet – 13 December 2016

Item number:

Title: Scrutiny Review on Disproportionality within the Youth Justice System



Report Authorised by: **Jon Abbey**
Director of Children's Services

Lead Officer: Jennifer Sergeant, 020 8489 1702
Jennifer.sergeant@haringey.gov.uk
Head of Targeted Response and Youth Justice

Ward(s) affected: ALL

Report for Key/ Non Key Decision: N/A

1. Describe the issue under consideration

1.1 Under the agreed terms of reference, scrutiny panels can assist the Council and the Cabinet in its budgetary and policy framework through conducting in-depth analysis of local policy issues and can make recommendations for service development or improvement. The panels may:

- Review the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas;
- Conduct research to assist in specific investigations. This may involve surveys, focus groups, public meetings and/or site visits;
- Make reports and recommendations, on issues affecting the authority's area, to Full Council, its Committees or Sub-Committees, the Executive, or to other appropriate external bodies.

1.2 In response to panel members concerns regarding the disproportionate number of young people from black and ethnic minority communities within Haringey's Youth Justice System, the Children and Young People's Scrutiny Panel agreed at its meeting 16 November 2015 to set up a review project to look at disproportionality of young people from BAME within Haringey's Youth Justice System. The issues considered by panel include the following:

- Over representation of specific ethnic minority groups within the youth justice system and the reasons for this;
- How support services work together to prevent and divert young people from over represented communities entering the youth justice system;
- The support that young people receive once they enter the youth justice system and its effectiveness in preventing young people from re-offending; and

- Successful action undertaken by similar London boroughs to address the issue.

1.3 The final report of the second part of this review is attached at Appendix 1. This outlines the conclusions and recommendations of the Panel, which were approved by the Overview and Scrutiny Committee on 17 October 2016.

1.4 The report is significant due to the cross cutting nature of it in a number of the Council agendas and priorities. It also however, highlights the role and responsibility of key stakeholder organisations in this issue, and their engagement being critical in implementation of the recommendations made. This is likely to involve organisations in challenge and support of each other in sharing this accountability. Over-representation of BAME young people in Youth Justice is not the sole responsibility of the Council. Partnership working will be essential if we are to put in place the actions required to achieve the step changes necessary in delivery of services to improve the outcomes for this vulnerable group of young people.

2. Cabinet Member Introduction

This review of over representation of Black and Minority Ethnic Young People in Haringey's Youth Justice system provides a powerful set of evidence and a steer for how Haringey Council and its partners can enhance and develop the range of services they provide, or facilitate, for young people.

Some groups of young people are more likely to get into trouble than others. This is an issue not just in Haringey but nationally too. An aspect of this review was how young people viewed the way they are treated as being influenced by their race and ethnicity. Negative stereotyping is having a detrimental impact in the life chances of young people in the borough and still drives the responses of many agencies. With a different approach by agencies many young people could turn away from crime. Agencies need to accept current arrangements are failing some groups of young people.

The recommendations of this scrutiny review help to set out a way of supporting young people to make effective choices and so improve their lives.

3. Recommendations

3.1 That Cabinet consider the Scrutiny Review Report in **Appendix 1** and approve the responses to the Scrutiny recommendations as outlined in **Appendix 2** of this report.

3.2 That Cabinet agrees proposals for an additional recommendation in the report: that the role of the wider voluntary sector is also considered and consulted with for its contribution in addressing the needs identified of this vulnerable group of young people.

4. Reasons for decision

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

5. Alternative options considered

5.1 The evidence supporting the Panels' recommendations is outlined in the main body of the report (**Appendix 1**). The Cabinet could choose not to accept the recommended response by officers to them, as outlined in Appendix 2. The potential implications of alternative courses of action are referred to within this, as appropriate.

6. Background information

6.1 The Children and Young People's Scrutiny Panel has undertaken a piece of in-depth work regarding the reasons for the over representation of black and minority ethnic young people in the Youth Justice System. It began this work in February 2016 and completed its evidence gathering in July 2016. The final report of the review is attached as Appendix 1 and outlines the outcome of this work and the findings, conclusions and recommendations that the Panel has made, which were approved by the Overview and Scrutiny Committee on 17 October 2016.

7. Contribution to strategic outcomes

7.1 The work undertaken by the Panel will contribute to Priory 1 of the Corporate Plan – "Enable every child and young person to have the best start in life, with high quality education" It is particularly relevant to Objective 5; "Children and families who need extra help will get the right support at the right time to tackle issues before they escalate". It also relates to Corporate Plan Priority 3 – "A clean, well maintained and safe Borough where people are proud to live and work." It has particular relevance to Objective 5: "To work with partners to prevent and reduce more serious crime, in particular youth crime and gang activity."

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

Finance

- This report deals with how available resources for youth justice across Haringey's partnerships can be used to best effect to implement its recommendations.

Procurement

- The Head of Procurement notes the content of the report and the Scrutiny Panel's review of the disproportionality of young people from BAME communities in the criminal justice system which is both a local and national issue.
  - The review has identified possible reasons , including racial and ethnic stereotyping by agencies called upon to manage them , as well as, the disaffection and adverse life outcomes this often leads to
  - The recommendations are welcome and should go some way to tackling the inequalities outlined in the report and support these young people to improve their life chances
  - Reference to procurement may be required should purchasing of external services become necessary.

Legal

- Under Section 9F Local Government Act 2000 ("LGA"), Overview and Scrutiny Committee have the powers to review or scrutinise decisions made or other action taken in connection with the discharge of any of Cabinet's functions and to make reports or recommendations to Cabinet with respect to the discharge of those functions. Overview and Scrutiny also have the powers to make reports or recommendations to Cabinet on matters which affect the Council's area or the inhabitants of its area. The Constitution provides that the Scrutiny Review Panels must refer their findings/recommendations in the form of a written report to the Overview and Scrutiny Committee for approval and afterwards, final reports and recommendations will be presented to the next available Cabinet meeting together with an officer report where appropriate.

- Under Section 9FE of the LGA, there is a duty on Cabinet to consider and respond to the recommendations indicating what if any action Cabinet proposes to take and to publish its response.

Equality

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

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

The Scrutiny Review illustrates the significant over-representation of black and minority ethnic groups in Haringey's local youth justice system. It finds evidence of negative stereotyping and a common perception held by young people that their

treatment is unduly influenced by race, ethnicity, where they live, social class and family background.

The Council's response will take forward the essence of the recommendations of the Scrutiny Review report, demonstrating a strong commitment to tackling disproportionality and inequality within the youth justice system.
This includes ensuring that disproportionality and tackling discrimination is prominent within our forthcoming local response to the Government's Review into the Youth Justice System, and ensuring that we integrate these considerations into our own governance and performance framework.

The Scrutiny Review also places a strong focus on improving our prevention work. Our response includes leveraging the Early Help Partnership Board and the BME Steering Group to work with schools to tackle behaviour issues and exclusions that can lead young people into a path into crime.

8. Use of Appendices

Appendix 1 – Report of Scrutiny Panel
Appendix 2 – Response by the Children's Service to recommendations

9. Local Government (Access to Information) Act 1985

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Scrutiny Review: Disproportionality within the Youth Justice System

A Review by the Children and Young People's Scrutiny Panel

2016/17

Panel Membership	Cllr Kirsten Hearn (Chair)
	Cllr Mark Blake
	Cllr Toni Mallett
	Cllr Liz Morris
	Cllr Reg Rice
	Cllr Viv Ross
	Ms Y Denny (Co-opted Member)
	Mr C Ekeowa (Co-opted Member)

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CHAIR'S FOREWORD

This review was an ambitious piece of work, covering a complex and multi-faceted issue. However, the simple fact behind it is that some groups of our young people are considerably more likely to get into trouble than others. This is a long standing issue, not just in Haringey but across London and nationally. The causes of this are complex but what is clear is that action so far to address them has not worked.

One of the most perturbing aspects of this review is the view from young people we spoke to that how you are treated is unduly influenced by race, ethnicity, where you live, social class and family background. Much of the evidence that we found across the youth justice system supports this view. In our view, negative stereotyping is having a demonstrably detrimental impact on the life chances of groups of young people in our borough and still drives the response of many agencies. With a different approach, many young people could be turned away from crime. Agencies need to accept the evidence that current arrangements are failing some groups of young people.

There is clear evidence that interventions aimed at preventing young people getting into trouble need to start earlier. Many issues begin to emerge at an early age, such as challenging behaviour at school. The Council's new Early Help and Prevention Service could play an important part in making improvements but it is too early in its existence to assess the impact that it may have. It also needs to be borne in mind that budget reductions have led to cuts in diversionary activities, such as those by the Youth Service, which are likely to have a negative effect on early youth offending.

Deprivation is one of the key drivers of disproportionality. Education and schools provide young people with the means to escape from it but there need to be clear, attractive and attainable career pathways for them. Without them, the temptation to follow the path of those who have become involved in criminality is stronger. Strong role models who reflect the local community within schools and voluntary projects aimed at young people at risk of becoming involved in crime have a powerful effect in helping young people turn their lives around.

There can be a strong incentive for schools to expel disruptive pupils but expulsion can have long term detrimental effects for young people, as well as the community. Some schools have been very effective in avoiding expulsions and all schools need to be encouraged to follow their excellent example.

The Council must address the perception that the regeneration of Tottenham is not for certain sections of the community but aimed primarily on bringing new people into the area and driving older/poorer (often BAME) communities out. The Council must do more to put in place in its regeneration plans interventions around housing and employment that benefit certain communities that believe they are losing out. Regeneration should be used to support initiatives which are aimed at supporting young people at risk of offending to find real jobs, such as training local people to become teachers.

It has been 5 years since the riots but some of the evidence we heard still points to disproportionality being at the heart of urban policing in London/Haringey. Relationships between young people and the Police can be good and engagement has improved. Police officers generally work well with young people in the community, especially those whose work requires them to do this on a regular basis. Some of those who do not engage as frequently with young people can be less effective and much good work can be undone by a single unfortunate incident. Evidence from local head teachers outlined clearly a dichotomy between the good relationships built inside schools and the negative experiences of some of their pupils from officers on the streets (some incidents they had witnessed). It is therefore essential that *all* Police officers are able to build positive relationships with young people and an understanding of the local community. Police colleagues need to redouble their efforts in relation to their contact on the streets with young black people, which from the evidence we heard can still be problematic and seen as hostile.

The voices of young people are still not being heard. The Council should strategically invest resources, time and commitment in developing channels for the authentic voice of young people directly affected by the youth justice system to be heard in the development of policy. The Council clearly needs a community engagement strategy here and can learn from the experiences of other boroughs.

For too long the issue of the over representation of black and minority groups in our youth justice system has been a huge elephant in the room. That needs to end now. The recent Young Review on Improving Outcomes for Young Black and/or Muslim Men in the criminal Justice System recognised this as being a specific issue. Our review heard how efforts to address many of the issues have been hampered by cuts to the very services that could make a difference, the “here today, gone tomorrow" aspect of targeted projects which lose funding, leaving young people with nothing and the disbanding of youth outreach services. It is nevertheless hoped that the review can make a useful contribution through its recommendations and by raising the profile of this important issue.



Kirsten Hearn
Chair

RECOMMENDATIONS:

Disproportionality in Youth Justice

1. That the Youth Justice Service be requested to engage with the Youth Justice Board in order to assist with further analysis of relevant data on disproportionality and that this process includes consideration of the over representation of young people classifying themselves as "Black other" in order to seek to establish the reasons that might be behind this. *(Recommendation 2.5)*

2. That the Council and partners in Haringey who provide services affecting young people at risk of entering the youth justice system be requested, as a key part of their response to the Charlie Taylor review, to;
   - Hold an open consultation on the future of youth justice services and place the reduction of ethnic disproportionality at the heart of this.
   - Review their policies, procedures and service outcomes to satisfy themselves and the community that they are meeting their public sector equality duty under the Equalities Act, treating all children and young people equitably and activities and interventions are meeting the needs of all within the borough, regardless of race, ethnicity or any other factors. *(2.19)*

3. That the final report of the Panel's review be submitted formally on behalf of the Council to the Lammy Review of BAME representation in the Criminal Justice System. *(2.20)*

Aspiration and Career Pathways

4. That further work be undertaken by the Children and Young People's Service with schools to determine the most effective use of Pupil Premium funding in addressing literacy and promote the sharing of good practice. *(4.6)*

5. That the Council's Regeneration Service be requested to explore the use of regeneration funding to assist schools with the training of teachers and other school staff from the local community to ensure that their workforce is not only of high calibre but reflective of the diversity of the area and able to provide positive role models for children and young people. *(4.20)*

School Exclusions

6. That the increase in behavioural issues at primary school level and, in particular, those precipitated by exposure to trauma, be referred to the Early Help Partnership Board for consideration and that an action plan be developed with partners to address the issue. *(5.22)*

7. That the Children and Young People's Service engage with school Head Teachers on the issue of exclusions and, in particular;
   - Sharing of good practice on how they can best be avoided; and

- Reviewing the zero tolerance policy towards the possession of knives and whether, in certain circumstances, alternatives to exclusion might be appropriate. *(5.26)*

Mental Health and Well Being

8. That action be taken to secure the continuation of work undertaken by the Mac-UK Project Future in Tottenham and that officers work with the project to identify suitable sources of funding to achieve this. *(6.19)*

Young People and the Police

9. That the Cabinet Member for Communities be requested to seek confirmation from the new Borough Commander that she will maintain the Police presence in schools and that, in addition, she will also give consideration to expanding the presence that is currently provided by the Police in primary schools. *(7.12)*

10. That the Cabinet Member for Communities be requested to work with the Haringey Police Borough Commander to develop a "reverse mentoring" scheme that involves Police officers new to the area being mentored by a local young person and that this includes regular monitoring of take-up. *(7.18)*

Hackney Council's Improving Outcomes for Young Black Men Programme

11. That a strategic investment be made by the Council, in terms of resources, time and commitment, to develop further engagement with children and young people and, in particular, disaffected young people and those at risk of coming into contact with youth justice services. *(8.12)*

12. The progress by Hackney with their Improving Outcomes for Young Black Men programme be monitored so that learning from this can be incorporated into;
    - Improving the effectiveness of interventions aimed at addressing disproportionality; and
    - Action to improve engagement with children and young people and, in particular, those at risk of entering the youth justice system. *(8.12)*

1. BACKGROUND

1.1 The Panel decided to commission a review in response to concerns raised by Members of the Panel regarding the disproportionate percentage of young people from some minority ethnic communities within the youth justice system in Haringey. The age range covered by this is 10 to 17.

Terms of Reference/Objectives

The terms of reference for the review were as follows:

"To consider the following;

- Overrepresentation of specific ethnic minority groups within the youth justice system and the reasons for this;
- How support services work together to prevent and divert young people from over represented communities entering the youth justice system;
- The support that young people receive once they enter the youth justice system and its effectiveness in preventing young people from re-offending; and
- Successful action undertaken by similar London boroughs to address the issue."

Sources of Evidence:

1.4 Sources of evidence were:

- Research documentation and relevant local and national guidance;
- Interviews with key stakeholders and local organisations; and
- Visits to the Octagon Pupil Referral Unit, Mac-UK and Project 2020.

1.5 A full list of all those who provided evidence is attached as Appendix A.

Membership

1.6 The membership of the Panel was as follows:

Councillors: Kirsten Hearn (Chair), Mark Blake, Toni Mallett, Liz Morris, Reg Rice and Viv Ross

Co-opted Members: Ms Y Denny and Mr E Ekeowa (Church representatives)

2. DISPROPORTIONALITY AND YOUTH JUSTICE

Introduction

2.1 There has been a significant decrease in youth offending in recent years. Whilst the decrease has been amongst all communities, it has not been uniform in nature. There is a pronounced level of disproportionality across the youth justice system, with far higher proportions from some black and minority ethnic communities (BAME) entering the youth justice system. It has been recognised widely as an issue and is now a key priority for the Youth Justice Board, the strategic body responsible for overseeing the youth justice system in England and Wales. The situation in Haringey closely reflects the national position but with a comparatively high percentage of the local population from BAME communities, the number of young people impacted is greater than most other places.

Disproportionality

2.2 First time entrants to the Youth Justice System in Haringey are currently at their lowest levels ever. There were 111 first time entrants in 2014/15. compared to 500 in 2007. Haringey currently has the third lowest rate within its statistical family.

First Time Entrants to Youth Justice	Haringey 2014/15	London 2014/15	Statistical Family 2014/15
Youth Offending Rate (per 100,000 10-17 year olds)	460	429	540
Number of young people	111 yp	104 yp	132 yp

2.3 The table below shows the ethnicity data for the 2015 Youth Offending case load in Haringey, compares this to the ethnic breakdown of the Haringey population taken from the 2011 Census and shows the breakdown of Haringey's offending population as a whole. The disproportionality column highlights those cohorts of young people who are over represented.

Ethnicity	Haringey Population	2015 YOS caseload	Disproportionality	2011 Offending Population
White Total	**46%**	**32%**	-14%	40%
White Uk	27%	14%	-13%	
White Irish	1%	3%	2%	
White Other	17%	15%	-2%	
Mixed Total	**12%**	**13%**	1%	10%
Mixed White/Black carib	5%	1%	-4%	
Mixed White/African	2%	6%	4%	
Mixed White/Asian	2%	0%	-2%	
Mixed Other	3%	6%	3%	
Asian Total	**9%**	**2%**	-7%	5%
Asian Indian	2%	1%	-1%	
Asian Pakistani	1%	0%	-1%	
Asian Bangladeshi	2%	1%	-1%	
Asian Chinese	1%	0%	-1%	
Black Total	**28%**	**51%**	23%	42%
Black African	15%	14%	-1%	
Black Caribbean	8%	12%	4%	
Black Other	5%	25%	20%	
Other Total	**5%**	**2%**	-3%	3%

It shows that black young people are over-represented by 23%. The disproportionality shown in Haringey is replicated across London. Lambeth has the highest overrepresentation at 28%. Haringey has the third highest and is just behind Brent (24%).

2.4 The level of disproportionality is not uniform amongst the different groups included under the "black" category though. The largest level of disproportionality by far exists amongst those describing themselves as "black other", which would include those regarding themselves as "black UK". There is a slight *under* representation of those describing themselves as Black African whilst the over representation of Black Caribbean young people is relatively modest. The over representation of those young people describing themselves as "black other" is replicated amongst those young people attending the Pupil Referral Unit (PRU).

2.5 The Council's Youth Justice Service will be undertaking further analysis of data and this will include the implementation of the Disproportionality Tool that has been developed by the Youth Justice Board. The analysis will be deeper than the Disproportionality Tool can currently provide and will include analysis of re-offending data and comparison with other areas with similar demographics of Haringey. The Panel would recommend that the analysis consider the issue of the pronounced level of disproportionality amongst young people identifying themselves as "Black other", with the aim of determining the factors that may be contributing to this as this may assist in identifying interventions that may be effective and that its include engagement with the Youth Justice Board. This should also examine other relevant statistics, such as those for school exclusions, in order to identify any patterns.

Recommendation:
That the Youth Justice Service be requested to engage with the Youth Justice Board in order to assist with further analysis of relevant data on disproportionality and that this process includes consideration of the over representation of young people classifying themselves as "Black other" in order to seek to establish the reasons that might be behind this.

2.6 Whilst the numbers of young people being incarcerated nationally has been falling, the proportion of black young people within the custodial population has increased. In 2013/14, young people from a black ethnic background accounted for 22% of young people in custody. This compared with a figure of 8% for all young people convicted for an offence in that year. The position in Haringey, as in other London boroughs, reflects the national position. 65% of the young people who received a custodial sentence in 2015/16 were black. Young people who are given custodial sentences are at a very high risk of further involvement in criminality, with 73% of them re-offending within 12 months of release.

2.7 It is important to also note that young black people are also more likely to be victims of crime. The victims of the most serious violent crime are disproportionately young black men. In London between 1999 and 2005 63.6 % of male victims of homicide aged 10-17 were of Black Caribbean descent.

Gangs

2.8 There is a perception that young people from some ethnic minority groups are more likely to be associated with gangs and this could be used to explain levels of disproportionality. However, the influence of gangs on young people can be overstated. The Panel heard evidence from Head Teachers that indicated young people can be labelled as being in gangs when the reality is that they are merely associated with them through their social networks. They commented that it is rare for young people as young as 16 to be involved, but it was nevertheless possible that some were at the stage of "earning their stripes".

2.9 This view is borne out by data from the Gangs Matrix, which is a Metropolitan Police database of individuals who have been identified as being a member of a gang by more than one source. The Panel heard that there are 206 people from Haringey currently on this but only 4 were young people of under the age of 18. In addition, gang-flagged crime represented only a small percentage of total youth crime. The majority of gang members will previously have been known to the Youth Justice Service so there is therefore a risk of those young people in contact with the service eventually becoming involved with gangs.

2.10 The vast majority of those identified on the Gangs Matrix – both London wide and in Haringey - are either African Caribbean or Black African. It was the view of Gareth Llywelyn-Roberts, from the Council's Integrated Gangs Unit, that the ethnicity of gangs reflected the ethnic breakdown of the areas where they were active. Gangs are predominant in the more deprived areas of the borough and these are disproportionately populated by black and minority ethnic communities. The ethnicity of gangs in other areas of the country also reflected the deprived areas that they come from. For example, in Manchester they tended to be white whilst in Bradford they would be of Asian origin.

2.11 Concerns have been raised that the Gangs Matrix can fuel disproportionality. It is felt that some young people from ethnic minority backgrounds can be tagged with the "gang" label in ways that are not justified and that this can have consequences for the way in which the Criminal Justice System deals with them. For example, the Gangs Matrix features in information provided by the Police to the Crown Prosecution Service at the point when the CPS makes charging decisions and it is therefore felt that it may be taken into account in decisions in respect of charging. The new London Mayor has pledged to review the Matrix and its use.

Causes

2.12 The Panel considered the underlying reasons for the levels of disproportionality and heard a number of possible explanations. A widely held view was that it reflected wider inequalities across a range of issues, including health, education, school attainment, employment and housing.

2.13 A number of factors that were felt to contribute to disproportionality were presented:

- *Absence of positive male role model/father figure;* This was highlighted as being an issue for many black Caribbean and mixed race boys by Tony Hartney, the Head Teacher of Gladesmore School, who stated that they often displayed anger in respect of this. He felt that many mothers were doing a difficult job holding families together. Whilst this could be effective when children are younger, it can be more difficult when they are older. The Panel also noted that a common pattern amongst young people who became associated with gangs was for them to come from a dysfunctional family with a low level of support and guidance.

- *Deprivation;* Poverty and low status were identified as important issues. This was particularly true in the case of those young people who are materialistic in nature, which can make them more vulnerable to being manipulated by others. In addition, living in a disadvantaged neighbourhood increases the level of exposure to risk factors that increase the likelihood of youth offending behaviour.

- *School exclusions;* These can increase the risk of young people becoming involved in criminality. The Panel noted evidence that when Glasgow had stopped excluding children from school, figures for gang involvement dropped considerably.

- *Unmet mental health needs;* The Panel noted that one in three young people have unmet mental health needs and there can be huge barriers to accessing statutory services. In particular, there is considerable stigma attached to mental illness in the community. The view that the Panel received from Mac-UK, as part of the evidence that they gave to the, Panel was that mental health is as much about social determinants as biology, including racism, feelings of oppression, repeated stop and searches, rejections from employers and repeated misunderstandings.

Bias and Stereotyping

2.14 Whilst the issues mentioned above provide convincing explanations for the level of disproportionality, bias and negative stereotyping from criminal justice agencies cannot be ruled out as also being a relevant factor. For example, the Panel heard that there have been historical differences in the offences that young people from different ethnic minority groups are charged with. Black young people were more likely to be charged with robbery whilst white young people were charged with theft for similar offences, which carries a lesser tariff. Young black people are also more likely to be convicted, particularly with more serious crimes.

2.15 The Panel feels that the Council and its partners need to accept the evidence that current arrangements have not been effective in addressing disproportionality effectively and that negative stereotyping is a factor within this. The youth justice system is currently being examined in detail by the Charlie Taylor review for the Ministry of Justice. The Panel is of the view that the Council, in responding to this, should hold a truly open consultation on the future of youth justice services in the Borough and place reducing ethnic disproportionality at the heart of this.

2.16 There is a public sector equality duty under the Equalities Act (2010) to have due regard to;
- Tackle discrimination and victimisation;
- Advance equality of opportunity; and
- Foster good relations.

2.17 In addition, the Prime Minister has recently launched an audit of public services in order to identify racial disparities. This is intended to show race affects how people are treated on a range of key issues.

2.18 The Council and partners who provide services affecting young people at risk of entering the youth justice system should also review their policies, procedures and service outcomes as part of this process in order to satisfy themselves and the community that they are;

- Meeting their public sector equality duty under the Equalities Act;
- Treating all children and young people equitably; and
- Activities and interventions are meeting the needs of all young people within the borough, regardless of race, ethnicity or any other factors.

2.19 However, it also needs to be recognised clearly that youth justice services cannot address disproportionality in isolation due to the wide range of issues that contribute towards it.

Recommendations:
That the Council and partners in Haringey who provide services affecting young people at risk of entering the youth justice system be requested, as a key part of their response to the Charlie Taylor review, to;

- *Hold an open consultation on the future of youth justice services and place the reduction of ethnic disproportionality at the heart of this.*
- *Review their policies, procedures and service outcomes to satisfy themselves and the community that they are meeting their public sector equality duty under the Equalities Act, treating all children and young people equitably and activities and interventions are meeting the needs of all within the borough, regardless of race, ethnicity or any other factors.*

2.20 In January 2016, David Lammy, the MP for Tottenham, was invited by the Prime Minister to undertake a review into why BAME communities appear to be over represented within the criminal justice system. This is due to report in early 2017 and is currently seeking evidence from interested parties. As the subject matter of this review is directly relevant to the Lammy review, it is recommended that it be submitted formally to it.

Recommendation:
That the final report of the Panel's review be submitted formally on behalf of the Council to the Lammy Review of BAME representation in the Criminal Justice System.

Views of Young People

2.21 The Panel sought to obtain feedback from young people who were either at risk of coming into contact with the youth justice system or had already offended but this proved to be something of a challenge. The Panel met with a small group of young offenders but they were reluctant to engage and the session was abandoned. However, this did provide some evidence of the deep mistrust that exists between disaffected young people and the statutory sector.

2.22 Some feedback was nevertheless obtained from young people at the Mac-UK Project Future in Tottenham though. They stated that young people who had been in trouble often felt that everyone in authority was against them. They felt that black young people were treated less favourably, especially when arrested for the first time. In respect of schools, they felt that a lot of teachers found it difficult to cope with young people talking back and being loud.

2.23 The young people highlighted the fact that young people were affected by gangs. It was felt that having other things to do and alternative sources of income could help reduce involvement. Many young people feel threatened in certain areas. Offenders are often victims as well and can feel stuck in a cycle.

2.24 The young people did not think that other young people would listen to them if they attempted to mentor them, especially if they were already involved in gangs. They felt that if you attempted to set yourself up as a role model, you were no longer considered "one of them". They also felt that interventions needed to take place with children when they were as young as possible if they are to be successful.

Previous Reports and Reviews

2.25 Several of the issues raised within this review are long standing and have been covered in other reviews and reports and the Panel has sought to avoid any duplication of specific recommendations. Of particular relevance are the two reports that were undertaken in the wake of the riots of 2011; "After the Riots" and "It Took Another Riot". In particular, they make recommendations that refer to the need to;

- Attracting inward investment to create opportunities for the employment of local people;
- Providing opportunities and activities for young people, particularly vulnerable young people;
- Improving the relationship between the police and the community.

2.26 The Overview and Scrutiny Committee is intending to look at progress made with the implementation of recommendations from these reports in due course. The work of the Panel on this review will help to inform the discussion on this.

2.27 The review recently undertaken by the Panel on Youth Transitions also covers some relevant areas, particularly around career aspirations and pathways for young people. Progress with the implementation of the recommendations of this review will be monitored closely by the Overview and Scrutiny Committee. The Panel will also be receiving a report later this year on the development of 6th form provision within the borough.

3. PREVENTION AND INTERVENTION

Introduction

3.1 The Panel received evidence from a wide range of sources on the specific action that is taken to reduce the risk of young people coming into contact with the youth justice system through early help and prevention. It also looked at what is currently done by the Youth Justice Service to reduce the level of reoffending.

3.2 There was a clear consensus that interventions to date have not happened at an early enough stage to be effective. For example, the key age for preventative interventions in respect of involvement in gangs was felt to be between ages of eight and eleven, during the transition from Primary to Secondary school, rather than fifteen or sixteen, when they might already be involved in criminality.

3.3 In many cases, it was felt that the needs of young people are for mainstream services rather than those specifically focussed on youth justice. It was nevertheless felt that the new Early Help and Prevention Service had the potential to make a difference. The Panel also noted with concern that there has been a loss of diversionary activities such as summer programmes, sport and youth clubs over time due to budget cuts.

The Early Help and Prevention Service

3.4 The Council's Early Help and Prevention Service began its work in October 2015. It is responsible for delivering holistic family support for vulnerable children, young people and families and aims to:

- Enable them to overcome a range of issues and sustain improvements made;
- Prevent escalation to statutory services and reduce demand on Children's Social Care; and
- Build community resilience through the development of local networks of professionals, residents and voluntary and community organisations.

3.5 The new Service is the key part of the Wider Early Help Partnership, which is charged with delivering the Early Help Strategy. It also helps to address the government's Troubled Families agenda. Especially relevant is that fact that the service now incorporates Youth Provision, including the Raising Participation Age and NEET responses.

3.6 The Service provides support for vulnerable families on a locality basis, with close links with schools and Children's Centres. Its three teams deliver support for families assessed as having needs categorised as Tier 2 (non-statutory) with family support workers and youth practitioners who are embedded in the team. Since the service opened in October it has provided support to 716 families and 1245 children as part of its family working.

3.7 The relationship with schools and Children's Centres is developing quickly and positively. The service now supports children attending 91% of the borough's schools. There is also a dedicated worker who provided support to children and young people in alternative provision, such as the Tuition Centre, the Octagon and the London Boxing Academy. Each Children's Centre also has a named family support worker who visits at least twice per week for half a day.

3.8 It has a critical role in supporting children and young people who are at risk of becoming involved in the youth justice system. The ongoing Charlie Taylor review of the youth justice system means that the whole policy area is currently under review but some work has already been begun by the Service to respond to the issues highlighted in the earlier interim report of the review. There is to be a shift to a more proactive approach and early intervention will be at the heart of reforms.

3.9 The interventions that are felt by the Service as most likely to be successful are those driven by early identification. There is a particular need to support young people at high risk of exclusion and non attendance and work is being done with schools and other providers to improve the identification of early signs. Targeted programmes are also being developed at the Bruce Grove youth centre.

3.10 Youth services have been reduced since last year following cuts to budgets. A consistent and strong service is now provided but this has to work within the available resources. Universal and Targeted sessions are currently provided five days per week at Bruce Grove and on one day at Muswell Hill. Ongoing youth provision has been maintained and some families of young people with additional risk factors are being supported through the early help approach. Efforts are being made to extend the range of provision at Bruce Grove.

3.11 Haringey Triage is the primary means of preventing entry into the youth justice system. Only 12% of those who go through Triage re-enter the Youth Justice system. The option of also offering those who go through Triage an early help package is being explored, which may help mitigate the impact on younger siblings of an older brother or sister who has offended.

3.12 The Panel is of the view that the new service is still currently developing but has the potential to be effective if it is able to facilitate interventions at an early stage. However, the new service is not in a position to completely fill the gap left by the reductions in funding for the youth offer or the cuts to the prevention service that had been provided by the YOS. The Panel also noted the views of local Head Teachers of the importance of close links between Early Help and schools. They also felt that, whilst Early Help was evolving, the pace of change needed to be quicker.

The Youth Justice Service

3.13 Young people who enter the youth justice system are dealt with by the Youth Justice Service (YJS). This was established in 2000 and there is a statutory duty on partners to provide resources for it. Like elsewhere, Haringey's service works with children and young people between 10 and 17. Its outcomes are measured in relation to reducing first time entrants, re-offending and the demand for custody. There is a multi-agency approach, including staff from the Police, Probation, Social Workers, Health and a range of specialist staff. Governance is via a Partnership Board involving C&YPS, Police, Health, Probation, Court Service and Council Members.

3.14 Decisions on whether to charge young people are taken by the Police and the Crown Prosecution Service. They are remanded in custody if the charge is serious. Young people either attend court for their first appearance from remand or on bail. They are entitled to bail after their first appearance unless there are clear objections.

3.15 Out of court disposals occur when a young person admits an offence. They are either triaged, cautioned or conditionally cautioned. A caution involves the Police speaking to the young person. A conditional caution is the same but with the addition of a specific intervention e.g. attendance at a youth project. The YJS works with the young person and there is some intervention. If they co-operate, there will be no further action.

3.16 Officers from the YJS, in their evidence to the Panel, felt that strategies to prevent offending should focus on:

- Family based interventions, including pre-natal services, family and parenting support;
- Community factors, such as community mobilisation, peer led community programmes and community policing;
- School-based strategies, including early years education, reasoning and social skills, family literacy, preventing truancy and exclusion and further education; and
- Youth strategies, including positive activities, youth employment with training, mentoring and youth work programmes.

3.17 The YJS seeks to provide interventions that address issues of diversity and counter disproportionality. The staff group employed within the service are representative of the community it serves and this includes those at management level.

3.18 The Panel heard that targeted interventions undertaken by the Service have included group work aimed at meeting the needs of young black men at a preventative level and also those involved in persistent offending who are linked to gangs and serious youth violence. These have included:

- The Horizons group, which was delivered in partnership with a third sector organisation aimed at those assessed at being at risk of becoming involved in offending;
- A group work programme called Face It, that was aimed at gang members and delivered in conjunction with Khulisa, an organisation

founded in South Africa delivering programmes to young people from disadvantaged groups at risk of committing violent offences and thereby at risk of custody;
- Delivery of a confronting conflict programme involving 58 young people in 2013/14, which is being redeveloped currently to deliver to young black men involved in gangs and perpetrating serious youth violence in Haringey;
- Co-delivery of programme in Tottenham called R U MAD; and
- The Roma Support group targeted Roma girls experiencing high levels of discrimination within the Youth justice system and at increased risk of custody for persistent low level offending.

3.19 BAME parents can often be at a disadvantage due to lack of access to services. The service has therefore held sessions for BAME parents exploring the issues that affect them and their young people. This has included work with the Somalian community. This was in recognition that some Somali youth were, at the time, becoming involved in violent offending and therefore at increased risk.

3.20 The YJS also seeks to ensure that one-to-one interventions on Court orders take full account of diversity issues. Haringey has developed its own Integrated Intervention Plan that includes sections that focus on diversity and barriers to compliance. This was undertaken in recognition that the national processes for intervention planning were not meeting the needs of Haringey young people and has been viewed positively by both the Youth Justice Board and the Prisons Inspectorate.

3.21 A mental health screening is undertaken as part of the work of the YJS with offenders. However, there is an issue of how to take forward any needs that are identified as part of this process as young people can be resistant to accessing mental health services.

3.22 The following additional steps are being taken:
- Analysis of data, including implementation of the YJB Disproportionality Tool and a deeper dive to include analysis of re-offending data and comparison with other areas with similar demographics of Haringey;
- Further analysis of links between poor educational outcomes due to high rate of exclusions of young black people in the cohort;
- Further analysis of Youth Offending data to develop appropriate responses as interventions to inform Haringey's Youth offer for early intervention and prevention; and
- Developing partnership working with Community Safety as part of the Targeted Response for young people on the edge of offending and gang involvement.

3.23 The Panel noted that the Youth Offending Service (YOS), which the YJS replaced, had a prevention service but no longer has due to cuts. The new targeted service, as part of the Early Help process, is taking up some of this

work and will be attempting a more sophisticated approach. However, it is too early to determine the effectiveness of the new approach.

4. ASPIRATION AND CAREER PATHWAYS

Introduction

4.1 The Panel received evidence of the strong influence of deprivation on disproportionality. In such circumstances, making good progress at school is of paramount importance. In addition, there also needs to be clear and attainable career pathways for young people at risk of criminality so that they can see a way forward that is a viable alternative to criminality.

4.2 Pupils who perform least well at school tend to come from some of the ethnic minority communities who are over represented in the youth justice system. In particular, there is an attainment gap affecting black Caribbean pupils that needs to be closed.

Literacy

4.3 The Head Teachers who gave evidence to the Panel highlighted specifically the importance of literacy, as they felt that young people were more vulnerable if their reading age was below their chronological age. If they were struggling with tests and exams, they could mask their difficulties with challenging behaviour to preserve their pride.

4.4 They stated that there are currently no funding mechanisms that specifically target black young people. They nevertheless felt that there was a specific need for targeted help to boost literacy, particularly at primary school level. This was needed at an early stage so that children and young people were able to feel confident about their ability and avoided struggling or becoming frustrated.

4.5 The Panel notes that the Pupil Premium is available to assist schools in addressing disadvantage and Haringey schools are in receipt of this. It is targeted at looked-after children and those in receipt of free school meals. The use of it is monitored by Ofsted, the Office for Standards in Education, Children's Services and Skills, and details have to published by each school of its allocation, including:

- How it is intended that the allocation will be spent;
- How the previous academic year's allocation was spent; and
- The impact of this expenditure on the educational attainment of those pupils who received funding.

4.6 However, a number of schools have in the past not disaggregated the funding, which can lead to it merely be absorbed into mainstream funding.

4.7 The Panel is of the view that at least some of this funding should be being used by schools to address the literacy issues that were raised. It would therefore recommend that further work be undertaken with schools to ensure that the money is not merely be used to plug gaps and to determine the kind of interventions funded by it that may be effective. However, it notes that not

all disadvantaged children who have literacy issues will necessarily either be in receipt of free school meals or be looked after and there therefore may be a need for additional provision if literacy is to be boosted.

Recommendation:
That further work be undertaken by the Children and Young People's Service with schools to determine the most effective use of Pupil Premium funding in addressing literacy and promote the sharing of good practice.

4.8 The Head Teachers also emphasised the importance of the training of young professionals so that they understand cultural norms. Groups of boys from particular minority ethnic groups can be especially loud and boisterous but this did not necessarily mean that they were disrespectful. It was merely how they bonded.

4.9 They felt that it was important to have diversity and a balance in both age and gender amongst school staff as children and young people paid far more attention to such things than was realised. Teachers in Haringey have been recruited by Gladesmore School from a number of countries, including Jamaica, Turkey and countries in Africa. It can take a long time before teachers recruited in this way are sufficiently well-trained to start. Finances currently make this difficult to do. There is also an issue with white working class boys that mirrors the situation with black boys and schools need staff who can relate to children and young people from less well-to-do backgrounds.

4.10 Gladesmore School have found that training their own staff is one of the few ways in which they can obtain staff of the right calibre that match the diversity of the area. If the school advertises, there are normally only very small numbers of applicants who are suitable. The training of teachers requires long term investment and it is necessary to identify suitable people at an early age and support them. The Panel also heard there may be challenges in recruiting suitable teachers in disadvantaged areas – for example, Tottenham is still not considered an attractive place to work for many teachers.

Opportunities from Regeneration

4.11 The regeneration of parts of the borough has the potential to address some of the socio-economic issues that may be behind some of the levels of disproportionality but it is important that the young people from the communities most affected are in a position to take advantage of the opportunities that arise.

4.12 Regeneration activity is currently focussed primarily on the physical environment. It is nevertheless recognised that consideration of how local people can benefit is needed. The People Programme aims to address this

by embedding social and economic outcomes into the regeneration process, including education, employment and community safety.

4.13 As part of the development of the Tottenham People Programme, priorities are being developed. Areas that have been identified include:

- Primary to secondary school transition;
- Employability skills;
- Connections with employers;
- Addressing estate based crime; and
- Developing community resilience.

4.14 The Panel heard that there are a range of funding potential sources for this including sale of land, Section 106 agreements (conditions in the planning process), fund raising and grants. Different sources of funding will be brought together to address priorities. For example, £935,000 has been obtained from the DCLG to fund the two-year Northumberland Park Social Regeneration: People Pathfinder Project. This will work with residents and partners to build on the strengths of the community and support families to enjoy the achievement of the vision for a resilient Tottenham. There will be £200,000 for residents to commission specific projects, which will need to originate from Tottenham.

4.15 Regeneration Officers from the Council felt that the most important issues to be addressed in addressing disproportionality were training and employment. There are currently significant gaps in GCSE attainment between Tottenham and the remainder of the Borough, with 44% of young people getting 5 A-C grades compared with a Borough average of 55%. The Council's aim is to get levels up to the Borough average, which will require a focus on the young black and white working class boys that are currently failing disproportionately. Although the academic route is not suitable for everyone, many apprenticeships now also require 5 GCSEs at A to C, meaning failure at the GCSE stage can also impact on plans for vocational careers.

4.16 One particular challenge is the development of a serious A-Level offer in Tottenham. The London Academy of Excellence and the National College for Digital Skills are opening soon in Tottenham and it is hoped that these will address this to some extent. Training in engineering and manufacturing provision need to be developed further and work is being undertaken with the College of North East London regarding this.

4.17 Some companies who have moved into the area, such as Premier Inns, have provided specific training to local people and can provide guaranteed interviews but it is not possible to guarantee that jobs will go to local people. Jobs tended be entry level though and the Panel felt it was possible to be more aspirational and develop better opportunities for local people, as well communicating them effectively. This could include exploring commitments within agreements with companies coming into the area to involve local people in workforce development.

4.18 The Panel has noted that there is a perception within sections of the community that the regeneration of Tottenham is not for them but aimed primarily on bringing new people into the area and driving others, such as more deprived and BAME communities, out. This view needs to be addressed effectively by the Council. The Panel is of the view that one way that this can be addressed is by doing more to put in place interventions within regeneration plans that benefit the communities that may feel they are at risk of losing out.

4.19 The Panel noted the view of the Head Teachers that it received evidence from on the importance of having school staff who reflect the diversity of the local area. It feels that some of the funding available for regeneration purposes could be used to assist local schools in the training of staff so that those that they employ are not only of high calibre but reflective of the diversity of the area and therefore able to provide positive role models. Such an investment might well prove to be cost-effective over a number of years as well as beneficial to local schools and the community.

4.20 Helen Fisher, the Tottenham Programme Director, acknowledged the importance of the workforce reflecting the local community. She stated that the funds coming into the area tend to be capital rather than revenue, and therefore ineligible for use in training, but there are nevertheless choices to be made regarding the use of funds. Developing pathways into teaching could be considered as part of a range of options.

Recommendation
That the Council's Regeneration Service be requested to explore the use of regeneration funding to assist schools with the training of teachers and other school staff from the local community to ensure that their workforce is not only of high calibre but reflective of the diversity of the area and able to provide positive role models for children and young people.

5. SCHOOL EXCLUSIONS

Introduction

5.1 The Panel noted that school exclusions – either fixed term or permanent – can increase the level of risk for young people in coming into contact with the youth justice system and also the over representation of some BAME groups amongst those who are excluded, which tend to be the same ones who are disporortionately represented within the youth justice system.

The Schools and Learning Service

5.2 The Panel received evidence from Deborah Tucker, from the Schools and Learning Service. Strategic and planned support is provided to schools in respect of exclusions is part of a traded service. The Council no longer has a Behaviour Support Team as this role has been delegated to schools. The cost of interventions is high but it is considered there is value in the outcomes achieved.

5.3 The statistics for exclusions show a considerable level of disproportionality. Black African/Caribbean boys are 2.4 times more likely to be excluded from Haringey schools whilst white “other” (that is, non-UK) boys are twice as likely as others. Exclusions from out-of-borough schools follow a similar pattern in respect of ethnicity.

5.4 In the past, the Local Education Authority had a role but now it is only the Head Teacher that has the formal power to exclude. Schools normally involve the Council to discuss the options that are available to them. At the point of exclusion, there are normally a lot of other actions that have been taken by them that have proven to be ineffective. A percentage of young people who are excluded from school are known to the YJS but further work is needed to establish the links and relationships.

5.5 There is currently a downward trend in exclusions but this does not necessarily signify better behaviour on the part of pupils. In 2014/15, there were no permanent exclusions from primary schools and the number from secondary schools has also gone down. There is no real pattern amongst schools in terms of permanent exclusions, except in the case of Gladesmore School, who have not excluded anyone for 12 years and have made good use of managed moves and “swaps”.

5.6 The Panel noted that there has been a worrying increase in the number of Key Stage 1 pupils that have been identified at being at risk of exclusion. 90% of these are black and all have suffered some sort of trauma. Head Teachers do not wish to exclude them but are not sure how to cope with the behaviour issues that have arisen.

5.7 Support services are normally involved but often do not have enough time to provide assistance before a crisis point is reached. Schools are often working exceptionally hard to address the issues but Head Teachers also have to consider the welfare of the school as a whole. Such children are typically already known to social care with assessments being done but the issue was how well the range of services work together and the speed of the response.

5.8 The Panel noted that there is very little evidence that exclusions improve behaviour. Permanent exclusion can consolidate dissociation of young people from the education system but it is often possible to re-integrate young people in instances where they had been excluded for “one off” incidents.

5.9 Attainment is lower for those young people who are excluded and it has the most detrimental effect on Black Caribbean pupils. Young people who are excluded are also at risk of becoming involved in criminality but this can be avoided where there is good alternative provision. The causal link between exclusion and criminality is not fully established but there is clear evidence that it reduces life chances.

5.10 The Panel noted that are a number of things that could help to address the issue, including:

- Consistent challenge and support from families for children and schools;
- Schools where core values and principles are shared, understood and practiced by teachers and children;
- Monitoring and evaluation of exclusion data for students with protected characteristics and using outcomes to identify gaps in support and change practice;
- Targeted approaches with a focus on early intervention, prevention and better crisis management;
- Planned managed moves; and
- Good or outstanding alternative provision.

The Octagon Pupil Referral Unit

5.11 The Panel also received evidence from Angela Tempany the Executive Head of the Octagon Pupil Referral Unit (PRU). The Tri Borough Alternative Provision (TBAP) Multi Academy Trust took over the running of the PRU in 2014 following a negative Ofsted inspection. Learners range in age between 5 and 16. However, there are far fewer children of primary school age.

5.12 The ethnic breakdown of learners at the PRU is as follows:

	No.	Gender: M/F		Known to YOS (Pre-court disposal and sentenced)	Court orders
White: English	15	12	3	1	1
White: Irish	3	3		2	1
Traveller of Irish heritage	2	2			
Turkish	1	1			
Kurdish	1	1			
White European	5	5		2	
Mixed race Caribbean	7	5	2		
Black UK	30	23	7	6	4
Bangladeshi	2	2			
Black African	21	15	6	2	
Arab	1	1			
Latin/South/Central America	1	1			
Other mixed	4	4			
Other black	3	3			
Total	86	68	18	13	6

5.13 The above figures show a high level of disproportionality, with black boys significantly over represented compared to local demographics.

5.14 There were now three primary classes and numbers have grown. Ms Tempany felt that this was due to a lack of early intervention and behaviour support in Haringey primary schools. All learners should have multi-agency support plans but there is a lack of Social, Emotional and Mental Health (SEMH) provision in Haringey. Work is undertaken with schools to develop education and healthcare plans which are needed in order to address behavioural issues. Efforts are made to encourage the re-integration of children into schools.

5.15 Troubled families can find it difficult to engage with services and often fail to attend appointments. This is a national problem and a multi agency approach is needed to address this effectively. Learners from the PRU often fail to attend appointments at Child and Adolescent Mental Health Services. In response to this, therapeutic support is now provided on site.

5.16 The re-inspection of the Unit by Ofsted is due to take place shortly. However, there have already been two rigorous assessments by Challenge Partners. The first one had rated the Octagon as requiring improvement but the most recent assessment has rated it as good with outstanding features.

5.17 At the time of the last Ofsted inspection, no learners had gained 5 GCSEs. During the last summer examinations, 54% of learners had got 5 A-G grade GCSEs and 20% had got 5 A-C grades. This compares with a national average of 18% for PRUs. A committed effort has been necessary to drive up academic performance at the Octagon.

5.18 The Panel noted that the single biggest reason why learners come to the PRU is possession of knives, for which there is zero tolerance within schools. Very few have actually used the knives though, and in some cases they had been carrying knives as they had been bullied. Police are not always told of incidents, but can do a check to see if there have been previous incidents. Work is being done with schools to look at alternatives to exclusions in such situations, such as attendance on knife awareness courses. This might reduce the risk of criminalisation of young people that exclusion carries with it.

5.19 The Panel also noted the view that the Pupil Referral Unit had previously acted in the past as a breeding ground for gang activity and crime. In addition, the location of the Octagon in the middle of Wood Green is problematic due to post code rivalries between gangs, which can make it difficult for young people from Tottenham to attend.

5.20 A multi-agency pupil support team has been set up with partners to assess young people who are placed at the PRU. This considers a range of issues including any links to gangs. The Police and the Youth Justice Team are involved in this and are able to provide local intelligence. It was acknowledged that there is a risk of nurturing criminality by placing children and young people at the PRU but the reality is that young people are likely to be involved beforehand. They are observed very closely when they attend the PRU and if there are concerns about them, they can be isolated or moved elsewhere, including secure accommodation.

5.21 The Panel has noted the evidence of growth in behavioural issues arising at primary school level. In some cases, this appears to have been precipitated by exposure to trauma at an early age. It notes in particular the view of the Executive Head of the PRU who feels that there is currently a lack of early intervention and behaviour support in primary schools.

5.22 The Council's Early Help and Prevention Service clearly have a role in working with primary schools to address these issues but effective action will require input from a range of partners, particularly schools and CAMHS. The Panel would therefore recommend that this issue be referred for consideration by the Early Help Partnership Board and that an action plan be developed for addressing the issue.

Recommendation:
That the increase in behavioural issues at primary school level and, in particular, those precipitated by exposure to trauma, be referred to the Early Help Partnership Board for consideration and that an action plan be developed with partners to address the issue.

5.23 The Panel also noted the clear evidence of the detrimental effects of exclusions and is of the view that these should only be used as a very last

resort by schools. The costs of exclusions are large and referral to the PRU is a significant step and can risk nurturing criminality amongst some young people which may have a long term detrimental effect on the community.

5.24 The Panel welcomes that Gladesmore School has avoided permanently excluding any children or young people for 12 years. The Council has limited influence on schools but the Panel is view that further engagement should take place with Head Teachers on the issue of exclusions and, in particular, the sharing of good practice so that their number can be kept to an absolute minimum.

5.25 The Panel also noted evidence regarding the number of young people who are in the PRU for possession of knives and the fact that in a number of cases they had been carrying them due to being bullied and that checks had not always taken regarding previous incidents. Whilst robust action should be taken by schools in response to the possession of knives, there are alternatives to exclusion that can be used in certain circumstances which may constitute a more proportionate response and not carry the same level of risk of criminalisation that placement at the PRU may carry.

5.26 The Panel welcomes the work that the PRU is undertaking with schools in respect of this issue. In addition, it would therefore recommend that discussions take place with schools regarding a possible review of their zero tolerance and automatic exclusion response to possession of knives so that a more appropriate response is possible that takes into account the circumstances of the incident and level of risk that the young person presents to the school community.

Recommendation:
That the Children and Young People's Service engage with school Head Teachers on the issue of exclusions and, in particular;

- *Sharing of good practice on how they can best be avoided; and*
- *Reviewing the zero tolerance policy towards the possession of knives and whether, in certain circumstances, alternatives to exclusion might be appropriate.*

6. MENTAL HEALTH AND WELL-BEING

Introduction

6.1 Mental health and well-being was identified as a particular issue of relevance and the Panel received evidence from Dr Nick Barnes, Adolescent Psychiatrist from Barnet, Enfield and Haringey Mental Health Trust in respect of this. It also received evidence from Mac-UK, a community psychology project currently working with young people in Tottenham.

Child and Adolescent Mental Health Services

6.2 Dr Barnes felt that CAMHS in Haringey were good at getting children and families to engage. Their outreach team is large compared to other authorities. They try to work closely with the YJS but Dr Barnes felt that interventions need to take place with young people before they come into contact with them.

6.3 He reported that CAMHS services were currently undertaking a transformation process. As part of this, access to services is being considered and a greater focus on emotional well being. A community based triage process is being developed and services will be delivered in more accessible settings, such as schools and youth centres.

6.4 He stated that there are issues in respect of the diagnosis of mental health issues. There are likely to be large numbers of young people in secure settings in England who have undiagnosed neurodevelopment conditions that have directly contributed to their offending behaviour. In order to gain access to support, there is firstly a need to have a diagnosis. However, there is concern amongst some parents and carers about stigma and it can also be difficult for professionals to be precise about diagnoses. In addition, the concept of ADHD does not transfer easily to many cultures.

6.5 Dr Barnes acknowledged that there is underrepresentation of BAME communities amongst mental health professionals and a lack of understanding amongst them of mental health issues. Many families from these communities prefer to engage with religious institutions, in particular churches, instead of statutory services. There can also be stereotypes relating to mental illness within the black community. In addition, there is a culture of masculinity and a lack of male role models. There is also a view that emotions should not be expressed. He felt that services needed to develop a better understanding of how it feels to seek help.

6.6 Trust is a big issue and the capacity for this is low amongst the community. The use of drugs and of sectioning under the Mental Health Act for people from BAME communities is disproportionately high. 70-80% of those accessing mental health services are young girls whilst 70-80% of those who came into contact with the youth justice services are boys. There is also a lack of therapeutic input and rehabilitation within the criminal justice system.

6.7 Dr Barnes felt that peer mentoring could be a useful tool. Interventions can be more effective if young people feel that they are coming from people who know what they are talking about from their own experience. In the community, there is pressure on young men to show masculinity and fear and vulnerability cannot be expressed for fear of exclusion. Meeting with someone they can relate to who is able to express vulnerability can be very effective. In schools, it can provide an opportunity to see that transformations can be made.

Mac-UK and Project Future

6.8 The Panel also received evidence from Dr Sally Zlotowitz, Dr Lucy Gore and Lamont Emesibe from Mac-UK. It heard that the young people that Mac-UK work with often came from families where there has been multi generational deprivation. The project aims to try and change social factors and give young people a voice. It also aims to highlight mental health as a public health issue, especially in the BAME communities.

6.9 They stated that young people can face social pressures to become involved in crime, which can also be driven by deprivation and living in a high crime environment. A lot of the young people that are drawn into gangs are materialistic and like to keep up with fashion. They also value the male interaction and engagement that comes with gangs. In addition, young people can feel disempowered and not listened to. They feel that involvement with gangs gives them power.

6.10 The level of threat that young people can feel is very high and they therefore believe that they have no choice other than to carry a knife as it is better to be caught with a knife than without one. Many are desensitised to prison and several have siblings and friends inside. It can also be easy to underestimate the level of trauma that some young people have been through. They have no real outlet to express the stress and fear that it has caused and their emotions are often expressed as fear and violence.

6.11 The project follows a multi disciplinary approach, with a range of professionals included within the team as well as young people. It works on a one-to-one basis with young people. All the programmes that they use are co-produced with them.

6.12 The young people that they work with had felt that what was needed most was access to education, employment and training and programmes therefore focussed on these issues. Many had had difficult experiences with schools and felt let down by services. Literacy, numeracy and music sessions had therefore been set up. For some young people, their role models were drug dealers with nice cars so providing an attainable alternative to this is important.

6.13 The project operates solely through peer referral. A safe and secure place has been developed for young people, where they are able to be themselves. The service is open to all and it is hoped that the effects of it will filter through to a wide range of young people. The challenge is to obtain and retain their trust.

6.14 It is not intended to replace services but to enable young people to access them more easily. Since they had started their work, 108 young people have been through the project. They had enabled some young people to get back into education and provided help with court appearances and visits to probation services. They will also visit young people in prison or in rehab.

6.15 The project works with a range of other organisations in the community. In particular, there are links with employment schemes and Jobcentre Plus. They have been successful in getting young people into apprenticeships and full time employment. Many lack basic life and employability skills and can find it a challenge to stay in work and therefore require support.

6.16 Funding for the project comes from Haringey Council, Mac-UK and Barnet, Enfield and Haringey Mental Health Trust and the Big Lottery Fund. It was commissioned by the Big Lottery fund and is half way through its funding period as a "community psychology" project. The project is subject to evaluation and this will include its role in increasing access to education and employment. They are currently looking at ways of keeping it going when the funding runs out.

6.17 Young people who the Panel heard from during their visit to Project Future commented that previous projects and interventions had been around for a while and then had gone. A lot of other youth projects have disappeared, including the Triangle and 10 Bruce Grove. If Project Future closed, they felt that there would be nothing left.

6.18 They stated that the project had helped to build up self confidence and improve communication skills. They had a high level of trust for the project. One young person stated that he had had nothing to do after being in prison until he had got involved in music at the project. It had also helped him with numeracy and literacy.

6.19 The Panel was impressed by the work that Mac-UK is undertaking with young people in Tottenham. It therefore feels that it is imperative that the future of the project is secured so that the progress that it has made is sustained. It therefore recommends that the Council work closely with the project to identify suitable sources of funding to secure its continuation.

Recommendation:
That action be taken to secure the continuation of work undertaken by the Mac-UK Project Future in Tottenham and that officers work with the project to identify suitable sources of funding to achieve this.

7. YOUNG PEOPLE AND THE POLICE

Introduction

7.1 The Panel received evidence from the Police regarding the issues that they feel may contribute to disproportionality, their possible causes and what might be done to address them effectively.

Disproportionality

7.2 The Panel heard from Victor Olisa, the former Borough Commander for Haringey, who is now Head of Diversity at the Metropolitan Police. He acknowledged that there was disproportionality and felt that this manifested itself throughout the justice system and included Stop and Search, sentencing and the experience of incarceration.

7.3 He stated that the Police reacted to reports of incidents in public spaces and these were more likely to come from the eastern, more deprived half of the borough than the west. Such reports can ultimately lead to action against the individuals involved and this was reflected in the respective numbers of people entering the youth justice system and their ethnicity. There was nevertheless some evidence of bias and differences in interpretation in the law in respect of particular communities.

7.4 Behaviour that is regarded as “high spirits” in the west of the borough could be interpreted as intimidating in the east. This interpretation can be driven by cultural bias and exacerbated by the operational experience of police officers. This can lead to the development of stereotypes and a different response to similar incidents depending on where they took place. Officers may view their different responses as self protection but he felt that there is little evidence that it was more likely for young people in the east of the borough to be confrontational. It was important that police officers did not work from stereotypes or defensiveness. There was a comprehensive programme of training to address such issues, including unconscious bias training. The vast majority of police officers bought into this but some responded better than others.

Relationships

7.5 The Panel noted that the importance of relationships between the Police and young people was highlighted in the reports that followed the 2011 riots. Positive relationships can have a number of benefits and of particular relevance is their role in developing a better mutual understanding between the Police and young people, which can reduce the risk of negative stereotyping and mistrust.

7.6 Mr Olisa felt that neighbourhood based officers had good relationships with young people, especially the officers that covered Broadwater Farm. In addition, there were now police officers in both secondary and primary

schools that have developed good relationships with a range of people, including children and young people.

7.7 He acknowledged that the relationship between some other police officers and young people was not always good and some covering emergency response can be inclined to be more confrontational. It was important that all police officers shared the same ethos and outlook of those who work more closely with young people. However, it is not possible to ensure that all police officers behave well at all times.

7.8 He was of the view that involvement in neighbourhoods by a wider range of police officers, including work with schools and regular interaction with young people would assist in improving relationships. More interaction between young people and those working in different agencies could also be of benefit. The Princes Trust programme had proven to be very useful. This is a 12 week programme that involves young people with convictions spending time with police officers. It helped to increase their understanding of police officers and also assisted police officers by encouraging them to approach young people in a different way. Reverse mentoring could also assist with police officers buddying up with young people so that they gained a better understanding of them and of the local community. In addition, senior officers could give up a space in their diary to engage with young people.

Police in Schools

7.9 The Panel noted that there is a 14 strong Police Schools Team within Haringey and this plays an important role in developing relationships with young people. The team covers all secondary schools in the borough. There is also a named police officer attached to all primary schools, with 12 officers covering the Borough's 63 schools. In addition, there is also a dedicated officer at the College of North East London (CONEL) and Tottenham 6th Form College.

7.10 It received evidence from Chief Inspector Marco Bardetti from Haringey Police, who felt that the engagement encouraged by having police officers in schools was positive. The Police are not required to provide officers in schools and they are not a part of the Borough's officer allocation. The Police withdrew from schools at one stage but they have now been put back in after a specific decision was taken by the previous Borough Commander. He stated that there are now lower crime rates around schools and less violence. For example, fights between schools are now rare.

7.11 He felt that the presence of Police in schools had a number of benefits;

- It promoted a positive image of the Police by providing a friendly face, enabling barriers to be broken down and the opportunity for direct engagement with students, including those who are a cause of concern;
- Police were able to pick up any issues that come up, provide direct intervention or support and liaise with the local authority. They could also

help to prevent truancy and disorder around transport hubs as their remit also includes routes to school;
- It could also encourage young people to consider the Police as a potential career; and
- It helped address the lack of engagement between the Police and young people.

7.12 The Head Teachers who met the Panel felt that the Police presence in schools enabled them to take a proactive rather than a reactive role. Young people raised issues with the Police that they would not go to school staff with, which was welcome. The Police also got a large amount of intelligence. Police outside the school had previously been a source of concern by some parents but they were now viewed as being there to keep people safe. They felt that the work by the Police with schools had improved a lot but nevertheless felt that more could still be done. This was particularly true of work with primary schools as there a need for the Police to engage with families and schools at an earlier age. Whilst it was felt that police officers linked to schools worked very well with young people, not all other officers shared the same ethos.

7.13 The evidence that the Panel received has indicated the importance of having police officers in schools as well as a need to expand this further into primary schools. The Panel is nevertheless mindful that the current arrangements were driven by the previous Borough Commander. The Panel feels that it is essential that they are maintained and, in addition, would recommend that that consideration is given to expanding the work that police officers undertake in primary schools as an important way of improving engagement and relationships with the community and, in particular, children and young people.

Recommendation:
That the Cabinet Member for Communities be requested to seek confirmation from the new Borough Commander that she will maintain the Police presence in schools and that, in addition, she will also give consideration to expanding the presence that is currently provided by the Police in primary schools.

Engagement

7.14 Mr Bardetti reported that a range of engagement was undertaken with young people from the black community. A work experience scheme had been set up for young people in Haringey schools with the aim of getting them interested in the Police Service as a potential career. Work also took place with youth centres and the Octagon Pupil Referral Unit. In addition, there has been a proposal to develop a free school for young people who have come into contact with the youth justice system which the Police and Council had

been involved in developing. The demographic for the proposed school was likely to be mainly young black people.

7.15 However, Mr Bardetti stated that there is a lack of resources for diversion and engagement with young people which has been exacerbated by the loss of outreach and diversionary activities, such as youth clubs and summer programmes. Any additional funding from regeneration monies to assist with this would be very welcome.

7.16 The Panel noted that Stop and Search can only be used where there are reasonable grounds for suspicion that someone is in unlawful possession of an article. Reasonable grounds can be based on intelligence, briefings or the attitude of the person concerned. It is monitored by the Haringey Independent Stop and Search Monitoring Group and the Independent Advisory Group, which includes representation from teachers and young people. Approximately half of those stopped in Haringey are classified as "IC3" i.e. Black African or Black African Caribbean people. However, the Panel noted evidence from Mr Olisa that this is one of the least disproportionate figures across London.

7.17 There are now 620 black police officers in whole of the Metropolitan Police. They make up 7% of Haringey's Police officers, which is roughly average. Recruitment to the Metropolitan Police is a national process and used to be open to anyone across the country. It is now necessary to have lived in London for at least three years and to speak a second language. It does not apply to senior ranks but it is hoped that the changes in those recruited would eventually feed up to higher levels. There are also now two Volunteer Police Cadet units in Haringey, which it is hoped will encourage more people from the black community to join the Police. At the moment, the Cadet units have a high percentage of young people from minority ethnic communities.

7.18 The Panel is of the view that, despite the recommendations of the reports that followed the riots of 2011, efforts to improve relationships between the Police have not been as successful as hoped and they have been hampered by lack of resources for diversionary and preventative, exacerbated by budget cuts. In particular, it noted evidence from several sources, including local Head Teachers, of a dichotomy between the relationships built inside schools by Safer Schools Officers and negative experiences of some of young people from officers on the streets. The Panel is of the view that Police colleagues need to redouble their efforts in relation to their contact on the streets with young black people, which from the evidence we heard can still be problematic.

7.19 The Panel feels that the suggestion that was made by Mr Olisa of the use of a reverse mentoring scheme for Police officers new to the area is something that should be progressed. It was developed as part of the Project 2020 initiative but there was a lack of take up by the Police. The Panel feels that it should be re-visited and encouragement given to the Police to participate fully in the scheme as a useful means of developing better relationships with

the community through developing a better understanding amongst all Police officers of young people in the area and particularly those from black and minority ethnic communities.

Recommendation:

That the Cabinet Member for Communities be requested to work with the Haringey Police Borough Commander to develop a "reverse mentoring" scheme that involves Police officers new to the area being mentored by a local young person and that this includes regular monitoring of take-up.

8. HACKNEY COUNCIL'S IMPROVING OUTCOMES FOR YOUNG BLACK MEN PROGRAMME

8.1 The Panel has also looked at action that has been taken by other local authorities on this issues that the review has covered. Of particular relevance is the ambitious programme being undertaken by Hackney Council that is focussing on improving outcomes for young black men. This is relevant to Haringey as they are the main group that is disproportionately represented within the youth justice system in Haringey. The Panel received evidence from Sonia Khan, Head of Policy and Partnerships at Hackney Council on this.

8.2 Hackney have identified the fact that young black men tend to fare worse than their peers across a range of indicators, from poorer educational results to higher offending rates. This has been a problem for many years and although there have been many responses aimed at addressing it, these have not had the impact needed. The Panel noted that that previous policy had focussed primarily on addressing socio-economic issues rather than race but the conclusion of the work that has been done so far was that the issue of race was also of significance.

8.3 The programme is being led by Councillor Anntionette Bramble, Hackney Council's lead Cabinet Member for Children and Young People. It approach involves local people, the voluntary and community sector and the statutory sector in shaping and delivering solutions, with young people at the heart of this.

8.4 The programme sets out some clear ambitions:

- Within 10 years: Outcomes and opportunities for black boys and young black men should be the same as the wider population;
- Within 15 years: It is hoped to start to see cultural changes in terms of aspirations and trust of the state;
- Within 15 years: Working with other authorities, central government and the state, the Council also wishes to see changes in media representation and portrayals.

8.5 Ms Khan felt that there was a sense that young black men were in danger of getting left behind in accessing opportunities, particularly those arising from the regeneration of the borough.

8.6 A theory of change has been developed that addresses how the changes that are aimed for can be brought about. Key partners have been involved in the development process, including Hackney CVS, the umbrella organisation for the community and voluntary sector. There has been much engagement with young people as well and Hackney CVS have developed a Youth Advisory Group that includes young people. They have also set up focus groups and engagement has taken place with local businesses as well as workshops with parents, Council staff and partners.

8.7 The theory of change sets out the main assumptions about what is driving inequality and the actions that the Hackney wishes to take forward. There are challenges within it for the partner agencies, young men and the wider community. The key issues identified to date are as follows.

- Critical intervention points; These are well known key transition or critical points that can negatively impact on a young person's life, such as the transition from primary to secondary school or a first exclusion as well as things that happen beyond their control such as a bereavement

- Role of schools; There remains a gap in achievement between black boys and the wider school population. Collaboration with schools is required to look more closely at how the gap is narrowed, how schools manage behaviour for black boys as well as the relationship between parents and schools. It is felt that this could be contributing to the higher rate of exclusions.

- Trust between parents and the statutory sector; It is felt that relationships between black parents and the state do not appear to be generally positive and are undermining opportunities to work constructively.

- Families; There are concerns at disproportionate levels of violence and abuse, both within families and in the community and how this may affect children young people.

- Community leadership; Engagement has highlighted the need to build a better understanding between the black community and the statutory sector.

- Young men at risk and community safety; Hackney's Gangs Unit estimate that there are over 1000 young people on the periphery of gangs and need to be engaged with positively to avoid getting more involved in gang life. There is a concern that the situation for young black men at risk can deteriorate quickly because they do not know how to seek help or will not go to the statutory sector for support. A need has been identified to continue to build a greater level of trust in the Police that might increase reporting and reduce crime.

- Mental health; Mental health issues are felt to be affecting wider outcomes of young black men. It is felt that young people need to access support more quickly and mental health services need to examine institutional bias and stereotyping. The extent of substance misuse is seen by young people as a significant trigger of mental health problems.

- Regeneration and opportunity; Young people felt that the Council needed to engage differently about the changes in Hackney rather than just providing information. They did not always know how they could benefit from the increasing prosperity and that their aspirations were therefore

being limited. Although the programme to date has not actively engaged as many black owned businesses as had been anticipated, the indication is that some businesses are finding it difficult to survive and therefore not able to engage and make a wider community contribution.

- Culture and Identity - Valuing heritage and celebrating success. The work highlighted a need to focus more on black culture, identity and heritage, which it is felt is not celebrated or talked about enough. It is also felt that there is a need to counter negative stereotypes in wider society with positive presentations of young black men and their success stories.

- Behaviour, lifestyles, culture and identity: Work with young black men uncovered the extent to which some felt alienated by mainstream society and angry about injustices. They therefore may distance themselves and behave in a defensive manner. This can make gang lifestyle or criminal activity seem attractive as a way of being empowered and accepted. There can also be strong gender stereotypes imposed on them.

8.8 Panel noted that schools were being engaged in discussions on the issue of exclusions and, through this, it was hoped to build a greater awareness of the impact of exclusions on the community. A group of Head Teachers was looking at the issue as well as under achievement. In terms of mental health, providers were being brought together and workshops have taken place looking at well-being.

8.9 The project aims to empower the community through development of the community and voluntary sector. There was a perception in the community that initiatives were not sustained. It had therefore been agreed that only things that could be sustained would be committed to and for actions to focus on mainstream services.

8.10 It is anticipated that recommendations will bring about changes that are:
- Universal - bringing about changes for everyone;
- Making an offer or service more inclusive;
- Targeted to address a specific cohort by ethnicity, gender, age, socio-economic group or an intersection of these.

8.11 The Panel is of the view that links with Hackney should be developed and maintained so that the impact of their recommendations on addressing the issues in question, which have very close parallels with Haringey, can be monitored and consideration given to undertaking similar interventions where they have proven to be effective.

8.12 It is particularly important that effective engagement takes place with young people in Haringey that are affected by the youth justice system in the development of policy and that this involves a wide range of them from all areas of the borough and ethnic minority groups. It feels that the Council should invest strategically, in terms of resources, time and commitment, to develop this. The Panel was impressed with the work that Hackney has

undertaken to engage with disaffected young people and feels that the learning gained through this should be incorporated by Haringey to drive improvements in engagement here.

Recommendations:

- *That a strategic investment be made by the Council, in terms of resources, time and commitment, to develop further engagement with children and young people and, in particular, disaffected young people and those at risk of coming into contact with youth justice services.*
- *The progress by Hackney with their Improving Outcomes for Young Black Men programme be monitored so that learning from this can be incorporated into;*
  - *Improving the effectiveness of interventions aimed at addressing disproportionality; and*
  - *Action to improve engagement with children and young people and, in particular, those at risk of entering the youth justice system.*

Appendix A

Participants in the Review:

Chief Inspector Marco Bardetti, Haringey Police
Dr Nick Barnes, Adolescent Psychiatrist, Barnet, Enfield and Haringey Mental Health Trust
Jason Bradley, Community Youth Outreach Officer, Homes for Haringey
Marlon Bruce, The Activity Co-ordinator, Tottenham Programme, Regeneration, Planning and Development
Patrick Cozier, Head Teacher of Highgate Wood School and Member of Haringey Youth Justice Board
Lamont Emesibe, Youth Interventions Specialist and Gangs Worker, Project Future
Helen Fisher, Tottenham Programme Director, Regeneration, Planning and Development
Gill Gibson Assistant Director for Early Help and Prevention, Children's Service
Councillor Joe Goldberg, Cabinet Member for Economic Development, Social Inclusion and Sustainability
Dr Lucy Gore, Clinical Psychologist, Project Future
Tony Hartney, Head Teacher of Gladesmore School and Chair of Haringey Safer Neighbourhood Board
Gareth Llywelyn-Roberts, Offender Management Strategic Lead, Community Safety and Regulatory Services
Gareth Morgan, Head of Service, Early Help and Prevention, Children's Service
Chief Superintendent Dr Victor Olisa, Strategic Lead for Diversity and Inclusion, Metropolitan Police
Jennifer Sergeant, Head of Targeted Response and Youth Justice, Children's Service
Simon Stone, Service Manager, Haringey Youth Justice Service
Deborah Tucker, Schools and Learning Service, Children's Service
Dr Sally Zlotowitz, Clinical Community Psychologist and Acting Clinical Director, Mac-UK

Appendix 2 : RESPONSE BY THE CHILDREN'S SERVICE TO RECOMMENDATIONS - December 2016

RECOMMENDATIONS:

Disproportionality in Youth Justice

Recommendation & Action	Lead & others to be involved	Timescale	Agreed Partially/Agreed Not Agreed	Comments
1. That the Youth Justice Service be requested to engage with the Youth Justice Partnership Board in order to assist with further analysis of relevant data on disproportionality and that this process includes consideration of the over representation of young people classifying themselves as "Black other" in order to seek to establish the reasons that might be behind this. *(Recommendation 2.5)*	**Simon Stone Service Manager – Haringey Youth Justice** & Steve Milne – Haringey Youth Justice Performance Manager	March 2017	**Agreed**	The Council's Youth Justice Service will be undertaking further analysis of data including its implementation of the Youth Justice Board's Disproportionality Tool. The analysis will be deeper than the Disproportionality Tool can currently provide to include analysis of re-offending data and comparison with other areas with similar demographics of Haringey. Analysis will include the level of disproportionality amongst young people identifying themselves as "Black other", with the aim of determining the factors that might contribute to this.
2. That the Council and partners in Haringey who provide services affecting young people at risk of entering the Youth Justice system be requested, as a key part of their response to the Charlie Taylor	**Haringey Youth Justice Partnership Board Chair- Zina Etheridge DCEO LBOH** Jennifer Sergeant	April 2017	**Agreed**	The Ministry of Justice's Review into the Youth Justice System (being led by Charlie Taylor) is due to report at the end of the year/early next year. It is expected to recommend significant reforms to the structure and responsibilities of local Youth Offending Teams as well as devolving the budget and commissioning responsibilities for youth custody to regional bodies. The review may also

review, to;	Head of Targeted Response and Youth Justice			make recommendations on the proportionality of responses and procedures of the police and other agencies in contact with young people, linking with a separate review currently being led by MP David Lammy into BAME representation in the criminal justice system.
• Hold an open consultation on the future of youth justice services and place the reduction of ethnic disproportionality at the heart of this. • Review their policies, procedures and service outcomes to satisfy themselves and the community that they are meeting their public sector equality duty under the Equalities Act, treating all children and young people equitably and activities and interventions are meeting the needs of all within the borough, regardless of race, ethnicity or any other factors. *(2.19)*	**Jennifer Sergeant Head of Targeted Response and Youth Justice** **Haringey Youth Justice Partnership Board – Chair Zina Etheridge LBOH DCEO** All partner organisations	April 2017 May 2017	**Agreed**	Haringey's Youth Justice Partnership Board's Youth Justice Transformation work stream includes consultation on plans and co-production of future services with local communities and young people in shaping its preparedness and readiness for Haringey's response to Charlie Taylor Review, and the Lammy Review. When these wider reforms are made to the structures, responsibilities and processes across the youth justice system, we will ensure that disproportionality within the youth justice system and equality considerations feature prominently and inform Haringey's own local response. Equality and disproportionately will be a key part of our local consultation process on any future reform to local youth justice services, and should become an identifiable work stream as part of our local response to both the Charlie Taylor Review and Lammy Review. In line with our public sector equality duty, Equality Impact Assessments will be carried out by lead service officers to inform any major policy or service change to Haringey's local youth justice system. The Council will also ensure that addressing disproportionality in the youth justice system is

				actively captured and reported in its own internal governance and performance framework through the Haringey's Young People's Strategy Priority 1 and 3 Board's. This strongly ties into the work the Council is undertaking on tackling social exclusion and promoting a fairer and more equal borough. The methodology and audit arrangements will be negotiated for agreement with stakeholder and statutory partners of the Youth Justice Partnership Board to provide assurance of engagement of agencies review through EQIA of their policies, procedures and outcomes .
3. That the final report of the Panel's review be submitted formally on behalf of the Council to the Lammy Review of BAME representation in the Criminal Justice System. (2.20)	**Jon Abbey – DCS/LBOH** **Gill Gibson – AD-Early Help & Prevention** Jennifer Sergeant Head of Targeted Response & Youth Justice.	Dec. 2016	**Agreed**	A formal submission to the Lammy Review will be made after 13th December 2016, Cabinet meeting.

Aspiration and Career Pathways

4. That further work is undertaken by the Children and Young People's Service with schools to determine the most effective use of Pupil Premium funding in addressing literacy and promote the sharing of good practice. *(4.6)*	**Assistant Director for Education - Rory Kennedy** **Gill Gibson, Early Help and Prevention** Schools Forum	March 2017	**Partially Agreed**	Use of Pupil Premium funding is a key focus of Ofsted inspections and is therefore already – and will continue to be - a key focus of our School Improvement Adviser support and challenge for schools and a focus of visit reports. There are numerous good practice audits and tools as well as the Suffolk Trust research which provide guidance on best use of funding; SIAs make use of this in their work. Agreeing the most effective practice, including the use of this funding, will also be a focus of the BME steering group meetings, which will in turn shape the best practice which we promote and share with our schools.
5. That the Council's Regeneration Service be requested to explore the use of regeneration funding to assist schools with the training of teachers and other school staff from the local community to ensure that their workforce is not only of high calibre but reflective of the diversity of the area and able to provide positive role models for children and young people. *(4.20)*	**AD – Helen Fisher Haringey Head of People Programme** Assistant Director for Education - Rory Kennedy Schools Forum	April 2017	**Partially Agreed**	If funding is secured, the next step would be to explore best use of the funding with schools. It would make sense for this to be included as a focus of the BME steering group The Tottenham Regeneration Charter is currently being developed and will provide a tool to secure pledges from developers and local businesses to support a Business in Schools programme. Discussions to be held with Education and Employment and Skills Team to explore use of s106.

6. That the increase in behavioural issues at primary school level and, in particular, those precipitated by exposure to trauma, is referred to the Early Help Partnership Board for consideration and that an action plan is developed with partners to address the issue. *(5.22)*	**Susan Otiti, Assistant Director of Public Health and Gill Gibson, Early Help and Prevention – Co-Chairs of the Early Help Partnership Board** Gareth Morgan – Head of Early Help and Prevention Rory Kennedy-Assistant Director for Education Deborah Tucker Alternative Provision Commissioner Assistant Director – Adults and Children Commissioning – Charlotte Pomery	April 2017	**Agreed**	Via a model of direct targeted support services have been commissioned which enable children to remain included or re-integrated into main stream school. The strategy aims to use limited funding for joint commissioning between schools and the LA in order to provide direct, onsite support to targeted schools based on their school exclusion history. On a strategic deployment basis, the aim is to develop the workforce and restructure provision giving children greater opportunities for building better relationships, enjoying and taking part in activities, learning new skills and becoming more mindful of their inner resources. The work will be embedded by The Anchor Project (Public Health) Attachment Awareness/Understanding behaviour to Support the Emotional & Learning Needs of Vulnerable Children The relevant parts of the Disp report which highlight primary pupil behaviour (and evidence of causal links) will need to be presented to the EHPB board - The January EHPB meeting is focussing on school issues and so provides a timely opportunity. EHPB has attendance from partners including schools and School Improvement as well as health, community safety, vol sector and can consider how best to provide the strategic lead and direction for activity which supports families of children falling within this category, to help achieve sustainable behavioural change. Baseline data, needs analysis and targets require further development.

7. That the Children and Young People's Service engage with school Head Teachers and school governors on the issue of exclusions and, in particular the disproportional number of black boys/black Caribbean boys excluded from school;	**Rory Kennedy – Assistant Director for Education** Gill Gibson – Assistant Director – Assistant Director – Early Help and Prevention Deborah Tucker - Alternative Education Provision Commissioner Assistant Director – Adults and Children Commissioning – Charlotte Pomery	March 2017	**Partially Agreed**	The Council will target work with the highest excluding secondary schools to address those issues which lead to school exclusion and directly avert permanent exclusions through the In Year Fair Access Forum. School governors (via training) are already encouraged to assign a governor with a specific and active role in monitoring exclusions which includes scrutinising data and the impact of exclusion on vulnerable groups. Further emphasis will be given at governor training to ensure that: • disproportionality is investigated and addressed; • policies are appropriate, effective and fair and • Exclusions, when they occur, are placed at the furthest end of the referral continuum. As part of the strategy to reduce school exclusion it is proposed that from November 2016 governing bodies of those schools with the highest rates of exclusion will receive follow up communication (via Governors' Services) to ascertain whether a governor has volunteered to take specific interest and action rates of exclusion and their impact The council's Early Help Service has put in place a team around the school model – currently being piloted at Parkview Secondary – it is proposed that this approach be mainstreamed at the primary level to include the specific input of those partner agencies most affected in any exclusion decision

• Sharing of good practice on how they can best be avoided; and	**Director – Adults and Children Commissioning – Charlotte Pomery** Rory Kennedy – Assistant Director for Education Stone – Service Manger – Haringey Youth Justice Service Deborah Tucker – Alternative Education Provision Commissioner Assistant	March 2017	**Agreed**	Brief service level agreements between practitioners leading on Alternative Provision, Exclusion and the Early Help Locality Teams are planned for development by Spring term 2017 which will include systematic pathway for children receiving three or more fixed term exclusions in one term, one exclusion of six days or more and permanent exclusion. This threshold will trigger a detailed review of the child's situation encompassing Safety, Attainment, Health and Participation, ideally through a holistic assessment of a child's needs using the Family's Outcomes Plan. Support for younger siblings and families of the target group will need to be included. Improving sharing relevant information (offence court order & intervention) between Haringey YJS & the designated contacts within each Haringey secondary school through work with l. Case managers to work closely with the school to reduce young persons risk and vulnerability level which in tern may reduce the risk of exclusion.
• Reviewing the zero tolerance policy towards the possession of knives and whether, in certain circumstances, alternatives to exclusion might be appropriate.	**Assistant Director of Schools – Rory Kennedy** Schools Forum Deborah Tucker –	July 2017	**Partially Agreed**	The decision to exclude is under the jurisdiction of head teachers in accordance with the school's published Behaviour Policy. A school's Behaviour Policy would ordinarily mention that possession of a weapon meets the threshold for permanent exclusion. However, the term 'zero tolerance' is not one usually used in the school's policy and the local

(5.26)	Alternative Education Provision Commissioner Assistant Director – Adults and Children Commissioning – Charlotte Pomery Charlotte Pomery Community Safety Partnership – Chairs Cllr Ayisi and Borough Commander Helen Millichap			authority could not impose such a policy on schools. We advise that schools should always act to support the individual student, report the incident to police and carry out a risk assessment if there are plans for the student to return (i.e. at primary). Schools (head teacher/governors) are responsible for reviewing a school's Behaviour Policy. In order to provide an alternative to permanent exclusion where students are found in possession of a weapon a A Weapons Awareness Programme was initiated Summer 2015/16 which, in conjunction with the Youth Justice Service (YJS) and police, aims to reduce the prevalence of knife carrying and use by young people in the borough. Young people are referred to the program if they are aged between 11 and 16 and have been involved in an incident where a knife or the threat of a knife is a feature in school. Criteria are based on historical behaviour record, circumstances surrounding the incident and capacity to improve (within the framework of the program) and risk assessment for return to school. Students are placed at the Haringey Managed Intervention Centre (TBAP) for up to four weeks. As well as following their core curriculum offer they also participate in a programme encompassing: • Attitudes to knife carrying • The Law • Health

				• Managing Conflict • Victim interaction • Public Space Awareness Peer Education and Risk Assessment Children referred to the programme, or who have been permanently excluded for the possession of a weapon, will be included in partnership planning and collaboration (see above Sharing Good Practice) in order to help ensure progress is sustained for the individual and for siblings who may also be at risk of exclusion.

Mental Health and Well Being

8. That action is taken to secure the continuation of work undertaken by the Mac-UK Project Future in Tottenham and that officer's work with the project to identify suitable sources of funding to achieve this. *(6.19)*	**Community Safety Partnership Cllr Ayisi and Borough Commander – Helen Millichap** Assistant Director – Adults and Children Commissioning – Charlotte Pomery Assistant Director of Communities – Steve McDonnell	November 2017	**Partially Agreed**	Partially agreed A review of Project Future will take place by the relevant partners/stakeholders. The review will look at external funding options including sustainability/shared learning of the current model. The review will be completed by March 2017 as the current funding for the project expires in Oct 2017 . The review will inform contingency planning

Young People and the Police

9. That the Cabinet Member for Communities be requested to seek confirmation from the new	**Community Safety Partnership – Chairs Cllr Ayisi and Borough**	April 2017	**Agreed**	The Borough Commander has committed to maintain police presence in all secondary schools, and work is currently ongoing to ensure that the schools officers' team is up to strength wherever

Borough Commander that she will maintain the Police presence in schools and that, in addition, she will also give consideration to expanding the presence that is currently provided by the Police in primary schools. *(7.12)*	**Commander – Helen Millichap**			possible. Work is currently ongoing also to enhance the police community engagement offer on the Borough with a particular emphasis on youth engagement. This will encompass development work relating to support for primary as well as secondary schools.
10. That the Cabinet Member for Communities be requested to work with the Haringey Police Borough Commander to develop a "reverse mentoring" scheme that involves Police officers new to the area being mentored by a local young person and that this includes regular monitoring of take-up. *(7.18)*	**Community Safety Partnership – Chairs Cllr Ayisi and Borough Commander – Helen Millichap**	June 2017	**Partially Agreed**	The development of mentoring opportunities is one that Haringey police is actively pursuing particularly with the young people vulnerable to gangs activity and by developing a positive development programme for the Police Cadets exposing them to citizenship and public engagement. The suggested "reverse mentoring" is of interest and maybe useful in eth current development of community ambassadors. Further detail would be required to avoid duplication and to enable a process that has legacy for building relationships and learning for public service and young people.

Hackney Council's Improving Outcomes for Young Black Men Programme

11. That a strategic investment be made by the Council, in terms of resources, time and commitment, to develop	**Haringey Community Safety Partnership –**	Feb 2017	**Partially Agreed**	The Early Help Service is keen to develop a targeted approach to supporting families where there is an increased likelihood of children becoming FTE's utilising some of the service capacity to focus

further engagement with children and young people and, in particular, disaffected young people and those at risk of coming into contact with youth justice services. *(8.12)*	**Chairs** **Cllr Ayisi and Borough Commander – Helen Millichap** Haringey Youth Justice Partnership Board – Chair Zina Etheridge – Haringey DCEO Early Help Partnership Board, co-chair Susan Otiti, Assistant Director of Public Health and Gill Gibson, Assistant Director, Early Help and Prevention			on this and other vulnerable groups. Initial analysis is being undertaken and emerging indications are that there are up to 50 families per annum where this approach might be appropriate, following an elder sibling being subject to Youth Justice Triage. The ambition being to ensure that we break the recurrent practice of young people following in their siblings footsteps and becoming FTE's. Targets can be developed which would reflect both improved outcomes for YP but also potential fiscal savings through prevention. Early Help and Prevention are already developing this through the newstyle Youth Council which also aims to reach the more challenging youths via the young members' network. Under the framework of Haringey's Young People's Strategy A multi-agency strategic summit is planned to take place in December to progress strategic join-up for improving co-ordination and provision to a range of related issues for disaffected vulnerable adolescents at risk of criminality, including serious youth violence, gang affiliation, CSE, missing and familial dysfunction. In addition, the Borough Commander is working on a new engagement group. A partnership response to this is essential and we will seek consultation across all key stakeholders in developing response for implementation.

12. The progress by Hackney with their Improving Outcomes for Young Black Men programme be monitored so that learning from this can be incorporated into;	**Haringey Youth Justice Partnership Board – Chair Zina Etheridge – Haringey DCEO** Assistant Director Early help and Prevention – Gill Gibson Head of Targeted Response and Youth Justice - Jennifer Sergeant	April 2017	**Agreed**	We will learn what works well from the formal evaluations of this programme for incorporation into our best practice.
• Improving the effectiveness of interventions aimed at addressing disproportionality; and	**Jennifer Sergeant – Head of Targeted Response and Youth Justice** Simon Stone - Service Manager Haringey Youth Justice Service	July 2017	**Agreed**	This will need to follow on from the use of the Disproportionality toolkit analysis at point 1. Once we have a clearer picture in relation to the influencing factors we will be able to develop strategies for improving interventions. Cases are audited in line with agency procedure by Team Managers , Service Manager and Head of Service with the aim of improving staff performance and management oversight which in turn feeds into addressing *disproportionality*. Staff Supervision is carried out by service managers, using a model which enables reflection on practice for improvements. There is a service expectation that

				any form of discrimination (overt or covert) is challenged at court regardless of who (legal professional /member of the public) is exhibiting it. Learning Best Practice from areas that are successfully achieving improvements that address this issue for incorporating to Haringey best practice. This can be a priority of the Early Help Partnership Board Best Practice group, and also Haringey's Youth Justice Board Transformation Plan under Models and approaches of evidenced based practice in delivering Youth Justice.
• Action to improve engagement with children and young people and, in particular, those at risk of entering the youth justice system. *(8.12)*	**Jennifer Sergeant – Head of Targeted Response and Youth Justice** Simon Stone – Service Manager Haringey Youth Justice Service Gareth Morgan – Head of Early Help and Prevention	July 2017	**Agreed**	Analysis of existing cohorts will be undertaken order to ascertain why young people are entering the system that would not be covered through use of disproportionality toolkit. The desk top audit planned to as part of the Youth Justice Transformation plan should also inform early intervention approaches for desistance of crime by young people. Recent analysis of the existing First Time entrants (FTE's) has identified characteristics of the cohort that can now inform targeted early intervention and a prevention offer for those at risk of entering youth justice . This wok is being progressed though the Early Help Partnership Board for multi-agency response. Analysis of the Triage will also assist understanding of young people's early involvement in criminality to inform and improve Early Help approaches to assist young people desistance from crime.

				Learning best practice from areas that have successfully reduced overrepresentation of BAME's in Youth Justice to incorporate into local practice.

Report for: **Cabinet 13th December 2016**

Item number: **10**

Title: **5 year Medium Term Financial Strategy (2017/18-2021/22)**

Report authorised by : Tracie Evans, Chief Operating Officer

Lead Officer: Hannah Le Vay, Budget & MTFS Senior Programme Manager

Ward(s) affected: All
Report for Key/

Non/Key Decision: Key decision

1 Describe the issue under consideration

1.1 In February 2015, Haringey Council agreed five priorities as part of a three year strategy that set out our ambitions for the borough and our citizens. They are:

- Enable every child and young person to have the best start in live, with high quality education
- Enable all adults to live healthy, long and fulfilling lives
- Create a clean and safe borough where people are proud to live, with stronger communities and partnerships
- Drive growth and employment from which everyone can benefit
- Create homes and communities where people choose to live and are able to thrive

1.2 Alongside the corporate strategy that set out that vision, the Council approved the current three-year Medium Term Financial Strategy (MTFS 2015/2016 – 2017/18). Since then, a number of significant political changes have taken place including the arrival of a new Government, the election of a new London Mayor, and the Brexit decision, all of which bring high levels of uncertainty. In addition, welfare reform changes continue to be implemented and the number of residents those changes impact has increased as the benefit cap has been lowered. We are also faced with rising demand for temporary accommodation, adults and children social care.

1.3 Local government and the entire public sector have been faced with funding reductions since 2010. This, combined with significant economic and legislative uncertainty, plus significant changes to the way councils are funded and take decisions, mean that we are operating in an uncertain and changing environment.

1.4 There are also a number of funding changes that are still to be determined by the Government which will impact on our public sector partners. Funding for education is expected to be significantly reduced and there is uncertainty as to what responsibilities we will retain and how we will be able then to deliver our strategic objectives. Changes to health services are complex and about

how we work in partnership to make the system sustainable when the cost and availability of investment and benefits are in different parts of the system. Business rates will be devolved by 2020 meaning that our sources of funding will change significantly. These are just a few issues which highlight the much more complex world we now operate in, how important our partnerships will continue to be and that together, we are setting out an ambitious vision for Haringey as a place, not just on our own organisations.

1.5 Given the level of change over the last 18 months and in order to continue delivering our priorities for the borough, it is evident that the MTFS will need to be refreshed and extended in order to provide a sound base for decisions for the next five years and includes plans for savings proposals.

1.6 The Council's refreshed MTFS presented in this report sets out the strategic financial context and details of the major budget changes being proposed for the five year planning period 2017/18 to 2021/22, and, in addition, the process for setting the Council's 2017/18 Budget.

1.7 The strategy considers the estimated revenue funding from all available sources together with estimated expenditure budgets, particularly in the high demand areas, for each of the five years, setting out and seeking approval to the savings proposals aligned to the Council's priorities.

1.8 This report considers all relevant components of the Council's revenue budget including the Housing Revenue Account (HRA) which a ring fenced account for the delivery of the Council's social housing activities, and the Dedicated Schools Budget (DSB) which is ring fenced for the delivery of education activities.

1.9 The report also considers the Council's capital budget, bringing sources of capital funding together with prioritised projects that reflect the Council's priorities. Given the level of complexity due to the regeneration aspirations of the Council, the capital budget will become an increasingly important component of the Council's overall financial position.

1.10 The detail in this report is based on the best available information but is still subject to significant uncertainty particularly in relation to later years. The final government settlement for 2017/18 is yet to be announced. Details of how business rates devolution will work is also yet to be agreed and the impact of business rates revaluation has yet to be modelled. Future reports to Cabinet and Council will take account of the impact of those changes as far as is possible. Haringey's medium-term working assumptions plan for a neutral impact of reductions in RSG to be completely matched by an upside in business rates. At this moment in time, we do not have enough information to make any other assumption. For example, we will not be clear on what education funding is available until the end of December.

2. Cabinet Member Introduction

Introduction

2.1 Since 2010, the government has reduced the amount of funding local government receives which in Haringey has meant a loss of around 40% in

real terms. It is important to note that in 2010 the Government had indicated that its austerity programme would be over by now. Six years late, Haringey is still adjusting to staggering cuts to our budget.

2.2 Alongside this, the landscape is increasingly complex with the most significant changes to the local government funding regime in decades. The introduction of 100% business rates retention brings significant uncertainty with regards to financial planning. By 2020, local government will have seen its Revenue Support Grant (RSG) disappear to be replaced by localised funding arrangements including the introduction of the retention of business rates. This is unprecedented and creates a significant amount of uncertainty in terms of financial management.

2.3 Locally, those changes have included reducing the number of staff employed by the council by 45%; we have a shared ICT service with Camden and Islington and we have 12 fewer council buildings as well moving services to ensure we become more efficient.

2.4 However, demand is still rising. Since 2013 the number of adults receiving support for learning and mental health difficulties has increased by 17%; the number of people who have become homeless has risen by 11%; and unless we change the way we deliver adult social care services, spend in that area will go up by over 30% by the next general election. With this last point in mind, it was disappointing and very concerning that social care funding was not referred to at all in the Chancellor's Autumn Statement.

2.5 Pursuing our ambitions for growth to deliver more housing and jobs in Haringey in the context of this uncertainty is critical if we are to achieve our ambitious plans for the borough to be one of the best places in London to live and work.

Local Context

2.6 There is a political commitment to freeze council tax rates until 2018. However, we are very aware that council tax is a regressive tax and the Institute for Fiscal Studies made clear in a statement in 2015, that there is an urgent need for an overhaul. Two thirds of our residents are in Band D or below and whilst Haringey is in the higher half of Band D rates in London, we will need to review our council tax levels every year. This is necessary given the importance of local sources of income in the context of the end of revenue support grant from central Government in 2020.

2.7 The Council faces demand increases in areas of social care and temporary accommodation, which have been on an increasing trajectory for Haringey over the last 2-3 financial years. Growth in the numbers of service users with learning disabilities within adult social care is expected to increase by 8% each year, and in Children's services growth averages at 2% per year. In temporary accommodation demand is increasing on an annual basis and requires both preventative action and an emphasis on using accommodation with lower average costs.

2.8 General demographic changes are a key component of the MTFS pressures. The population of Haringey is growing and is estimated to reach 286,900 by 2020, an increase of 5.9% from 2015. By 2025, Haringey's population is

estimated to reach 300,600, an increase of 10.9% from 2015. An increased population adds strain to the Council's budgets, particular to universal services, and the challenge is to manage this within existing budgets by achieving efficiencies in the way we deliver services. Transformation activities are therefore of paramount importance in managing finite resources in times of uncertainty.

2.9 Investment in regeneration across the borough and the formation of the Haringey Development Vehicle (HDV) will provide the impetus to ensure an increase in income in the form of additional council tax income from new homes and business rates from the development of Wood Green and Tottenham, as well as delivering employment and growth opportunities.

2017/18 and the Medium-Term (2018/19 to 2021/22)

2.10 A considerable amount of work has been undertaken to predict and hence prepare for our demand in key areas over the next 5 years. Consequently, we have embarked on building a 5 year Medium-Term Financial Strategy (MTFS) to take us beyond the uncertainty of the localisation of business rates in 2020.

2.11 In developing the financial model we have identified a funding gap of £20m over the 2-year period for 2017/18-2018/19. Savings proposals have been presented in order to bridge the gap with the Council's administrative functions taking almost 50% of the total savings so as to protect and rebuild service budgets as much as possible.

2.12 We will be continuing our extensive programmes of transformation activity across the organisation focusing on those areas of pronounced demand. Activities are also underway to further transform the Council's administrative functions and accelerate the pace of activity. Over the last 12 months significant savings have already been achieved through the development of an internal Shared Services Centre and a joined-up Digital and IT service with Camden and Islington. There is significant joint work happening with the health and social care organisations in the North Central London (NCL) led partly through the Sustainable Transformation Plan (STP) and partly through other joint work with the NCL organisations. We are continuing to look at options for further integration both internally and with other organisations, whilst always focussing on and actively managing and mitigating risks.

2.13 Through the delivery of the savings presented in this report for consultation and by accelerating our transformation activity we will be able to set a balance budget for 2017/18 with some use of Reserves. The extent to which we utilise our Reserves will be dependent on the level of our deficit at year-end. We will look to recommence building Reserves in the next financial year to provide further future resilience to our financial position.

2.14 With considerable investment in transforming our services, regeneration and growth, we are actively managing improvements in our tax base for both council tax and business rates to provide upsides towards the back end of the MTFS, 2019/20 and beyond.

2.15 Our budget consultation activity through the autumn has seen wide engagement from Haringey's residents and has helped us to form the proposals that support this paper. Thank you to everyone who has provided

their thoughts so far. I encourage as many people as possible to continue engage over the next few months as we finalise our five-year MTFS.

3. Recommendations

It is recommended that Cabinet:

3.1 Note the initial budget proposals and financial planning assumptions set out in this report and note that they will be refined and updated after the provisional Local Government Finance Settlement is published in December;

3.2 Note the 5 year MTFS 2017/18 to 2021/22 to be reviewed at Cabinet in February 2017, to recommended for approval at Full Council's meeting in February 2017 to set the budget for 2017/18;

3.3 Agree consultation with residents, businesses, partners, staff and other groups as necessary on the draft revenue proposals for 2017/18-2021/22 as set out in Appendix 2;

3.4 Note that the results of the consultation on the draft revenue proposals will be considered by Cabinet in February 2017 and recommendations made to Full Council at its meeting in February 2017 for the Council's formal budget setting for 2017/18;

3.5 Note that the detailed proposals will be submitted to Scrutiny Committees in December and January for scrutiny and comments;

3.6 Note proposed changes to Fees and Charges in respect of executive functions will be considered by Cabinet in February 2017 and those requiring approval by the Regulatory Committee to be considered at its meeting in January 2017;

3.7 Note the capital programme for 2017/18-2021/22 for those schemes requiring corporate resources and grant, to be considered again by Cabinet in February 2017 and then to be recommended to the Council at its meeting in February 2017;

3.8 Note the draft Housing Revenue Account (HRA) budget for 2017/18 as set out in Appendix 5 which will be considered again by Cabinet in February 2017 and then recommended to the Council at its meeting in February 2017;

3.9 Note that the proposed housing Council rent changes and service charges for 2017/2018 set out in section 16 and 17 of the report will be considered by Cabinet for approval in February 2017, that:

- Rent charged to tenants for general needs accommodation is reduced by 1% from their current levels from Monday, 3 April 2017;
- The proposed weekly tenants' service charges set out in section 17, table 22 is approved;
- The existing rents in HRA hostels should remain unchanged for 2017/18.

3.10 Approve the proposed changes to the draft Dedicated Schools Budget (DSB) set out in section 19.

4. Reasons for decision

4.1 The Council has a statutory requirement to set a balanced budget for 2017/18 and this report forms a key part of the budget setting process by setting out the likely funding and expenditure for that year. Additionally in order to ensure the Council's finances for the medium term are put on a sound basis, this report also sets out the funding and expenditure assumptions for the following four years in the form of a Medium Term Financial Strategy.

5. Alternative options considered

5.1 This report recommends that the Cabinet should consider proposals to deliver a balanced and sustainable MTFS over the five year period 2017/18 to 2021/22, to be reviewed further at Cabinet in February, and ultimately adopted at its final budget meeting at Full Council in February 2017, which is a statutory requirement in terms of agreeing the Council's 2017/18 budget.

5.2 Clearly there are a number of options available to achieve a balanced budget and officers have developed the proposals for determining levels of both income and service provision in this report taking account of the Council's priorities, the extent of the estimated funding shortfall and the Council's overall financial position.

6. Background information and the national context

Local Government Finance Settlement 2016/17 to 2019/20

6.1 The 2016/17 local government finance settlement received in December 2015 provided revenue support grant and other grant funding allocations for 2016/17 and indicative figures up to 2019/20. At a national level the Core Spending Power[1] figures (which include Council Tax and un-ring fenced grants) **showed a 0.4% reduction in government funding over the period 2015/16 to 2019/20**, as shown in the Table 1 below.

Table 1: Core Spending Power totals for England

England					
	2015-16	2016-17	2017-18	2018-19	2019-20
		£ millions	£ millions	£ millions	£ millions
Settlement Funding Assessment*	21,250	18,601	16,624	15,559	14,500
Council Tax of which;	22,036	23,163	24,459	25,853	27,353
Council Tax Requirement excluding parish precepts (including base growth and levels increasing by CPI)	*22,036*	*22,749*	*23,602*	*24,513*	*25,486*
additional revenue from referendum principle for social care	*-*	*393*	*821*	*1,290*	*1,804*
additional revenue from £5 referendum principle for all Districts' Band D Council Tax level	*-*	*21*	*37*	*51*	*63*
Improved Better Care Fund	-	-	105	825	1,500
New Homes Bonus	1,200	1,485	1,493	938	900
Rural Services Grant	16	81	65	50	65
Transition Grant	-	150	150	-	-
Core Spending Power	**44,501**	**43,480**	**42,896**	**43,225**	**44,318**
In year change in funding %		-2.3%	-1.3%	0.8%	2.5%
Cumulative Change in funding %		-2.3%	-3.6%	-2.9%	-0.4%

6.2 The equivalent table for Haringey is shown at table 2. It shows a 1.6% increase over the period. However, it is important to note that:

(i) Excluding council tax, government funding actually falls by 23% from £147m in 2015/16 to £114m in 2019/20.
(ii) The council tax amounts assume increases to taxbase and council tax increases at the 1.99% referendum limit plus a 2% increase per annum for the Social Care Precept in each year.
(iii) The New Homes Bonus Funding is subject to (a) building new homes (and therefore more residents to provide services to) and (b) a public consultation which may change the allocations (see below).
(iv) The Improved Better Care Fund allocations are only provisional and are also subject to a consultation (as at October 2016).
(v) The Settlement Funding Assessment (SFA) amount assumes local authorities will collect Business Rates at the target set by government (see below for Haringey's current projections in this area).

Table 2: Core Spending Power totals for Haringey

Haringey	2015-16	2016-17	2017-18	2018-19	2019-20
		£ millions	£ millions	£ millions	£ millions
Settlement Funding Assessment*	141	126	115	109	103
Council Tax of which;	84	91	100	110	121
Council Tax Requirement excluding parish precepts (including base growth and levels increasing by CPI)	*84*	*90*	*96*	*104*	*112*
additional revenue from referendum principle for social care	-	*2*	*4*	*6*	*9*
additional revenue from £5 referendum principle for all Districts' Band D Council Tax level	-	-	-	-	-
Improved Better Care Fund	-	-	0	4	7
New Homes Bonus	6	7	7	4	4
Rural Services Grant	-	-	-	-	-
Transition Grant	-	-	-	-	-
Core Spending Power	**231**	**224**	**223**	**227**	**235**
In year change in funding %		-2.8%	-0.8%	2.0%	3.3%
Cumulative Change in funding %		-2.8%	-3.6%	-1.6%	1.6%

6.3 Whilst the SFA allocations for 2017/18 to 2019/20 are only indicative at this stage, local authorities had the opportunity to fix these at the announced amounts by submitting an efficiency plan by 14 October 2016. Haringey submitted its efficiency plan to the Department of Communities and Local Government (DCLG) and last month received confirmation that Haringey, along with 97% of local authorities, is now formally on the multi-year settlement (covering 2017/18-2019/20). Final decisions are subject to the normal statutory consultation processes and to parliamentary approval.

6.4 The funding for local government, as well as reducing, will also be subject to significant change in the medium term. As mentioned previously, the New Homes Bonus Funding and Improved Better Care Fund allocations are subject to consultations around methodology. However, by far the biggest change will be to the SFA figures and in particular, business rates.

6.5 A summary of the main changes planned is provided below.

Business Rates

6.6 Up to 2020, there are going to be a number of significant changes to Business Rates, including:

- Business Rates Revaluation in April 2017
- A new appeals process
- A new revaluation process
- The introduction of 100% Business Rates Retention
- The Reset of the Business Rates Baseline

The potential implications of these changes for Haringey are discussed below.

Business Rates Revaluation

6.7 The business rates base will be revalued, effective from April 2017. DCLG intend for the process to be revenue neutral for local government nationally. However, the extent to which this will be the case is not possible to forecast at this stage. DCLG will make an allowance for the national loss in Rateable Value, due to appeals, following revaluation. If this estimate is too low, then local government will lose out; if this estimate is too high then local government will gain.

6.8 The financial implications of revaluation for individual local authorities is more difficult to estimate, as these will be a combination of the accuracy of the national allowance for appeals and the extent to which local appeals are above or below the estimated national average.

6.9 Due to the number of unknowns it has therefore been assumed that revaluation will be revenue neutral at this stage for Haringey. However, officers will be monitoring developments around the updated Rateable Values and the DCLG's approach to appeals over the coming months, with a view to adjusting the medium term resources projection, if needed.

Business Rates Appeals

6.10 In October 2015, the government consulted on proposals for a new approach to business rates appeals. The reforms would see the introduction of a three-stage system: Check, Challenge, Appeal. The objective of the reforms is to reduce the complexity and increase the speed of the appeals process.

6.11 The Government have now issued a second consultation paper regarding the required amendments to existing regulations, with the intention of introducing the new system in April 2017.

6.12 If the reforms meet the objective set by the government, they could potentially reduce the number of appeals that arise and that remain outstanding; and therefore reduce the financial uncertainty that the current appeals process creates.

Business Rates Revaluation

6.13 In March 2016, the Government published a discussion paper regarding the challenges of delivering more frequent business rate revaluations. The paper discusses three potential approaches for more frequent revaluations, these being:

- The current system;
- A system based upon self-assessment; and
- A formula based system.

6.14 Whilst more frequent revaluations will create greater financial uncertainty, due to the potential for local gains or losses from the allowance for appeals, if the proposals were coupled with changes that reduced the likelihood of appeals, there may be a reduction in business rate income volatility as a result. However, any new system will create additional risks to local government, in terms of its suitability and the transition to it. There would also be winners and losers (in terms of business rate payers) within any new approach, even with transitional arrangements. Where businesses do receive higher bills as a result, this may create problems in terms of their longer term viability, and therefore, for local authorities, the ability to collect the business rates.

6.15 At present the medium term financial forecast assumes that the reforms to both appeals and revaluation will be revenue neutral for the authority. However, developments will be closely monitored by officers to ensure any risks emerging are reflected appropriately within resource forecasts.

100% Business Rates Retention

6.16 In July 2016, DCLG published the consultation paper “Self-sufficient local government: 100% Business Rates Retention”. This paper begins to deal with issues in transferring the remaining 50% of business rates income to local government; consulting on issues such as which existing funding streams will be withdrawn as a result of the move and how income will be split in multi-tier areas e.g. between the GLA and London Boroughs. It is still not known if 100% Business Rates Retention will be introduced in 2019/20 or 2020/21.

6.17 The paper invites views on the general principles involved in moving to the new system, rather than any technical specifics. As a consequence it is not possible to forecast the implications of this reform for Haringey. However, it would appear to be the intention of Government to make this change revenue neutral for local government and, where possible individual authorities. Whilst there will be still the possibility to lose (or to a lesser extent, gain) from this transfer, there is perhaps a greater potential for it to be close to revenue neutral, compared to other changes (i.e. revaluation or the Reset). As the main element will be a transfer of funding which is easier to objectively measure (at least initially), compared to the local implications of national policy change.

6.18 A second, more technical, consultation paper is planned and this should provide greater insight into how the new system might work.

6.19 The funding for the sector beyond 2020 (and therefore beyond Spending Review 2015 the final year of which is 2019/20) will still be a key component of the funding local authorities receive under 100% Business Rates Retention e.g. will the government assume for further reductions to Revenue Support Grant beyond 2019/20 and/or allow local authorities to retain the CPI increase on business rates applied after 2020.

6.20 Prior to the introduction of the full scheme the intention is for London to become a pilot area in 2018/19. This may involve retaining a higher share of business rates in exchange for the loss of existing funding streams e.g. Revenue Support Grant or the transfer of additional responsibilities. It is the intention of the Government that those participating in the pilot schemes should not be financially disadvantaged.

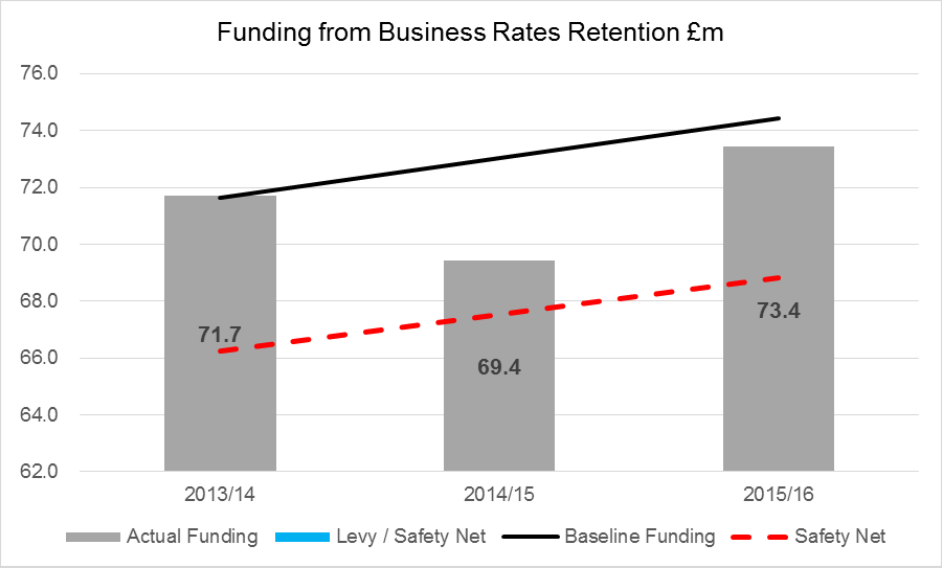
6.21 Given the lack of clear detail regarding 100% Business Rate Retention and the intention for it to be revenue neutral at both a local government and local authority level, Haringey has not adjusted it medium term projections for this change.

Business Rates Reset

6.22 Alongside the move to 100% Business Rates Retention, the target level of business rates that authorities need to collect (known as the Business Rates Baseline) is to be reset in 2020. This figure is key to individual authorities, because where a target is set too high they will receive a lower amount of business rates revenue than was originally allocated via the needs based funding formulae (although, there are resource gains to be made if it is set lower than anticipated business rates income).

6.23 If the methodology in determining the baseline is similar to that used in 2013/14 (for the current baseline), it will be based upon actual amounts collected in a specified number of prior years. This approach may be advantageous to Haringey as it has been below its baseline over the period 2013/14 to 2015/16 (as per the chart below) and therefore, all things being equal, it could expect a have the baseline reduced as part of this reset. This should provide it with a lower target amount to collect and therefore increase the chance of exceeding the future target and therefore receive higher revenue from business rates than the initial target allocation.

Table 3: Business Rates Retention Funding



6.24 Given the amount of risk and reward is likely to increase post 2020 (i.e. Haringey currently receives 30% of business rates retained and this is likely to increase), a lower business rates baseline is even more important than at present.

Fair Funding Review

6.25 The sources of the funding of the SFA allocations announced at the settlement are Revenue Support Grant and Business Rates (with the Revenue Support Grant being guaranteed and the Business Rates element being subject to local collection versus target). However, the actual SFA amounts are determined by historic needs assessment. The last time this assessment was undertaken was for the 2013/14 settlement. The government propose to update the needs assessment along a similar timeline to 100% Business Rates Retention (i.e. end of the parliament).

6.26 It is possible that authorities could gain or lose from this re-assessment of need. In particular for high population growth areas, such as the majority of authorities in London, how population figures are determined and updated will be crucial in determining future funding allocations. At present Haringey's forecasts are projecting the review will be revenue neutral, as the work is at a very early stage. It is also likely that even if changes do occur, there will be transitional arrangements that will delay / damp the impact. Officers will monitor developments of this review and update forecasts where appropriate.

New Homes Bonus

6.27 It was announced at the Provisional Local Government Settlement that the New Homes Bonus scheme will now continue indefinitely. However, the government propose to change the New Homes Bonus scheme from 2017/18 onwards. The table below compares the amount that they propose to allocate to New Homes Bonus for the following four years against what might have been expected. The table shows that the loss of funding, based on the 2016/17 in-year allocation of £293m being repeated in future years, is only £62m in 2017/18, but then jumps to £677m in 2018/19 and £773m by 2019/20.

Table 4: Comparison of New Homes Bonus forecast New Homes Bonus allocations 2016/17 to 2019/20

	2016/17	2017/18	2018/19	2019/20
	£m	£m	£m	£m
Existing Forecast Allocations	1,461	1,555	1,615	1,673
New National Control Totals	1,461	1,493	938	900
Change in Funding	**-**	**(62)**	**(677)**	**(773)**

6.28 In order to keep within the lower funding amounts the government suggested a number of changes to the scheme, including:

- Reduce the scheme from 6 to 4 years
- Scale allocations to the national control totals (if they are exceeded)
- Introduce a minimum level of growth before rewards are earned.

The outcome of the consultation is expected in December 2016. Haringey's current forecasts take into account the reduced value of the scheme and forecast local growth. However, these will be subject to change based on actual housing growth and the outcome of the consultation.

Summary

6.29 All of the above changes could have an impact on Haringey's future resources, depending on the final approach taken by Government to each of the reforms outlined. Whilst at this stage an assumption of revenue neutrality would appear reasonable, each of the elements will be monitored closely to ensure the medium term financial projection reflects likely future material variances. In addition to monitoring developments, officers will also be contributing to consultation papers, where appropriate, to try and influence the changes made in a positive way for the borough.

7 Funding assumptions for Haringey

7.1 At the time of writing the Council is waiting for the local government settlement announcement. Taking into account the uncertainties outlined above, the assumptions currently built into the proposed 5 year MTFS set out in this report are:-

Government funding

7.2 **a) New Homes Bonus**

This has been forecast in line with Greater London Authority (GLA) population projections, with scaling from 2018/19 onwards as per the national control totals.

b) Revenue Support Grant (RSG)

In 2019/20 the level of residual RSG for Haringey is £21.6m; for 2020/21 onwards it is expected that RSG will cease to exist as Business Rates are fully retained. It is expected, although not certain, that resource equalisation would be achieved through continuation of the top-up and tariff system within the Business Rate Retention Scheme. Our assumption therefore is that the increase in retained Business Rates will offset the loss of RSG.

RSG has therefore been forecast in line with the Spending Review 2015 information and is assumed to end in 2019/20, but after that will be matched by an equivalent increase in business rates.

c) Business rates

For business rates, it is assumed that the only growth will be due to inflation (using Retail Price Index up to 2019/20 and Consumer Price Index post 2019/20), adjusted for the loss of RSG from 2020/21 onwards. For the reset in 2020, Haringey's net Business Rate Retention income will be adjusted to reflect the RESET (i.e. it is above the NDR baseline at the moment, but will move to the baseline by 2020). A significant element of the Council's growth strategy is to increase business rates towards the end of the MTFS period (and thereafter), and the hope is that the HDV leads to this, however it is not yet clear what value this will deliver, so no growth has been incorporated at this time.

The overall assumptions in terms of government funding for the MTFS period are that:-

- Haringey will not have a cut or increase in central government support post 2019/20;
- Haringey will maintain its rateable value;
- The revaluation in 2017 will be revenue neutral;
- 100% business rates reset in 2020 will be revenue neutral;
- Haringey will lose slightly from the 2020 reset, as it will set a higher target than currently (meaning a reduction in top up grant to offset the higher NDR income being collected historically).

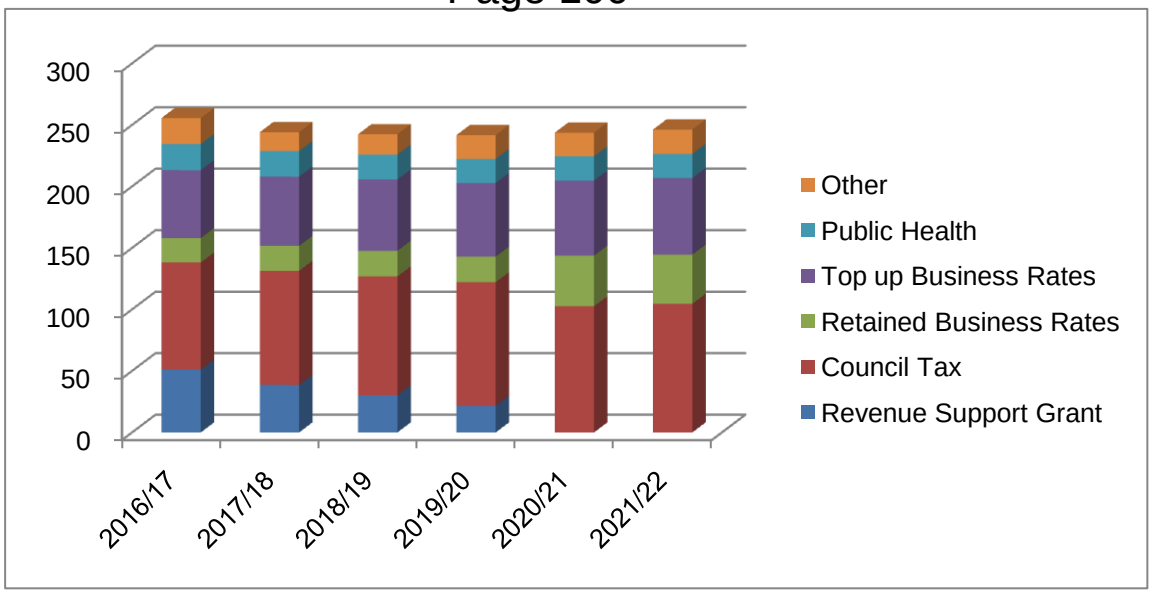
d) Core Grants

- Public Health - estimated reduction including 0 - 5 element.
- Forecast Actual S31 Payments - as per NNDR1.
- LACSEG (Department for Education Grant) - General Element will disappear from September 2017, and we have assumed that the allocation for the first 5 months is 5/12ths of £2.235m. The Retained Services element will go the school block of the DSG from 2017/18 and then into the new central block of the DSG from 1 April 2018. This transfer has been reflected in cash limit adjustments for Schools and Learning.
- Better Care Fund – no change

A summary of the funding is set out in Table 5 below.

Table 5: Summary of funding assumptions 2017/18-2021/22

FUNDING ASSUMPTIONS						
	2016/17 £000	**2017/18 £000**	**2018/19 £000**	**2019/20 £000**	**2020/21 £000**	**2021/22 £000**
Main funding						
New Homes Bonus	6,905	7,812	3,952	4,228	4,899	4,899
Revenue Support Grant	50,988	38,590	30,202	21,641	0	0
Council Tax	87,187	92,827	96,625	100,499	102,550	104,600
Retained Business Rates	19,828	20,227	20,824	20,758	41,188	39,953
Top up Business Rates	55,220	56,306	57,967	59,820	61,016	62,236
Contribution from/(to) Reserves	1,913	-3,048	0	0	0	0
	222,041	**212,713**	**209,569**	**206,944**	**209,652**	**211,689**
Public Health	21,278	20,742	20,203	19,677	19,677	19,677
Other core grants	12,308	10,657	12,687	15,116	14,381	14,895
TOTAL FUNDING	**255,627**	**244,112**	**242,459**	**241,738**	**243,711**	**246,262**
Change year on year		-11,516	-1,652	-722	1,973	2,551



The latest funding announcement is expected in December and an update will be provided for this committee.

Council Tax

7.3 The latest position on council tax income for 2016/17 is that taxbase increases during the year will result in an additional £2.3m of income. This forecast has been used as the base position for the MTFS.

Table 6: Improved Council Tax position for 2016/17

	2016/17 Original £000	**2016/17 Forecast £000**
Taxbase for year	75,973	77,605
Collection Rate	95.00%	95.5%
Taxbase after collection rate	**72,175**	**74,113**
Council Tax increase	0%	0%
Social Care precept	2%	2%
Band D rate	1,208.01	1,208.01
Council Tax Yield	**87,188**	**89,529**
Change		**2,341**

7.4 Key assumptions in the MTFS are that:-

- Members will continue the policy of freezing council tax up until 2018/19, in line with this administration's manifesto commitment;
- The 2% social care precept will continue for the next three years;
- The taxbase is assumed to grow in line with GLA housing projections;
- The collection rate will be 95.5%.

The resulting projections for council tax income are set out in Table 7 below.

Table 7: Council Tax assumptions 2017/18-2021/22

COUNCIL TAX ASSUMPTIONS						
	2016/17 £000	**2017/18 £000**	**2018/19 £000**	**2019/20 £000**	**2020/21 £000**	**2021/22 £000**
Taxbase		77,605	78,916	80,595	82,274	83,953
Taxbase change		1.7%	2.1%	2.1%	2.0%	2.0%
Taxbase for year	77,605	78,916	80,595	82,274	83,953	85,632
Collection Rate	95.5%	95.5%	95.5%	95.5%	95.5%	95.5%
Taxbase after collection rate	**74,113**	**75,365**	**76,968**	**78,572**	**80,175**	**81,779**
Council Tax increase	0%	0%	0%	0%	0%	0%
Social Care precept	2%	2%	2%	2%	0%	0%
Band D rate	1,208.01	1,231.70	1,255.38	1,279.07	1,279.07	1,279.07
Council Tax Yield	**89,529**	**92,827**	**96,625**	**100,499**	**102,550**	**104,600**
Change year on year		3,298	3,798	3,874	2,051	2,051

New responsibilities

7.5 No new transfers of responsibilities to or from local authorities have been assumed in the MTFS at this stage. However the proposed Homelessness Reduction Bill will mean new statutory duties to prevent homelessness, including a requirement to make short-term accommodation provision available for those not currently in priority need.

8 Expenditure assumptions and budget gap

2016/17 Financial Performance – Operating

8.1 2016/17 has been a very difficult year for the Council. We commenced the year with significant financial pressures as a result of demand-led activity.

8.2 At Period 6/Quarter 2 (September 2016) the Council is projecting a full-year deficit of £22m. This is an improvement of £0.8m from the Period 5 position of £22.8m reported to Cabinet in October 2016. We are actively planning and managing for a reduced bottom-line impact at year-end. We have also previously built a reserves position that will allow us to cushion the impact of these challenging financial times.

8.3 Of the overspend, a significant proportion resides in the areas which continue to face increasing demand pressures: Adults (£12.5m), Children's (£5.2m) and Temporary Accommodation (£7.4m), mitigated by some reductions elsewhere in the budget corporate Revenue budgets.

8.4 The increase in demand and therefore the cost for the Council's acute services is outstripping actions being taken to manage costs down and generate income. The increases in demand have been so significant that they have outstripped our ability to make comparable savings.

8.5 In order to manage the in-year risks, targeted action is being taken to address the overspend. To manage the financial position, a number of spend reduction mechanisms have been introduced across the organisation:

- Increased pace on restructures;
- Enforced agency and interim staff leave;
- Further reduction of agency and interim staff;
- Not filling vacant posts;
- Blocking spend categories to prevent purchases of non business critical items;
- Assistant Directors signing off all purchases; and
- A further round of Voluntary Redundancies during October

8.6 The implementation and impact of these mechanisms are being managed through a Savings Steering Group chaired by the Leader, with the Cabinet Member for Finance, Chief Executive and Chief Operating Officer.

8.7 This is supported by our planned programmes of transformation being driven at pace. There are positive movements in most of the Council's budgets in recent months which is a continuing sign that the spending restrictions across the Council are having a positive impact.

8.8 Our concerted efforts of transformation and change will mean that we will set a balanced budget for the 2016/17 financial year, with the use of General Fund Reserves.

2016/17 Financial Performance – Capital

8.9 The approved capital budget is £198m. A significant challenge exercise was undertaken for Period 6/Quarter 2 to ensure that business cases and delivery programmes for each scheme are robust, and that future year expenditure profiles accurately reflect expected progress in each case. There will be another programme challenge process for Quarter 3 (December 2016).

8.10 This challenge has facilitated the identification of an overall positive variance to budget of £52.4m comprising of project slippage (£46.3m) and under spend (£6.1m).

8.11 The major variances reside in the following Priorities:

Priority 4 [Employment and Growth], (£23.5m underspend against a £60.5m budget):

- Slippage at Wards Corner where the Compulsory Purchase Order is now expected to be executed next year (£8.4m);
- Bruce Grove station forecourt (£0.4m) and the White Hart Lane improvements (£1.8m), amended to align with TfL activity;
- Six month delay at the Council's Marsh Lane Depot development (£6.0m) which will have a knock on effect to the demolition and relocation at the Ashley Road site and CCTV upgrades;
- Re-profile of expenditure at the Tottenham Green Spaces, Streets and Heritage programmes (£2.3m);
- High Road West business acquisitions this year include Jones Baker and the British Queens site (£1.55m slippage);
- The Opportunity Investment Fund will not be fully utilised this year (roll forward £1.1m);
- Alexandra Palace West Yard project has been re-profiled (£2.0m) to reflect the agreed delivery schedule.

Priority 6 [Enabling] – (£6.5 under spend against a £14.7m budget)

- The Business Improvement (£3.0m) and the Corporate IT (£1.0m) programmes comprise the largest areas of under spend, with the balance being project re-profiling, including Libraries and Customer Services.

Housing Revenue Account (HRA) – (£16.1m under spend against a £83.8m budget)

- Significant re-profiling of the leaseholder buy-backs (£6.2m) due to the phased nature of leaseholder acquisitions taking into account the support that needs to be given for relocation;
- The HRA stock acquisition programme (£3.6m) is currently forecast to under spend but the programme has now passed to Homes for Haringey to deliver and there may be a revised forecast for Quarter 3;
- The Homes for Haringey managed programme (budget £58.4m) has a potential under spend (£2.0m) as well as programme slippage (£4.3m).

Savings assumed in the previous MTFS

8.12 In the previous MTFS (2014/15-2017/18), savings of £24,163k were assumed for 2017/18 based on the proposals agreed at that stage. However, during 2016/17 it has become apparent that many of those savings are not being delivered as planned. For the purposes of this revised MTFS, the assumption is that where savings have been flagged as being at risk in 2016/17 then these will not be achieved in 2017/18. In total £22,197k of these savings have been taken out of the planned 2017/18 budget. Details of at risk savings have been reported to Cabinet in November.

Demand pressures

8.13 As outlined above the cost of providing support to our vulnerable residents has increased dramatically during 2016/17, and the assumptions underpinning the estimated increases built into the MTFS for adult and children social care and for temporary accommodation are set out in this section. For each of these an extensive exercise has been carried out to assess the levels of activity that have been driving costs as well as reviewing past experience of changes in client numbers and costs, and comparisons with the position for our statistical local authority neighbours. The additional demand amounts for the three areas for 2017/18 are:

- Temporary Accommodation: £7.133m
- Adults Social Care: £11.889m
- Children's Social Care: £2.604m

8.13.1 **Temporary accommodation**

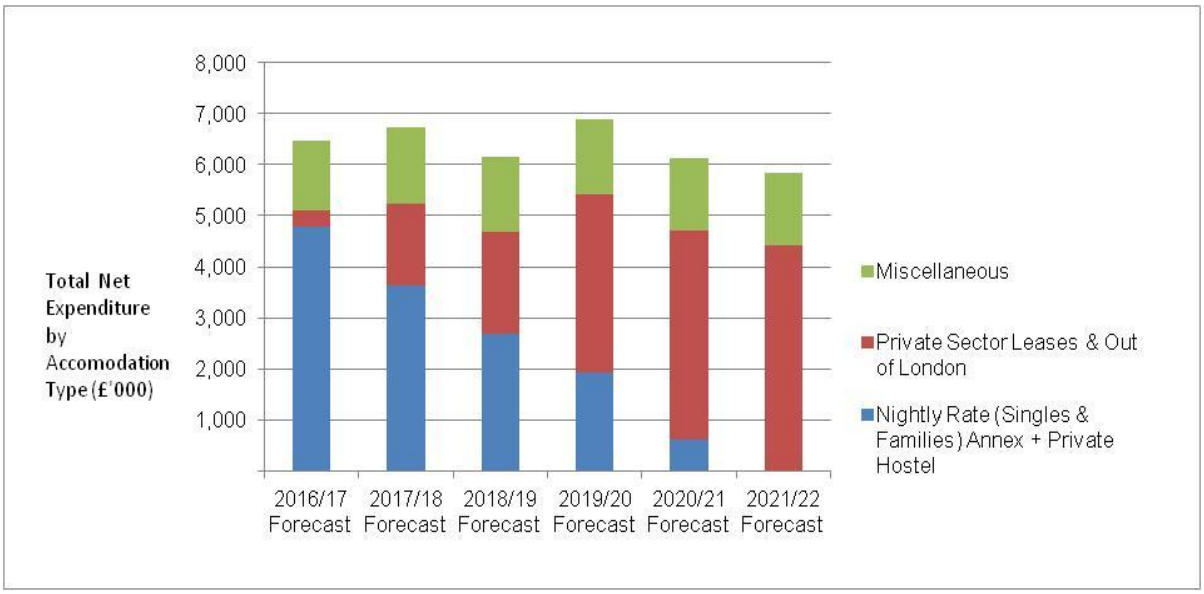
The Temporary Accommodation budget pressure is a result of 2 main issues:

- a small but steady increase in the number of households living in temporary accommodation as access to supply to discharge our homelessness duty has reduced (12% fall year on year of available social lets and a buoyant private sector market, which has made it more difficult to secure lets);
- a changing temporary accommodation portfolio which is seeing a reduction in leased accommodation which had previously achieved a surplus and a significant increase in expensive nightly rated emergency accommodation.

The overspend in 2016/17 has previously been reported to Cabinet. A comprehensive plan is in place that aims to reduce both temporary accommodation numbers and costs. The number of homelessness preventions are increasing and we are on course for an increased number of private sector lets compared to last year (250 rather than 176) but despite this the net increase in temporary accommodation has continued – overall fewer households are entering temporary accommodation but even fewer are leaving. As a result a key part of the plan is to develop initiatives that will reduce the expenditure on temporary accommodation, including the conversion of Council owned buildings into shared facility hostels (the first, Broadwater Lodge, is due to open in January 2017), and securing temporary accommodation out of London following the approval of the temporary accommodation Placements Policy at Cabinet in October.

The graph below shows the change in mix of supply over the period of the MTFS which is anticipated to ensure costs are contained within the £7.133m budget increase for 2017/18 (and subsequent minor adjustments for the following four years).

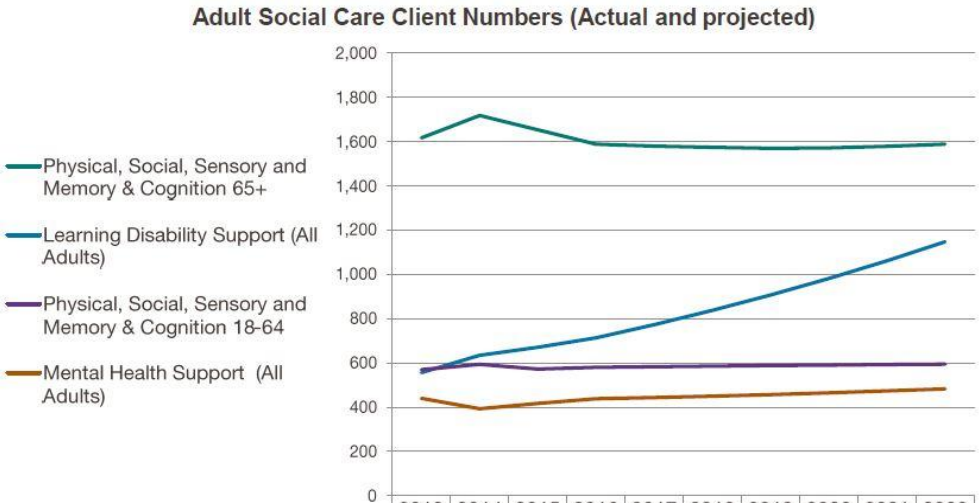
Table 8: Temporary Accommodation expenditure forecasts



8.13.2 **Adult Social Care**

The key cost drivers are the number, cost and duration of packages of care for individual clients. The actual and forecast numbers of clients in the main categories of need are set out in the table below. These figures take account of the likely level of cases which would be expected to cease. Physical, Social, Sensory and Memory and Cognition client numbers are likely to be broadly stable up to 2022. Mental Health is expected to rise modestly by an average of 1.5% per year (45 clients or 10% by 2022). Learning Disabilities, however, is expected to rise by an average of 8% per year (434 clients or 60% by 2022).

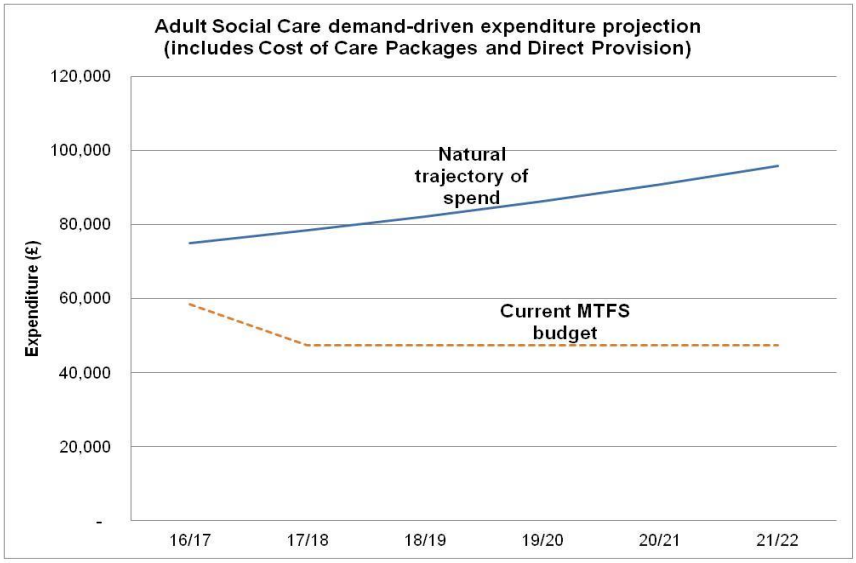
Table 9: Projected adult social care client numbers



	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Physical, Social, Sensory and Memory & Cognition 65+	1,617	1,718	1,653	1,588	1,579	1,574	1,569	1,572	1,578	1,589
Learning Disability Support (All Adults)	556	634	671	713	773	838	907	981	1,061	1,147
Physical, Social, Sensory and Memory & Cognition 18-64	569	593	572	580	583	585	588	590	592	594
Mental Health Support (All Adults)	440	393	417	438	443	450	457	465	473	483

These numbers have been translated into a financial forecast which averages an increase of 4% cost increase each year as set out in the table below.

Table 10: Projected adult social care costs



The gap between the natural trajectory and the budget for 2017/18 is around £29m and this can only be achieved by either reducing the level of spend or increasing the amount of budget. The revised MTFS works on the basis that there are already savings measures as part of existing plans which can reduce the natural trajectory spend by £9m, and that after taking into account the passporting of the Adult Social Care precept and adjusting for previously agreed savings that have been added back to the base, the amount required to fund the gap for adult social care demand in 2017/18 is £11.889m. The same principles apply for future years.

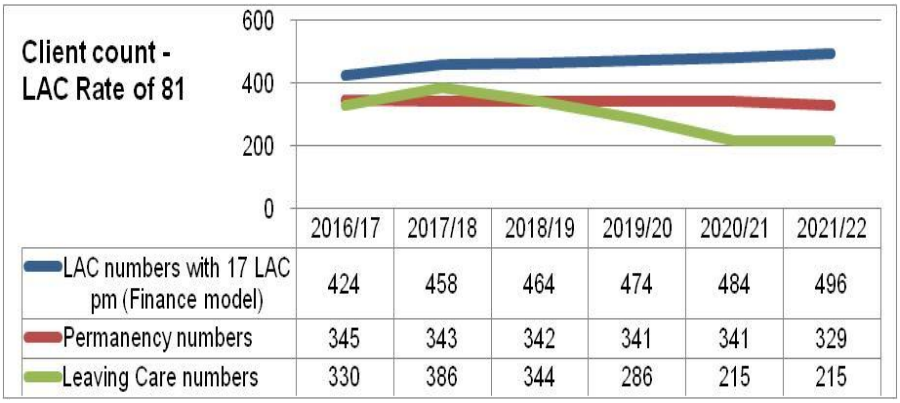
8.13.3 **Children's Social Care**

The key cost drivers are the costs of provision for looked after children, permanency cases (special guardianship and adoption) and care leavers. These costs are net of

any specific government grants for support for asylum seekers or contributions from health or education partners. A local model had been developed, which started with the cohort of existing placements, identified what the future pathways were expected to be for those children, then considered the number of new cases and leavers at prevailing costs.

The current Looked After Children (LAC) rate per 10,000 is 72, assuming a future stable rate of 76-81 (in line with Statistical Neighbour trends), we will continue to have a significant budget pressure. For Looked After Children the assumption has been 17 new cases per month (consistent with the rate of new admissions during 2015/16, to get to a rate of 81 LAC per 10,000 population by 2012/22). This would be the level if there were no savings initiatives being pursued. For permanency cases, the assumption is that current rates of cases moving from LAC to special guardianship/adoption will continue. For Care Leavers, new cases will predominantly be LAC who reach the age of 18, plus some cases which arise through homelessness or eligible young people returning to seek support from the service. Table 11 overleaf reflects the profile of cases for each of these client groups.

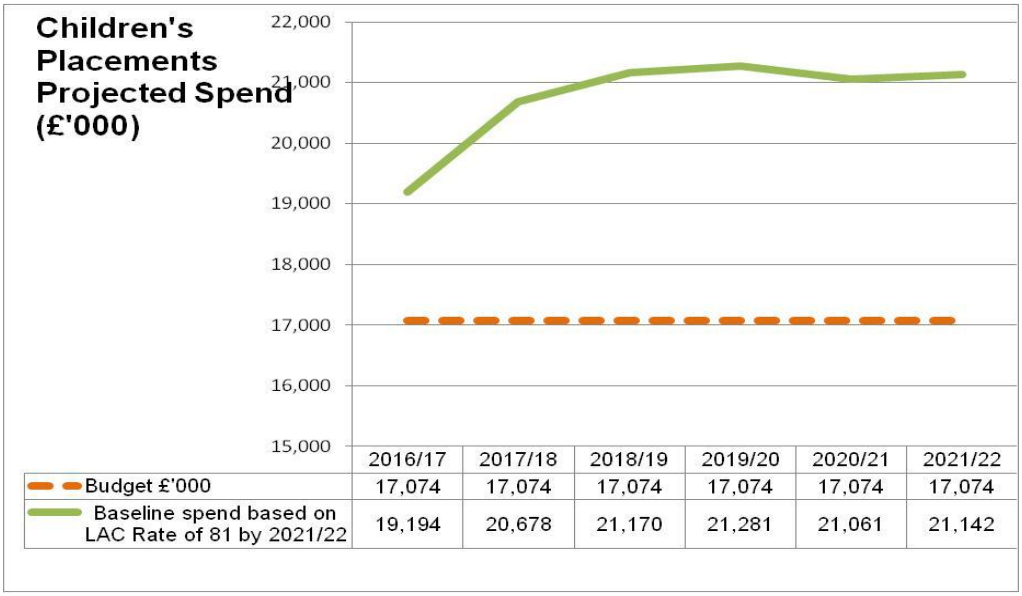
Table 11: Children's Social Care Client Numbers Forecast



	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
LAC numbers with 17 LAC pm (Finance model)	424	458	464	474	484	496
Permanency numbers	345	343	342	341	341	329
Leaving Care numbers	330	386	344	286	215	215

The financial impact of these client numbers is set out in Table 12. It suggests that the prevailing level of spend would rise by 10% by 2020/21, an average increase of 2% per year. The main increase, however, would be expected to be in the first couple of years, then the expected spend would plateau.

Table 12: Children's Social Care Financial Forecast



	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Budget £'000	17,074	17,074	17,074	17,074	17,074	17,074
Baseline spend based on LAC Rate of 81 by 2021/22	19,194	20,678	21,170	21,281	21,061	21,142

The MTFS demand figure for Children's Social Care Placements is an additional £2.604m for 2017/18. The extra £2.604m is the amount of additional budget required, after taking account of the base budget, the planned MTFS savings for 2017/18 and that element of the placements budget that is undeliverable.

Other expenditure pressures over the next 5 years

8.14 In Non Service Revenue budget provision has been made for the following:-

- An estimated £2m is required in 2017/18 as an additional employer's contribution to the pension fund following the triennial revaluation. The working assumption is that a further £2m will be required following the next revaluation (ie in 2020/21).

- Levies:
  a) £385k for a new Apprenticeship Levy which comes into effect on 1st April 2017. This is a levy on all employers whose payroll exceeds £3m and is charged at 0.5% of the pay bill.
  b) £1,335k increase in the North London Waste Authority levy.
  c) 2% increase has been assumed on all other levies (eg the Environment Agency).

Additional savings/income

8.15 Where savings and/or increased income have already been identified these have been incorporated into the MTFS. Significant items include:-

- £6m reduction in Minimum Revenue Provision to be achieved via a fundamental review of current provision and a change in accounting policy.
- 1.5% increases in fees and charges (see Section 12 below)

Budget Strategy

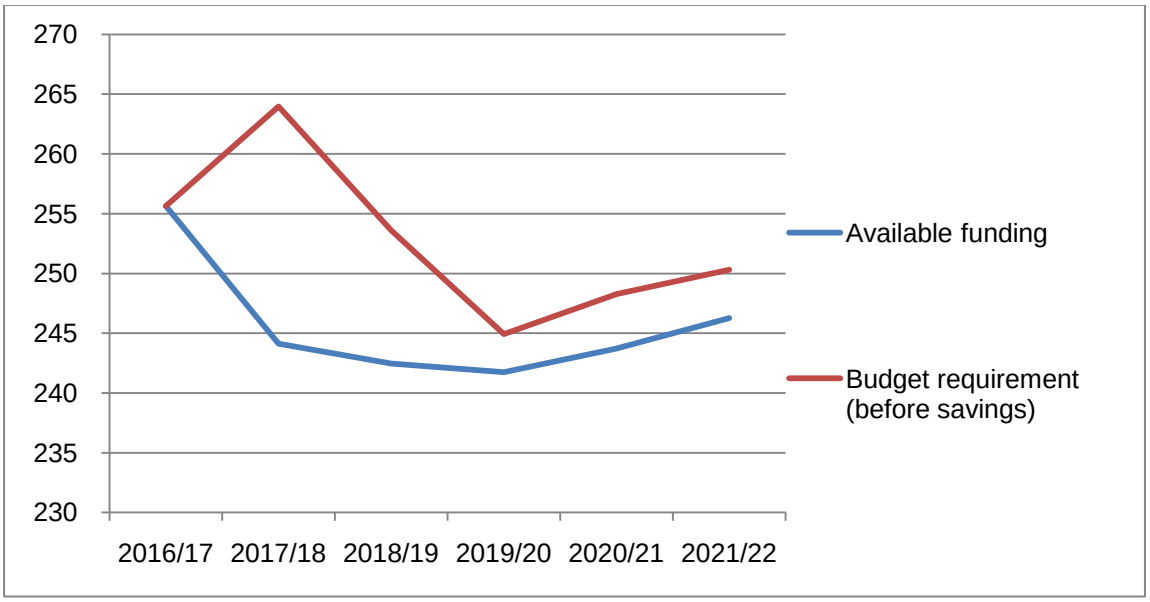
8.16 After taking into account the funding and expenditure assumptions outlined above, the overall position is a budget gap in each of the years covered by the MTFS.

Table 13: Summary expenditure 2017/18-2021/22

EXPENDITURE ASSUMPTIONS						
	2016/17 £000	**2017/18 £000**	**2018/19 £000**	**2019/20 £000**	**2020/21 £000**	**2021/22 £000**
Budget requirement b/f		255,627	253,967	243,602	244,913	248,284
Unavoidable growth		26,626	1,948	1,072	2,136	746
Original MTFS year 3 savings		-24,163	-450	0	0	0
Original savings not achievable		22,197	0	0	0	0
Additional savings		-18,800	-1,000	-500	0	0
New investment		4,383	537	624	1,639	1,379
Additional income		-2,454	-1,022	-2,022	-2,022	-23
Other adjustments		551	-379	2,137	1,618	-72
Budget requirement	**255,627**	**263,967**	**253,602**	**244,913**	**248,284**	**250,314**
Available funding	-255,627	-244,112	-242,459	-241,738	-243,711	-246,262
GAP	**-0**	**19,856**	**11,143**	**3,175**	**4,573**	**4,053**

The key issue for Haringey is how to address 2017/18 and 2018/19 where there is a substantial budget gap before funding and expenditure become more closely aligned. This is best shown graphically as in Table 14 below:-

Table 14: Projected gap between funding and expenditure projections



8.17 The scale of the gap in 2017/18 (£20m) is such that it is not possible to make sufficient savings to bridge the gap in one year, and therefore the strategy has been to smooth the savings over the MTFS period through the use of reserves. The challenge is to achieve this via:

- Balancing the need to maintain our focus on transformation in high demand priorities with acknowledgement of the growing pressures in those areas
- Ensuring the proportion of total budget committed to those high demand areas is in line with appropriate benchmarks
- Ensuring an appropriate balance between the proportion of the gap apportioned to delivery of priorities and to growth
- Providing an element of cushioning for non-essential but important services

8.18 The £20m savings targets were prioritised against the following areas:

- Increased income generation (either through new areas, old areas or debt): £2.5m
- Non-essential but important universal services (principally environment areas): £1.5m
- Back office functions: £8m
- Regeneration, Housing and Planning (non-growth): £0.5m
- Adults: £4.5m
- Children's: £3m

8.19 The £20m savings target is designed to bridge the funding gap for the first two years of the MTFS – see table overleaf.

Table 15: Bridging the budget gap – saving requirement

EXPENDITURE ASSUMPTIONS						
	2016/17 £000	**2017/18 £000**	**2018/19 £000**	**2019/20 £000**	**2020/21 £000**	**2021/22 £000**
Budget requirement	**255,627**	**263,967**	**253,602**	**244,913**	**248,284**	**250,314**
Available funding	255,627	244,112	242,459	241,738	243,711	246,262
GAP	**-0**	**19,856**	**11,143**	**3,175**	**4,573**	**4,053**
Savings targets		**-10,000**	**-10,000**	**0**	**0**	**0**
GAP after savings targets		**9,856**	**1,143**	**3,175**	**4,573**	**4,053**

8.20 Savings in excess of the £20m required to balance the budget for the first two years of the MTFS period have been developed. These are set out in detail for consideration in the next section. At this stage there is insufficient clarity around 2019/20-2021/22 to make decisions about further cuts, and the residual budget gap for those years will be addressed once the longer term government funding and local resources have been firmed up. Additionally the next administration will review council tax rates.

8.21 The process to refine the variables set out in this report will continue until the final budget report in February.

9 Savings proposals 2017/18-2021/22

9.1 Officers have developed savings proposals in order to address the budget gap, and each is supported by a document describing the action/outcome, highlighting the value of the saving, the impact on workforce numbers, and setting out the associated risks and assumptions. Higher value proposals (those over £1m) are supported by a full business case.

9.2 Table 16 below sets out the proposed savings. The individual proposals are attached at Appendix A.

Table 16: Summary of savings proposals

Proposal	2017-18 £000's	2018-19 £000's	2019-20 £000's	2020-21 £000's	2021-22 £000's	Total £000's
P1 - Childrens (Enable every child to have the best start in life, with high quality Education)	2,762	1,748	310	-	-	**4,820**
P2 - Adults (Empower all adults to live healthy, long and fulfilling lives)	2,411	3,137	84	-	-	**5,632**
P3 - A clean and safe borough where people are proud to live	1,685	2,580	150	-	-	**4,415**
P4 - Drive growth and employment from which everyone can benefit	503	-	-	-	-	**503**
P5 - Create homes and communities where people choose to live and are able to thrive	-	-	-	-	-	**-**
PX - Enabling	2,798	551	3,400	1,500	20	**8,269**
Total	**10,159**	**8,016**	**3,944**	**1,500**	**20**	**23,639**

Note that where there are costs relating to savings proposals these have been netted off the savings figures shown above.

9.3 These proposals are being put forward for consideration and in principle agreement, and will be further refined over the next few weeks. Specifically the immediate challenge is to review the scope to bring forward the implementation timeframes in order to achieve £20m of savings into the 2017/18-2018/19 period and/or to review the scope for identifying further savings for 2017/18-2018/19 to bridge the gap for those years.

10 Summary Revenue Budget Position 2017/18-2021/22

10.1 The summary revenue budget position over the 5 year period is show in the table below:-

Table 17: Summary of proposed budgets

PROPOSED MTFS						
	2016/17 £0	**2017/18 £0**	**2018/19 £0**	**2019/20 £0**	**2020/21 £0**	**2021/22 £0**
Services						
Priority 1	48,301	45,582	42,903	42,704	42,484	42,565
Priority 2	92,783	97,447	98,239	100,368	103,624	107,261
Priority 3	26,325	21,988	17,158	15,008	13,008	13,008
Priority 4	17,355	16,493	16,493	17,215	16,468	16,159
Priority 5	3,881	9,207	8,184	8,184	8,184	8,184
Priority X	34,392	29,340	28,534	24,309	22,809	22,789
Total services	**223,037**	**220,057**	**211,511**	**207,789**	**206,577**	**209,967**

10.2 A summary showing how the budget movements affect key services is set out in Table 18 below:

Table 18: Proportionality of priority budgets

	2016/17 £'000	**Share of £10m £'000**	**All other adjs £'000**	**2017/18 £'000**	**Share of £10m £'000**	**All other adjs £'000**	**2018/19 £'000**	**Share of new savings %age**	**Net change %age**	**2018/19 proportion of total budget**
Services										
Priority 1	48,301	-2,762	43	**45,582**	-1,748	-931	**42,903**	23%	-11%	17%
Priority 2	92,783	-2,411	7,075	**97,447**	-3,137	3,929	**98,239**	28%	6%	40%
Priority 3	26,325	-1,685	-2,652	**21,988**	-2,580	-2,250	**17,158**	21%	-35%	7%
Priority 4	17,355	-503	-359	**16,493**	0	0	**16,493**	3%	-5%	7%
Priority 5	3,881	0	5,326	**9,207**	0	-1,023	**8,184**	0%	111%	3%
Priority X	34,392	-2,798	-2,254	**29,340**	-551	-255	**28,534**	17%	-17%	12%
Total services	**223,037**	**-10,159**	**7,179**	**220,057**	**-8,016**	**-530**	**211,511**	**100%**	**-5%**	**86%**
NSR	32,590	0	1,162	**33,752**	0	164	**33,916**	0%	4%	14%
BUDGET	**255,627**	**-10,159**	**8,341**	**253,809**	**-8,016**	**-366**	**245,427**	**100%**	**-4%**	**100%**

11 Consultation and Scrutiny

11.1 A pre-budget consultation exercise with the public, businesses and the Council's partners, consisting of a series of events and activities during October and November 2016, has been undertaken in order to involve the public, businesses and partners at the earliest possible stage in future decision-making.

11.2 The feedback process highlighted that there was a solid understanding of austerity and the funding challenges local authorities face. Conversation at our drop-in events showed that the public found it incredibly difficult to prioritise just five of the most important. A few people were unwilling to participate in the survey based on this. This view was also echoed in some of the comments received from the survey responses.

11.3 When asked to identify 5 things of the that are most important (Q3) - Children and Families services made up the top three slots in the top five priorities – with **School improvement** seen as the top priority in terms of things that the borough should strive for, closely followed by **Early help and prevention** and **family support and safeguarding**. Also making the top five of people's priorities were **Parks**, with 29%, closely followed by **Maintaining Independence** under Adults Social care with 27% of respondents opting for this.

11.4 At the end of the 'most important' spectrum was **Sports development** with just 5% of respondents considering it a priority. This resonated with findings for the question of least important with **Sports development** marginally topping the 'less important' list with 36% of respondents opting for this service, this was closely followed by **Promoting healthy lifestyles** with 34% of respondents choosing this.

11.5 Full details of the process and the findings are attached at Appendix 3.

11.6 A further formal consultation will be started after this meeting, and feedback received will be analysed and provided to Overview and Scrutiny Committee in January.

11.7 Statutory consultation with businesses will also take place in January and any feedback will be incorporated before final decisions are taken in February.

11.8 Additionally, the Council's budget proposals will be subject to a rigorous scrutiny review process which will be undertaken by the Overview and Scrutiny Panels and Committee during December/January on a priority themed basis. The Overview and Scrutiny Committee will then meet in January 2017 to finalise its recommendations on the budget package to be reported to the Cabinet in February.

12 Fees and Charges

12.1 Each year the Council reviews the level of its fees and charges through consideration of a report by the Cabinet and its Regulatory Committee where it is a requirement that they are considered and approved outside of the Executive.

12.2 Separate reports will be considered in February 2017 by the Cabinet and in January 2017 by the Regulatory Committee which will bring together those areas where fees and charges apply; the assumption is the MTFS is that an increase of 1.5% will be made as a minimum. Where there is a service proposal to raise them at a rate other than a simple inflationary increase this will be highlighted for specific approval, including where this has already been included as a saving proposal.

13 Review of assumptions and risks 2017/18-2021/22

13.1 The Council's Section 151 Officer has a statutory responsibility to assess the robustness of the Council's budget – and to ensure that the Council has sufficient contingency/reserves to provide against known risks in respect of both expenditure and income. This formal assessment will be made as part of the final report on the Council's budget in February 2017.

13.2 The main uncertainties and risks identified to date which will impact on the Council's budget are:-

- Funding assumptions are subject to the local government settlement (early Dec), and therefore there may be changes.
- Move to Council Tax and Business Rates as the main funding driver exposes the Council to risks such as collection rates, adverse changes in the size of the taxbase and negative cashflows.
- The Council's Transformational Programmes do not deliver the required savings, do not deliver savings quickly enough, or are counteracted by demographic trends particularly in critical areas such as Children's and Adults Social Care and Temporary Accommodation.
- Increases in national minimum wage (NMW) and London living allowance (LLA) which will particularly affect care providers and Direct Payment rates and may drive up prices.
- Any deterioration in the forecast 2016/17 position, including the risk that the measures put in place to reduce spending (such as the current voluntary severance exercise) do not deliver.
- Changes in Non Service Resources budgets over the next few months – for example the amounts provided for levies are currently based on estimates.
- General population increases are expected over the next 5 years and any associated growth in demand - other than specifically allowed for – may lead to financial pressure.
- The need to balance revenue and capital priorities to ensure the most appropriate use of available resources.

13.3 Other risks which we are aware of that may impact on the Council's budgets:-

- National economic uncertainty, including economic stability, inflationary pressures, etc including any factors relating to Brexit.
- Housing Benefit admin fee may end during the period of the MTFS.
- The impact of changes in legislation – for example the Homelessness Reduction Bill. Further information about the potential impact is likely to be available in January.
- The impact of inflation pressures above current assumptions (eg energy costs which are currently estimated at around 13% increase for 2017/18,

and potential business rates increases on Council properties following the 2017 revaluation).

- Ability to work collaboratively with a number of partner organisations – for example on shared services.
- Impact of NHS Sustainable Transformation Plans (STPs) may result in a transfer of costs.
- Possible increase in Coroner's budget if plans to move to a national pay evaluation linked to the Judiciary go ahead. Additional pressure may arise from the provision of support to further Syrian refugees.
- Ability to implement savings. All savings have been risk assessed for ease of delivery and a summary risk assessment is as follows:-

Table 19: Summary risk assessment

Risk rating	2017-18 £000's	2018-19 £000's	2019-20 £000's	2020-21 £000's	2021-22 £000's	Total £000's
Green	6,711	1,431	150	-	20	**8,312**
Amber	3,198	4,913	3,794	1,500	-	**13,405**
Red	250	1,672	-	-	-	**1,922**
Total	**10,159**	**8,016**	**3,944**	**1,500**	**20**	**23,639**

13.4 Each of these and any further emerging issues will be considered and assessed over the next two months and reflected in the final version of the MTFS in February 2017 where appropriate.

14 The Council's Capital Strategy and Capital Programme 2017/18-2021/22

14.1 The Council is one year (2016/17) into a ten year council wide Capital Strategy, introduced to the Cabinet in December 2015 and approved in June 2016. This strategy has been developed to ensure that the Council takes a longer-term view of the assets required to deliver its Corporate Plan priorities and support its Medium Term Financial Strategy (MTFS).

14.2 The Council's Capital Strategy is ambitious for regeneration and growth that will deliver a range of improved outcomes for its residents. Also, it aims to secure stability for financial planning purposes as Government support reduces and the Council becomes more reliant on locally determined sources of funding such as Council Tax and Business Rates.

14.3 The MTFS capital programme funding assumes a mix of capital receipts, grant funding and prudential borrowing. Borrowing has an on-going impact on the Council's revenue budget and must be affordable. Such borrowing is closely controlled by legislation defined under the Prudential Code for Capital Expenditure and monitored through Treasury Management reporting. To the extent that capital receipts and grant do not meet the cost of the capital programme, there are two main options for borrowing:

- Temporary borrowing, pending the realisation of future capital receipts, providing that there is certainty over the amount and timing of the receipt;
- Prudential borrowing on an on-going basis to finance that capital expenditure that cannot be met from capital receipts.

14.4 In the context of the MTFS this means that the cost of any additional borrowing is an additional pressure which must, therefore, be matched by additional savings to deliver a balanced budget.

14.5 At Appendix 4, is the Council's 10-year General Fund capital programme as approved by Cabinet in June 2016 with a value of £520.7m and including the roll forward request from 2015/16 of £14.0m giving an approved total of £534.7m.

14.6 The table below reflects the revised delivery assumptions of the capital over the Council's 5-year MTFS period and net borrowing requirement. This includes assumptions around delivery bias within the original programme timing and approved in-year budget changes.

Table 20 – Capital Proposals and principal Funding Sources

Capital Programme, 5 year MTFS overview	17/18 £,000	18/19 £,000	19/20 £,000	20/21 £,000	21/22 £,000	Total £,000
Re-profiled Expenditure	78,122	64,981	67,732	46,338	43,754	300,927
Funding						
Grants & Contributions	39,489	27,168	31,839	28,939	34,911	162,347
Capital Receipts GF	12,610	800	3,663	3,663	3,663	24,398
Use of Reserves	1,409	1,272	1,129	978	-	4,788
New Borrowing Requirement	24,614	35,740	31,101	12,758	5,180	109,394
Cost of Borrowing						
Interest on new borrowing	*(1,190)*	*(1,769)*	*(2,488)*	*(2,980)*	*(3,191)*	*(11,618)*
MRP on new borrowing	*(1,550)*	*(2,319)*	*(3,433)*	*(4,355)*	*(4,635)*	*(16,292)*
Cost of New borrowing	*(2,740)*	*(4,087)*	*(5,921)*	*(7,335)*	*(7,826)*	*(27,910)*

14.7 The main capital financing elements of the £300.9m 5-year programme are Grants at £102.2m (34%), Developer contributions at £60.1m (20%) Capital Receipts £24.4m (8%) and PFI reserve £4.8m (2%) the balance of £109.4m (36%) would need to be borrowed.

14.8 For any borrowing undertaken the Council is required to set aside sufficient revenue resources to fund a Minimum Revenue Provision (MRP) and interest on the cost of servicing any debt in order to comply with the Prudential Code. However, the Code only provides a framework for determining the prudent amount required for the MRP and the Section 151 Officer has discretion to consider the adequacy of the provision.

MTFS Affordability and Governance

14.9 The Section 151 Officer is currently reviewing the Council's MRP provision including that required to fund the additional borrowing requirements as highlighted in the table above.

14.10 Members consider annually, as part of the Treasury Management Strategy, a number of prudential indicators which are largely concerned with ensuring the affordability of capital expenditure decisions. This strategy also includes the Council's MRP policy statement.

14.11 Any proposed revisions to the current policy statement arising from the Section 151 Officer's review will be presented to the Council's appropriate Committees for agreement prior to submission to Full Council for approval.

Other considerations

14.12 As with any longer term strategy, there is a need to undertake regular reviews of detailed action plans to take account of changing circumstances.

14.13 There is likely to be a need to revise the capital programme, subject to appropriate approvals, to take account of changes to existing schemes or to fund new schemes and in particular to take advantage of additional external funding or capital receipts.

14.14 The Council's regeneration projects are likely to have further impacts on the Council's capital programme, particularly the Haringey Development Vehicle (HDV) and High Road West projects which are still subject to final selection of the successful bidder.

14.15 The current capital programme contains provision for funding certain elements of the proposed schemes but these may need to be revised as the regeneration projections progress.

15 HRA Capital Programme 2017/18-2021/22

15.1 The proposed HRA capital programme is being developed, taking into account both the resources available and the new Affordable Homes standard. It will be submitted to Cabinet in February 2017 as part of the finalisation of the Council rent review.

16 Housing Rent increases

16.1 The Council is required to comply with section 23 of the Welfare Reform and Work Act 2016 by reducing tenants' rents (excluding service charges) by 1% every year for four years starting from 1 April 2016.

16.2 Although the Act does not say how the reduction should be implemented, (it could be by a 1% reduction from the beginning of a year or a larger reduction later in the year), the Council has applied the 1% rent reduction from the beginning of the year. The first rent reduction started with effect from 4 April 2016. At the same time, the Council took advantage of the government's one-year exception for tenants living in sheltered / supported housing and increased the rent for these tenants by 0.9% (CPI rate at September 2015 of 0.1% plus 1%).

16.3 This is the second financial year that rents in general needs properties are to be reduced by 1% but the first rent reduction for tenants living in sheltered/supported housing. Under the original rent restructuring regime, these rents would have increased by 2% (CPI at September 2016 of 1% plus 1%) from next April.

16.4 Provisional rents for general needs and sheltered/supported housing for 2017/18 have been calculated so that the rent paid by existing tenants is reduced by 1% from the 2016/17 levels. On this basis, the current average weekly rent will reduce by £1.04 from £104.80 to £103.76. The potential rental income budget for 2017/18 will reduce by £1.012m against the budget for 2016/17. Table 21 below sets out the average weekly dwelling rents for 2017/18 by property size.

Table 21 - Proposed rents for general needs and sheltered / supported housing

Number of Bedrooms	Number of Properties	Current average weekly rent 2016/17	Proposed average weekly rent 2017/18	Proposed average rent decrease
Bedsit	137	£84.91	£84.07	-£0.85
1	5,468	£90.00	£89.10	-£0.90
2	5,240	£104.90	£103.86	-£1.05
3	3,782	£120.19	£118.98	-£1.20
4	586	£136.54	£135.17	-£1.37
5	102	£157.96	£156.38	-£1.58
6	13	£166.18	£164.52	-£1.66
7	2	£157.59	£156.01	-£1.57
8	1	£178.40	£176.62	-£1.78
All dwellings	**15,331**	**£104.80**	**£103.76**	**-£1.04**

16.5 The current policy of increasing rents to the 2015/16 formula rent (adjusted for 1% reduction each year thereafter) on new secure tenancies will continue.

Licences and non secure tenancies

16.6 Rents for licences and non secure tenancies are not affected by the government's social rent reduction policy, so the Council has flexibility to keep these rents at their current levels based either on the hostel rate or Local Housing Allowance (LHA). However, there are current government plans to limit housing benefit to the Local Housing Allowance (LHA) rate, to be applied from 1 April 2018, for new or re-let tenancies signed from 1 April 2016 onwards (and from 1 April 2017 onwards for tenants in supported accommodation).

16.7 The government has not said if some properties would be exempted from the reduction in housing benefit entitlement. If hostel accommodation is not

exempted, the cap would affect the affordability of HRA hostel rents as most are currently let higher than the LHA rate. There may need to be a change of hostel rents from April 2018.

16.8 There is also a significant decant programme underway, to support the current and future regeneration projects on housing estates. There is usually a long gap between the time when tenants move out, and when the blocks are demolished. Cabinet approval was given to use these properties as temporary accommodation for people whom the Council has a duty to provide, when they are homeless.

16.9 Such properties are occupied under licence and excluded from becoming secure tenancies under the Housing Act 1985 Schedule 1 (4). Cabinet approval was given to charge the Local Housing Allowance (LHA) rate on these properties.

16.10 The proposed 2017/18 budget does not currently include any incremental income from the higher rent levels charged on these properties; work is underway to quantify this.

New build

16.11 On 12 July 2016, the Cabinet approved the rent levels for new council homes built under the Council's New Build Programme. Rents in new build homes should continue to be set in accordance with the affordable rents guidance set out in the draft Housing Strategy. Phase 1 of the new build programme is expected to deliver 18 new homes in 2016/17 which will be let at affordable rents on completion. The proposed budget includes £236K for these additional units, however, should the delivery programme alter in any way this may affect the income achievable.

Rent consultation

16.12 Under the previous rent restructuring regime, Homes for Haringey (HfH) consulted tenants informally on behalf of the Council from late December to mid-January. In the past, HfH sent letters to the various Residents Associations asking for their views on proposed rent increases. The rent consultation was also published on the HfH website inviting comments from tenants. Responses to the consultation are usually reported to the Cabinet before a decision is made at the Cabinet meeting in February.

16.13 The informal rent consultation was not undertaken last year due to the imminent legislation to bring in the 1% social rent reduction at the time. Similarly, no separate consultation is planned for this year as the requirements of the Welfare Reform and Work Act mean that the Council is not able to apply an increase.

16.14 The Council must give tenants statutory notice in writing at least four weeks before new rent charges apply from the first Monday in April 2017.

17 Service charges

17.1 In addition to rents, tenants pay service charges for services they receive which are not covered by their rent. Service charges must be set at a level

that recovers the cost of the service, and no more than this. The Council's policy has been to set charges at the start of each financial year to match budgeted expenditure. Therefore, the weekly amount is fixed and a flat rate is charged.

17.2 Charges are calculated by dividing the budgeted cost of providing the service to tenants by the number of tenants receiving the service. The amount tenants pay increases where the cost of providing the service is anticipated to increase. Equally, charges are reduced when the cost of providing the service reduces or where there has been an over-recovery in the previous year.

17.3 Tenants pay for the services listed below:

- Concierge
- Grounds maintenance
- Caretaking
- Street sweeping (Waste collection)
- Light and power (Communal lighting)
- Heating (including Gas or Oil/Electricity)
- Integrated reception service (Digital TV)
- Estates road maintenance
- Bin and chute cleaning

17.4 Table 22 below sets out the proposed changes in tenants' service charges for 2017/18.

Table 22 - Proposed tenants' service charges for 2017/18

Tenants' service charge	Current Weekly Charge 2016/17	Proposed Weekly Charge 2017/18	Increase/ (decrease) £	Projected Annual Income £k
Concierge	£15.66	£15.43	-£0.23	£1,554
Grounds maintenance	£3.16	£2.77	-£0.39	£1,306
Caretaking	£4.29	£4.02	-£0.27	£1,544
Street sweeping (Waste collection)	£3.56	£3.62	£0.06	£1,553
Light and power (Communal lighting)	£2.19	£2.62	£0.43	£1,203
Gas (Elderly Person)	£10.64	£11.16	£0.52	£217
Gas (Not Elderly Person)	£10.17	£10.67	£0.50	£60
GLC Heating	£11.66	£12.23	£0.57	£38
District Heating 6	£10.93	£11.47	£0.54	£0.6
Oil/Electricity (Elderly Person)	£8.33	£8.74	£0.41	£18
Integrated reception service (Digital TV)	£0.77	£0.77	£0.00	£349.9

Tenants' service charge	Current Weekly Charge 2016/17	Proposed Weekly Charge 2017/18	Increase/ (decrease) £	Projected Annual Income £k
Estates road maintenance	£0.50	£0.57	£0.07	£266
Bin and chute cleaning	£0.16	£0.16	£0.00	£72.7
Proposed tenants' service charge income				**£8,186.1**
Projected annual income is based on the number of tenants receiving the service for 52 weeks with an allowance of 1% service charges loss due to empty properties.				

Water rates

17.5 Tenants also pay weekly water rates with their rent if the water supply to their home is unmetered. The amount is set by Thames Water Utilities Ltd on the basis of the rateable value of each property.

17.6 The weekly water rates to be paid by each tenant in 2017/18 will be provided by Thames Water in March 2017. Tenants will be notified accordingly.

18 HRA Revenue Budget and MTFS 2017/18-2021/22

3.1 The draft HRA budget for 2017/18 taking into account all of the above changes to rents and service charges is set out at Appendix 5.

3.2 A number of the figures are estimates at this time and final figures will be presented to Cabinet in February 2017, as part of the rent setting process, together with a HRA 5-year Medium Term Financial Strategy and a 30-year business plan.

3.3 The HRA surplus has increased by £5.7m from the revised 2016/17 budget surplus of £13.9m to £19.6m. This increase is mainly to reflect reduced financing charges on HRA debt and the removal of the £2.2m new build budget. However, it is envisaged that a revenue budget will need to be established for HRA supply initiatives and this is currently is being worked on and will be incorporated in the final proposed budget setting for 2017/18.

19 Dedicated Schools Budget (DSB).

19.1 The financial position for the Dedicated Schools Budget is dependent on the schools finance settlement for 2017/18, which is due in December 2016. The key points that are to be considered by Schools Forum at its next meetings include:

- Scope for the DSB to continue to provide funding for Council services;
- Scope for the DSB to absorb some of the impact of the loss of the Education Services Grant;

- Improved funding for early years providers, but less scope for the Council to retain funding for early years central services and childcare subsidy;
- The extension of the early years education offer to 30 hours for children of working parents from September 2017;
- Reducing and containing expenditure in the High Needs Block.

19.2 Schools Funding for 2017/18 (Dedicated Schools Budget)

19.2.1 The Dedicated Schools Budget is substantially funded from the ring-fenced Dedicated Schools Grant and two other funding streams (Pupil Premium and Post 16 Grant) which are, in effect, passported to schools. Spending must be consistent with the requirements of the prevailing Schools and Early Years Funding Regulations and there are requirements about whether Schools Forum has a decision-making or a consultative role in determining budget levels for each year.

19.2.2 The financial position reported to Schools Forum in October 2016 set out the prevailing financial position. There are budget pressures within the High Needs Block and this will reduce available DSG reserves to £2.350m by the end of 2016/17 financial year.

Table 23. Budget Monitoring Position for the Dedicated Schools Budget as at August 2016.

Block	Net Budget	Projected Spend	Variance
	£m	£m	£m
Schools	141.30	141.31	0.01
Early Years	15.46	15.47	0.01
High Needs	32.63	33.51	0.88
Total DSG	189.39	190.29	0.90

Table 24 Impact of forecast position in 2016/17 on DSG reserves

	1st April 2016	Movement from Table 1a	31st March 2017
DSG Reserves	3.25	-0.90	2.35

19.2.3 At the same meeting, the forecast position for 2017/18 was set out. While it included a virtually balanced budget, such a scenario would require considerable adaptation to new funding arrangements for many services, settings and schools. The forecast budget is based on announcements made by the Department for Education and the latest estimates of pupil numbers likely to be in the calculations.

Table 25: Dedicated School Budget Projections 2017-18.

Block	Forecast Budget	Projected Spend	Variation

	£m	£m	£m
Schools	196.48	196.48	0.00
Early Years	18.43	18.43	0.00
High Needs	35.34	35.36	0.02
DSG	250.25	250.27	0.02

Table 26 Impact of forecast position in 2017/18 on DSG reserves

	1st April 2016	Movement from Table 2a	31st March 2017
DSG Reserves	2.35	-0.02	2.33

19.2.4 The final figures for Schools Block and news about the schools settlement more generally are expected some time in December 2016. High Needs Block funding may be known early in 2017 and the Early Years block funding in 2017/18 financial year is based partly on the January 2017 pupil census and partly on the January 2018 pupil census.

19.2.5 The key issues that Schools Forum will have considered on 1st December 2016 and at their next meeting on 12th January 2017 are set out below.

19.3 Schools Block

- There are specific budgets in the Schools Block which Schools Forum must formally approve, including central support £1m, £0.8m for social care placements, £0.3m for Early Help, £1.1m for Schools and Learning services (Admissions, School Improvement, Governors Support and Music).. If these are not approved in whole or in part, this will either result in service reductions or budget problems in the General Fund.
- Schools Forum has previously agreed that funding for services such as Trade Union Facilities Time and support for under-performing ethnic minority groups be deducted from maintained schools budgets to allow these services to continue. A renewed mandate to de-delegate funding for these services will be sought from Schools Forum again.
- The Education Services Grant is ceasing. This particularly impacts on the General Fund and the precise details are awaited in the schools finance settlement in December. Nonetheless, that element of the ESG that is available for providing statutory and regulatory services with respect to education in an authority, regardless of whether the Authority maintains any schools is due to transfer to the Dedicated Schools Grant (£0.550m). Schools Forum will be asked to confirm that the services currently supported by that money may continue. Subject to the regulations, Schools Forum may also be asked to fund some or all of the current ESG funded services for in-year school redundancy costs, Education Welfare Service and Early Years Quality Assurance.
- The plans to introduce a National Funding Formula have been deferred until April 2018.
- Schools are likely to experience the impact of recent and emerging cost pressures arising from, among other things: National Insurance contracted out rebate, increases in superannuation contributions, the Apprenticeship Levy etc.

19.4 Early Years Block

- There are significant changes in the Early Years Block with the introduction of a higher degree of prescription in how the funding may be used.
- Haringey will see an increase in funding for 2017/18 which, allied with an enforced reduction in the amount of centrally retained expenditure, will translate into more funding for early years providers.
- The DSG Early Years Block will fund the extension of free entitlement to early years education from 15 hours per week to 30 hours per week for the children of working parents from September 2017.
- The constraint on central expenditure will require a reprioritisation of budgets for central services and childcare subsidy. In 2016/17, there is £1.9m for central early years activities. This will reduce to £1.0m in 2017/18 and £0.8m in 2018/19.

19.5 High Needs Block

- The principal issue with the High Needs Block is that the current budget is overcommitted and will need to be regularised if DSG reserves are not to be fully depleted.
- The High Needs Working Group have been considering what measures can be put in place to contain and reduce expenditure and a practical plan will be required before the start of April 2017.

19.6 Further information on the details of the strategic financial position for the Dedicated Schools Budget can be found in the papers to the Schools Forum, which are publicly available.

20 Statutory Officers comments

20.1 Chief Finance Officer Comments

20.1.1 As the MTFS report is primarily financial in its nature, comments of the Chief Financial Officer are essentially contained throughout the report.

20.1.2 The robustness of the Council's 2017/18 budget and its Medium Term Financial Strategy 2017/18-2021/22 is a critical role for the Council's Section 151 Officer. Ensuring that the budget proposals are realistic will be achieved in a number of ways including consideration of the budget setting process itself, the quality and extent of both statutory and non statutory consultation, the assessment and management of risks, feedback and challenge via scrutiny processes, and the coherence of the working papers supporting budget proposals.

20.1.3 The basis for the £20m indicative budget gap for 2017/18-2018/19 is set out clearly in this report and flows largely from central government funding reductions, and from expenditure pressures due to local demographic and demand increases which have been set out in some detail above. We have also refreshed all financial assumptions to ensure a base for the development of this MTFS, including close scrutiny of the current year position and the ongoing impact of savings agreed in the last MTFS.

20.1.4 Whilst the size of the budget shortfall for 2017/18 is, of necessity, an estimate, it is clear that it is a robust assessment of the extent of the challenge facing

the Council. It is appropriate, in the view of the S151 officer, to tackle the estimated shortfall over the first two years of the MTFS period rather than over a single year given that:

- There is often a significant lead-in time for delivering and embedding service improvements and we need to be confident that assumed savings can be delivered both individually and in terms of capacity within the organisation.

- Members need to be given real choices and options about where to make service changes and the appropriate use of reserves allows this to take place over a realistic timeframe.

- The Council needs to have clarity over the medium term on it funding levels, and there are currently a number of uncertainties - including the end of the agreed four year settlement, the impact of business rates changes, etc. It makes sense to wait for a clearer picture to emerge in terms of resources before agreeing additional cuts now.

20.1.5 Specific consideration has been given to the appropriateness of using reserves strategically to assist in achieving the plans set out in the MTFS report. As reserves can only be used once they are an appropriate response to a need to smooth the £20m over two years in order to bring expenditure more in line with estimated resources.

20.1.6 Further work will be undertaken between now and the final budget report to review savings proposals, update on the latest funding position and any other known changes.

20.2 Assistant Director of Corporate Governance Comments

20.2.1 The revised Medium Term Financial Strategy (MTFS) is closely linked to the budget process and may be viewed as a related function. In addition it is consistent with proper arrangements for the management of the Council's financial affairs and its obligation under section 151 of the Local Government Act 1972.

20.2.2 The Council is a best value authority and under section 3 of the Local Government Act 1999 has a duty to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. The revision of MTFS which incorporates the initial proposals for savings and investment is one of the ways in which the Council can achieve best value.

20.2.3 There are statutory requirements as to the keeping of a Housing Revenue Account (HRA). Under section 76 of the Local Government and Housing Act 1989 the Council is under a duty to budget to prevent a debit balance on the HRA. In January and February in the preceding year, prior to the relevant financial year the Council must formulate proposals relating to income from rent and charges, expenditure and any other matters connected HRA properties. Within one month of formulating these proposals revising them, the council must prepare a statement setting out those proposals ; the estimates made and the basis of which those proposals formulated or revised; and such other particulars as the Secretary of State may direct.

20.2.4 Under S24 of the Housing Act 1985 the Council has power to make such reasonable charges as it may determine for the tenancy or occupation of its council houses, and is required from time to time, to review rents and make such changes as circumstances may require. However this discretion as to rents and charges made is subject to restrictions arising from the provisions of the Welfare Reform and Work Act 2016 which mandates that rents payable by tenants reduces by 1% each year between 2016 and 2019.

20.2.5 Changes to rent and other charges are not matters of housing management which the council is required to undertake statutory consultation with their tenants pursuant to Section 105 of the Housing Act 1985 and Sections 137and 143A of the Housing Act 1996. However section 16, of the report indicates that the Council will consult with tenants before seeking to change rent and other service charges. The Council is required, to give tenants notification of variation of rent and other charges to tenants of at least four weeks, or one rental period of the tenancy, whichever is the longer variation.

20.2.6 Changes to rent and other charges are not matters of housing management which the Council is required to undertake statutory consultation with their tenants under section 105 of the Housing Act 1985 and Sections 137and 143A of the Housing Act 1996. However section 16, of the report indicates that the Council will consult with tenants before seeking to change rent and other service charges. The Council is required, to give tenants notification of variation of rent and other charges, of at least four weeks, or one rental period of the tenancy, whichever is the longer.

20.2.7 When considering the MTFS, and any savings and investment proposals , the Council must have due regard to the public sector equality duty (PSED) contained within section 149 of the Equality Act 2010 which requires the Council to have due regard in its decision-making processes to the need to: eliminate discrimination, harassment, victimisation or other prohibited conduct, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who don't. The protected characteristics include age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex and sexual orientation.

20.2.8 A proportionate equality analysis is required to inform the consideration these proposals to meet the requirements of the public sector equality duty. The Council will need to finalise its equality analysis and out how equality impacts are addressed in relation to savings proposals.

20.2.9 Where savings proposals involve service changes which impact on individuals, consultation there is a need to consult with representatives of council tax payer, business rates payers, persons likely to use services and persons appearing to have an interest in any area within which the Council carries out functions. Consultation will likely be required at the time of preparing the 2017-2018 budget.

20.2.10 Any consultation carried out under the Council's best value duty and public sector equality duty will need to comply with the following requirements:

(1) it should be at a time when proposals are still at a formative

stage;
(2) the Council must give sufficient reasons for any proposal to permit intelligent consideration and response;
(3) adequate time must be given for consideration and response; and
(4) the product of consultation must be conscientiously taken into account.

20.3 Equalities Comments

Haringey context:

20.3.1 We are proud of our diversity and of the potential this offers:

- Around 260,000 people live in Haringey (an increase of 3,300 since the 2011 Census). By 2021, it is projected that the population will rise by a further 30,000.
- Over 100 languages are spoken.
- The population is the fifth most ethnically diverse in the country; over 60% of residents are non-White British. English is an additional language for over half our children and young people.
- Haringey is a “young” borough. Children and young people aged 0 to 19 comprise about a quarter of the population.

20.3.2 Haringey has many of the ingredients that make London one of the world’s great cities. There are great transport links and a rich heritage including the iconic Alexandra Palace, Tottenham Hotspur Premier League football club, Bruce Castle Museum and the restaurants and shops in Green Lanes, Muswell Hill, Crouch End and Wood Green.

20.3.3 It is a welcoming place where there is a tradition of people settling here, finding a base to live, work, bring up families, thrive and achieve. Haringey has yet more potential but in order to realise this, we must address a number of key challenges.

20.3.4 Achieving better outcomes and ensuring we have the capacity to deliver against a background of high levels of deprivation is a continuing challenge. Haringey is the fourth most deprived area in London, mostly related to low incomes, poor housing conditions and high crime. One in three children live in poverty and one in four live in a household where no adult works. Almost 3,000 households live in temporary accommodation.

20.3.5 There are wide differences in the levels of deprivation and health; the more deprived the area, the shorter the life expectancy, especially for men. While levels of teenage pregnancy are reducing, the numbers are still high. We also have high levels of childhood obesity, mental illness and sexually transmitted infections.

20.3.6 Addressing the significant social, economic and health issues are made more difficult by the significant financial challenges the council and the public sector faces.

Our Equalities Duties:

20.3.7 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.

20.3.8 The Act covers nine protected characteristics which are:

- age
- disability
- gender and gender reassignment
- pregnancy and maternity status
- marriage and civil partnership
- ethnicity
- religion or belief
- sexual orientation

20.3.9 The Public Sector Equality Duty came into force on 5 April 2011. The broad purpose of the equality duty is to integrate consideration of equality and good relations into the day-to-day business of public authorities - in shaping policy, in delivering services and in relation to their own employees, and for these issues to be kept under review If we do not consider how a function can affect different groups in different ways, it is unlikely to have the intended effect. This can contribute to greater inequality and poor outcomes.

20.3.10 Every person can identify with a combination of these characteristics; we all have an age, a disability status, a gender, our own beliefs and a sexual orientation. It is not the purpose of equalities monitoring to put people in boxes but to ensure that all groups of people have their needs met.

20.3.11 Haringey Council believes the Equality Impact Assessment process, which is no longer a statutory requirement, is an important way of informing our decision making process.

Haringey's Priorities:

20.3.12 The Corporate Plan 2015-18, sets out how we plan to support Haringey's residents to build a stronger future through 5 priorities:

- Outstanding for all: Enable every child and young person to have the best start in life, with high quality education;
- Empower all adults to live healthy, long and fulfilling lives;
- A clean and safe borough where people are proud to live, with stronger partnerships and communities;
- Drive growth and employment from which everyone can benefit;
- Create homes and communities where people chose to live and are able to thrive.

20.3.13 These are underpinned by 6 cross-cutting principles:

- Prevention and early intervention – preventing poor outcomes for children, young people and adults and intervening early when help and support is needed;

- Tackling inequality – tackling the barriers facing the most disadvantaged and enabling them to reach their potential;
- Working together with communities – building resilient communities where people are able to help themselves and support each other;
- Value for money – achieving the best outcome from the investment made;
- Customer focus – placing our customers needs at the centre of what we do;
- Working in partnership – delivering with and through others.

20.3.14 The Medium Term Financial Strategy (MTFS) and these further savings proposals are aligned with the 5 corporate plan priorities. All priorities have delivery plans including a clear vision, objectives and performance indicators that are publicly available so our progress against those targets is transparent.

20.3.15 In the context of delivering millions of pounds of savings, it is inevitable that Haringey Council will need to make changes to the way it delivers its services. For example, if we do not change the way we provide adults social care packages, the costs in that area will increase by over one third. The council works continuously with partners to ensure there is transformation of services and better outcomes for residents, rather than just managing decline. However, these budget reductions may also have adverse impacts on service users.

20.3.16 At this stage, the assessments of what impact there may be is, at best, a high level view of potential issues and are not a detailed quantitative analysis. This is a live process and full impact assessments will be completed and consulted on as we move towards implementing changes to policies, strategies and service delivery.

20.3.17 We have a legal responsibility to ensure that our impact assessments, where needed are an integral part of the formulation of a proposal policy and not justification for its adoption. If a risk of adverse impact is identified, consideration will be given to measures that would mitigate that impact before fixing on a particular solution.

Next steps:

20.3.18 Tackling inequality is a priority for the council and this is reflected in the objectives and performance targets we have set out in the corporate plan 2015-18.

20.3.19 The proposals in this report are currently at a high level and will be developed further as new operating models, service changes and policy changes are progressed and implemented. Equalities impact assessments will be developed as part of this process.

20.3.20 Any comments received will be taken into consideration and a further update will be brought to Cabinet in February 2017.

21 Use of Appendices

Appendix 1 – Proposed summary revenue Medium Term Financial Strategy (MTFS) 2017/18-2021/22
Appendix 2 – Proposed revenue savings proposals – summary
- Annex 1 – Priority 1
- Annex 2 – Priority 2
- Annex 3 – Priority 3
- Annex 4 – Priority 4
- Annex 5 – Priority X

Appendix 3 – Budget engagement findings
Appendix 4 - General Fund Capital Programme 2017/18-2025/26
Appendix 5 –Proposed HRA budget 2017/18

22. Local Government (Access to Information) Act 1985

Period 1-6 budget monitoring reports 2016/17

Appendix 1

Summary revenue MTFS 2017/18-2021/22

	2016/17 £'000	Share of £10m £'000	All other adjs £'000	2017/18 £'000	Share of £10m £'000	All other adjs £'000	2018/19 £'000	Savings £'000	All other adjs £'000	2019/20 £'000	Savings £'000	All other adjs £'000	2020/21 £'000	Savings £'000	All other adjs £'000	2021/22 £'000
Services																
Priority 1	48,301	-2,762	43	**45,582**	-1,748	-931	**42,903**	-310	111	**42,704**	0	-220	**42,484**	0	81	**42,565**
Priority 2	92,783	-2,411	7,075	**97,447**	-3,137	3,929	**98,239**	-84	2,213	**100,368**	0	3,256	**103,624**	0	3,637	**107,261**
Priority 3	26,325	-1,685	-2,652	**21,988**	-2,580	-2,250	**17,158**	-150	-2,000	**15,008**	0	-2,000	**13,008**	0	0	**13,008**
Priority 4	17,355	-503	-359	**16,493**	0	0	**16,493**	0	722	**17,215**	0	-748	**16,468**	0	-308	**16,159**
Priority 5	3,881	0	5,326	**9,207**	0	-1,023	**8,184**	0	0	**8,184**	0	0	**8,184**	0	0	**8,184**
Priority X	34,392	-2,798	-2,254	**29,340**	-551	-255	**28,534**	-3,400	-825	**24,309**	-1,500	0	**22,809**	-20	0	**22,789**
Total services	**223,037**	**-10,159**	**7,179**	**220,057**	**-8,016**	**-530**	**211,511**	**-3,944**	**222**	**207,789**	**-1,500**	**288**	**206,577**	**-20**	**3,410**	**209,967**
NSR	**32,590**	**0**	**1,162**	**33,752**	**0**	**164**	**33,916**	**0**	**1,089**	**35,005**	**0**	**3,084**	**38,089**	**0**	**-1,380**	**36,709**
BUDGET	**255,627**	**-10,159**	**8,341**	**253,809**	**-8,016**	**-366**	**245,427**	**-3,944**	**1,311**	**242,794**	**-1,500**	**3,372**	**244,666**	**-20**	**2,030**	**246,676**

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Proposed Revenue Savings Proposals - Summary

Ref	Proposal	2017-18 £000's	2018-19 £000's	2019-20 £000's	2020-21 £000's	2021-22 £000's	Total £000's	Current Budget	Current Staff	Responsible Officer	Type of Saving	Delivery Risk RAG
	P1 - Childrens											
1.1	**Service Redesign & Workforce**	300	150	-	-	-	**450**	10,601	545	Director of Children's Services	Efficiency saving/service redesign	Amber
1.2	**Early Help & Targeted Response**	62	100				**162**	12,583	47	AD Early Help & Prevention/Head of Targeted Response and Youth Justice	New delivery model	Amber
1.3	**Family Group Conferencing**	200	100	-	-	-	**300**	30	n/a	AD Safeguarding & Social Care/Head of Quality Assurance	New delivery model	Green
1.4	**Family Based Placements**	100	175	-	-	-	**275**	12,583	147	AD Safeguarding & Social Care/Head of Children in Care	Efficiency savings	Amber
1.5	**Care Leavers - Semi Independent Living**	25	75	-	-	-	**100**	1,699	147	AD Safeguarding & Social Care/Head of Children in Care	Efficiency savings	Amber
1.6	**Adoption and Special Guardianship Order payments**	150	148	310	-	-	**608**	2,739	147	AD Safeguarding & Social Care/Head of Children in Care	Efficiency savings	Amber
1.7	**Supported Housing**	600					**600**	1,699	n/a	AD Commissioning	New delivery model	Green
1.8	**New Models of Care**		1,000				**1,000**	pooled budgets	pooled workforce	Director of Children's Services/AD Commissioning/Director of Public Health	New Delivery Model	Red
1.9	**Schools & Learning (Manage loss of Education Services Grant)**	1,325					**1,325**	2,784	166	AD Schools & Learning	Increase in income	Green
	Total	**2,762**	**1,748**	**310**	**-**	**-**	**4,820**					
	P2 - Adults											
2.1	**Supported Housing Review**	475	500	-	-	-	**975**	20,715	n/a	AD Commissioning	New delivery model	Amber
2.2	**Osborne Grove**	-	672	-	-	-	**672**	757	44	AD Commissioning	New delivery model	Red
2.3	**Fees and charges review**	199	115	84	-	-	**398**	n/a	n/a	AD Adults Social Care	Increase in income	Amber
2.4	**Technology Improvement**	750	250	-	-	-	**1,000**	n/a	37	AD Commissioning	New delivery model	Amber
2.5	**Market efficiencies**	987	200	-	-	-	**1,187**	52,766	n/a	Head of Strategic Commissioning	Efficiences / savings	Amber
2.6	**New Models of Care**		1,400	-	-	-	**1,400**	70,080	390	Director of Adults Social Care	New Delivery Model	Amber
	Total	**2,411**	**3,137**	**84**	**-**	**-**	**5,632**					
	P3 - Cleaner and Safer											
3.1	**Charge Green Waste - income generation**	375	375				**750**	n/a	n/a	Waste Strategy Manager	Increase in income	Amber
3.2	**Charging for Bulky Household Waste**	300	100				**400**	n/a	n/a	Waste Strategy Manager	Increase in income	Green
3.3	**Charging for Replacement Wheelie Bins**	100	50				**150**	n/a	n/a	Waste Strategy Manager	Increase in income	Green
3.4	**Charging for recycling bins and increasing residual bins for RSLs, Managing Agents, Developers etc...**	50	50				**100**	n/a	n/a	Waste Strategy Manager	Increase in income	Green
3.5	**Flats Above Shops –Provision of bags - Service reduction**	120					**120**	n/a	n/a	Waste Strategy Manager	Stopping /Reducing service	Green
3.6	**Reduce Outreach/ Education team - Service reduction**	50	65				**115**	n/a	n/a	Waste Strategy Manager	Stopping /Reducing service	Green
3.7	**Closure of Park View Road R&R - Service reduction**	115	115				**230**	n/a	n/a	Waste Strategy Manager	Stopping /Reducing service	Green
3.8	**Veolia Operational Efficiencies**	200					**200**	n/a	n/a	Waste Strategy Manager	Efficiency savings	Green
3.9	**Rationalisation of Parking Visitor Permits**	125	225				**350**	n/a	n/a	Head of Traffic Management	Increase in income	Green
3.10	**Parking Enforcement - new operating model**		920				**920**	n/a	70	Head of Traffic Management	New delivery model	Amber
3.11	**Relocation of Parking/CCTV processes and appeals**		380				**380**	n/a	13	Head of Traffic Management	New delivery model	Amber
3.12	**Move to Cashless Parking**	150					**150**	n/a	n/a	Head of Traffic Management	Efficiency savings	Green
3.13	**Move to Online Parking Permit Applications & Visitor Permits**			50			**50**	n/a	n/a	Head of Traffic Management	Efficiency savings	Amber
3.14	**Parking New IT Platform**			100			**100**	n/a	n/a	Head of Traffic Management	Efficiency savings	Amber
3.15	**Increase in CO2 Parking Permit Charge**	100	300				**400**	n/a	n/a	Head of Traffic Management	Increase in income	Green
	Total	**1,685**	**2,580**	**150**	**-**	**-**	**4,415**					

Proposed Revenue Savings Proposals - Summary

Ref	Proposal	2017-18 £000's	2018-19 £000's	2019-20 £000's	2020-21 £000's	2021-22 £000's	Total £000's	Current Budget	Current Staff	Responsible Officer	Type of Saving	Delivery Risk RAG
	P4 - Growth & Employment											
4.1	**Tottenham Regeneration programme**	213					**213**	2,674	27	Tottenham Programme Manager	Efficiency savings	**Green**
4.2	**Planning service** - Increase in planning income	40					**40**	2,069	83	AD Planning	Increase in income	**Green**
4.3	**Corporate projects** - Transfer of functions to HDV	250					**250**	604	37	AD Corporate Projects	Efficiency savings	Red
	Total	**503**	**-**	**-**	**-**	**-**	**503**					
	PX - Enabling											
6.1	**Legal Services** - Reduction in staffing and other related expenditure			150			**150**	- 535	54	AD Corporate Governance	Stopping /Reducing service	**Green**
6.2	**Audit and Risk Management** - reduction in cost on the external audit contract	11				20	**31**	11	14	Head of Audit and Risk Management	Stopping /Reducing service	**Green**
6.3	**Democratic Services** - reduction in staffing	40					**40**	2,482	14	Democratic Services and Scrutiny Manager	Stopping /Reducing service	**Green**
6.4	**Shared Service Centre Business Support** - reduction in staffing	300					**300**	2,300	83	Head of Business Support	New delivery model	Green
6.5	**Shared Service Centre** - new delivery model for shared services		250	1,500	1,500		**3,250**	9,025	336	AD Shared Service Centre	New delivery model	Amber
6.6	**Reduce Opening Hours in our six branch libraries to 36 hours per week**	150					**150**	3,475	95	AD Customer Services/Head of Libraries and Customer Services	Stopping /Reducing service	Amber
6.7	**Shared Service Offer for Customer Services**			1,000			**1,000**	6,473	170	AD Customer Services/Head of Digital Contacts	New delivery model	Amber
6.8	**Senior Management Savings**	400					**400**	2,500	50	AD Transformation & Resources	New delivery model	Green
6.9	**Alexandra House - Decant**		250	750			**1,000**	n/a	n/a	AD Transformation & Resources	Efficiency savings	Amber
6.10	**Translation and Interpreting Service - new contract**	41					**41**	1,364	22	AD Communications	Efficiency savings	Green
6.11	**Closure of internal Print Room**	-	51				**51**	1,364	22	AD Communications	Efficiency savings	**Green**
6.12	**Communications - reduction in staffing**	53					**53**	1,364	22	AD Communications	Efficiency savings	Green
6.13	**Income generation – Advertising and Sponsorship**	15					**15**	1,364	22	AD Communications	Increase in income	**Green**
6.14	**Professional Development Centre**	136					**136**	157	n/a	AD Corporate Property	Stopping /Reducing service	**Green**
6.15	**Insurance**	152					**152**	2,327	n/a	Risk and Insurance Manager	Efficiency savings	**Green**
6.16	**Voluntary Severance Savings**	1,500					**1,500**	n/a	tbc	AD Transformation & Resources	Efficiency savings	**Green**
	Total	**2,798**	**551**	**3,400**	**1,500**	**20**	**8,269**					
	Grand Total	**10,159**	**8,016**	**3,944**	**1,500**	**20**	**23,639**					

Corporate Priority 1 — Enable every child to have the best start in life, with high quality Education

Ref	Proposal	2017-18 £000's	2018-19 £000's	2019-20 £000's	2020-21 £000's	2021-22 £000's	Total £000's	Current Budget	Current Staff	Delivery Risk RAG
1.1	**Service Redesign and Workforce**	300	150	-	-	-	**450**	10,601	545	Amber
1.2	**Early Help & Targeted Response**	62	100				**162**	12,583	47	Amber
1.3	**Family Group Conferencing**	200	100	-	-	-	**300**	30	n/a	Green
1.4	**Family Based Placements**	100	175	-	-	-	**275**	12,583	147	Amber
1.5	**Care Leavers - Semi Independent Living**	25	75	-	-	-	**100**	1,699	147	Amber
1.6	**Adoption and Special Guardianship Order payments**	150	148	310	-	-	**608**	2,739	147	Amber
1.7	**Supported Housing Review**	600					**600**	1,699	n/a	Green
1.8	**New Models of Care**		1,000				**1,000**	pooled budgets	pooled workforce	Red
1.9	**Schools & Learning (Manage loss of Education Services Grant)**	1,325					**1,325**	2,784	166	Green
	Total	**2,762**	**1,748**	**310**	**-**	**-**	**4,820**			

Children's Services - Service Redesign and Workforce

Priority	1
Current Service Area	Children's Services
Responsible Officer:	Director of Children's Services
Reference:	Children's Services - Service Redesign and Workforce
Type of saving:	Efficiency saving/service redesign
Version:	1.0

Impact on Residents	Outcomes
In relation to the contact service this will impact on parents and carers in need of using the service.	More responsive service which will contribute to a more timely service for this cohort
In relation to the Independent Reviewing Service this will impact on the looked after children cohorts	A greater level of independence from the service should ensure better outcomes for looked after children
In relation to the front door assessment proposal, this should impact on families accessing social care services	Ensuring that only those families in need of social care services are in receipt of them, rather than engaging with families that do not meet the threshold for intervention.

PROPOSAL

Proposal:

A number of pieces of work are included within this proposal which together contribute to savings across the workforce. This includes:

Contact Service

Reconfiguration of the service based around typical contact need (sessional evening & weekend) in order to reduce the cost of contact per hour, alongside the introduction of a rota system which enables a reduction of service management.

Independent Reviewing Officers

This function is currently provided in-house and could be externally commissioned to yield savings. This would also enable a much greater level of independent challenge, supporting the delivery of better outcomes for our looked after children. This proposal will also enable a greater level of accountability across this function which would be set out within the procurement and contract process.

Reduction in Agency Spend

Actively reduce the levels of agency by converting posts to permanent staff alongside developing a strong retention strategy to ensure this is a sustainable proposal.

Service Redesign

It is proposed that we redesign our services, as a consequence of managing demand into social care, which will enable the service to appropriately reduce the workforce to better meet need.

This proposal will be delivered by ensuring that only those that require social care services are assessed, based upon the Thresholds of Need partnership document.

Those that are provided with support will receive it in a more timely and effective way, through the implementation of new practice tools which strengthen our work with families. This will also enable cases to be progessed

SUMMARY

		Financial Data		Workforce Data
Base Data		**£000**		
Current budget		10,601	**Employees**	545
Savings/Invest		**£000**	**Change in employees**	
	Year 1	300	Year 1	10
	Year 2	150	Year 2	30
	Year 3	0	Year 3	
	Year 4	0	Year 4	
	Year 5	0	Year 5	
	Total	450	Total	40

Rationale

Contact Service
At present the service delivers contact across the year at £81 per hour. However contact is typically required after school, during the evenings or at weekends and there is an opportunity to reduce the hourly unit cost by reconfiguring the service so that workforce availability is matched to service need

Independent Reviewing Officers
This is a statutory requirement and a number of other local authorities have externally commissioned the service to release workforce savings. Some initial analysis has indicated that a new delivery model could provide a £100k saving.

Reduction in Agency Spend
Although there have been some success in efforts to reduce the number of agency by recruiting permanent staff over 16/17, there is a need to continue this work in order to build a robust and sustainable workforce whilst releasing savings across 17/18.

Service Redesign
By more effectively managing demand, a reduction in the workforce could be delivered which would better meet need. This would mean that by ensuring that only those that require social care services are assessed, practitioners can more effectively focus upon families who need a service. Those that are provided with support will receive it in a more timely way , through the implementation of new practice tools which strengthen and support our work with families. This will also enable cases to be progessed through the system more efficiently.

Key benefits - financial and non-financial

Contact Service
Financial: £80k
Non-Financial: More flexible pool of resources for this function based upon need.

Independent Reviewing Officers
Financial: 100k
Non-Financial: Increased levels of independence and scrutiny as well a more flexible pool of resources

Reduction in Agency Spend
Financial: £120k
Non-Financial:More sustainable and robust workforce

Front Door Assessments
Financial: £150k
Non-Financial: Increase the timeliness of assessments and permanency planning

Internal dependencies and external constraints
- Commissioning and Procurement dependencies related to the IRO service
- Implementation of the Recruitment and Retention Strategy
- Market dependencies: Availability of permanent staff

Procurement strategy:
Yes - this saving includes a reduction of staff

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	300	150	0	0	0
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated	0	0			
Net Impact Cost/(Savings)	**300**	**150**			**0**
Cumulative Cost/(Savings)	**300**	**450**	**450**	**450**	**450**
Payback Period: Not applicable					

Early Help & Targeted Response

Priority	1
Current Service Area	**Early Help & Targeted Response**
Responsible Officer:	AD Early Help & Prevention/Head of Targeted Response and Youth Justice
Reference:	Early Help
Type of saving:	New delivery model
Version:	1.0

Impact on Residents	Outcomes
Fewer Children and Young People in Care	Improve lives of children and young people

PROPOSAL

Proposal:

Through the implementation and delivery of the Targeted Response offer as part of the Early Help model it is anticipated that escalation in the number of Looked After Children would be prevented and the associated saving delivered. This will be as a consequence of enabling supporting families to remain together where possible.

This work would also contribute to the prevention of further escalation of the number of looked after children, by providing the right support at an earlier point.

This will include:
- Direct work with children and parents,
- Improving school / home relationships and behaviour management approaches,
- Supporting positive parental attitudes & behaviours as well as a range of other services which support assessment and decision making.

Rationale:

We believe that children are best supported in strong and resilient families and want to promote this by offering a range of early help and targeted support services to enable families to do this where possible. This will decrease the demand for social care intervention, specifically for looked after children, whilst providing better outcomes for children and their families.

SUMMARY

	Financial Data		Workforce Data
Base Data	**£000**		
Current budget	12,583	**Employees**	47
Savings/Invest	**£000**	**Change in employees**	
Year 1	62	Year 1	n/a
Year 2	100	Year 2	n/a
Year 3	0	Year 3	
Year 4	0	Year 4	
Year 5	0	Year 5	
Total	162	Total	0

Benefits:

Financial: £162k

Non-Financial: A reduction in children needing to become looked after.

Internal dependencies and external constraints:

none

Procurement strategy:

n/a

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	62	100			
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	**62**	**100**			
Cumulative Cost/(Savings)	**62**	**162**	**162**	**162**	**162**
Payback Period: Not applicable					

Family Group Conferencing

Priority	1
Current Service Area	Looked After Children
Responsible Officer:	AD Safeguarding & Social Care/Head of Quality Assurance
Reference:	Family Group Conferencing
Type of saving:	New delivery model
Version:	1.0

Impact on Residents	Outcomes
Fewer Children and Young People in Care	Improve lives of children and young people

PROPOSAL

Proposal:

This proposal relates to increasing the use of Family Group Conferences (FGC), to support those children who have just become looked after by the council or are on the edge of care, so that they can safely be returned home or remain with their families.

This will enable better outcomes for families and also reduce the cost of placements.

Rationale:

Haringey Council continues to experience high demand for statutory services, including a persistently high number of children and young people becoming Looked After. Whilst decision-making and application of thresholds have both been strengthened over the past 18 months, any further net reductions in Looked After Children (LAC) will require different forms of intervention with families before a child is accommodated.

Family Group Conferencing is an internationally recognised evidence-based intervention, which originated in New Zealand, and has shown good results in diverting of children from coming from care and reduction in dependency on specialist services, by increasing family capacity to make decisions and increased resilience.

SUMMARY

Base Data	Financial Data £000		Workforce Data
Current budget	30	**Employees**	n/a
Savings/Invest	**£000**	**Change in employees**	
Year 1	200	Year 1	n/a
Year 2	100	Year 2	n/a
Year 3	0	Year 3	
Year 4	0	Year 4	
Year 5	0	Year 5	
Total	300	Total	0

Key benefits:
Phase 1 of this project delivers on the cross-cutting theme of Value for Money, by replacing the commissioned service with a new, tested provider.

Phase 2 is expected to have an immediate, measurable impact on reducing the length of time a proportion of children and young people remain in care who are currently represented in the social care Looked After Children numbers.

Phase 3: is expected to have medium term (2017/18), measurable impact on reducing the length of time a proportion of children and young people remain in care who are currently represented in the social care Looked After Children numbers. It will achieve this through three measurable benefits

• Decrease the number of children coming into care, with a focus on 15-17 age group
• Increase the number of children/young people returned home
• Reduce the number of short term placements (1week – 6months)

Phase 4 is expected to extend the outcomes from Phase 3 with further positive impacts on the number and duration of cases within other parts of the Children's Social Care system, such as subject to Child in Need or Child Protection plans, and Care Leavers. It achieves this through delivering on two key cross-cutting themes from the Corporate Plan:
• Prevention and early intervention – supporting families to solve their problems before they become too entrenched and to reduce their need for statutory services.
• Working together with our communities – the Family Group conferences model supports wider Council efforts to build family and community resilience by giving a child's wider network a central role in co-producing positive outcomes for the child.
• Providing better outcomes for young people within the criminal justice system

Internal dependencies and external constraints:
Dependent on having an appropriate Looked After Children cohort who would benefit from Family Group Conferences

Procurement strategy:
By May 2017 award a block contract for a Family Group Conferences supplier.

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated	330	160	0	0	0
Reduced benefits due to					
Additional Cost Estimated	130	60	0	0	0
Net Impact Cost/(Savings)	**200**	**100**	**0**	**0**	**0**
Cumulative Cost/(Savings)	**200**	**300**	**300**	**300**	**300**
Payback Period: 1 years					

Family Based Placements

Priority	1
Current Service Area	**Looked After Children**
Responsible Officer:	AD Safeguarding & Social Care/Head of Children in Care
Reference:	Family Based Placements
Type of saving:	Efficiency savings
Version:	1.0

Impact on Residents	Outcomes
Looked After Children cohort positively impacted via more appropriate care offer	Better permanency outcomes for Looked After Children

PROPOSAL

Proposal:

By increasing the range and type of in-house foster carers, alongside strengthening our Independent Fostering Agency arrangements, young people will be enabled to remain more locally, in appropriate family based placements which better meet their needs and achieve improved outcomes.

An initial review had indicated that there are a small number of children currently in residential placements where we could deliver care closer to home, which would also be better value for money.

This will mean that children and young people are provided with placements that better meet their needs as part of our ambition to deliver high quality care for our Looked After Children.

Rationale: Analysis has indicated that by offering more family based placements, savings could be achieved, with a focus on those children who would most benefit from being appropriately stepped down into in-house foster care or Independent Fostering Agency.

SUMMARY

	Financial Data		Workforce Data
Base Data	**£000**		
Current budget	12,583	**Employees**	147
Savings/Invest	**£000**	**Change in employees**	
Year 1	100	Year 1	n/a
Year 2	175	Year 2	n/a
Year 3	0	Year 3	
Year 4	0	Year 4	
Year 5	0	Year 5	
Total	275	Total	0

Benefits:
Financial: £275k
Outcome: Will better meet the needs of Looked After Children more locally

Internal dependencies and external constraints:
This saving is dependent on the availability of appropriate foster carers and Independent Fostering Agency. arrangements

Procurement strategy:
A commissioning exercise would need to be undertaken with an Independent Fostering Agency.

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	100	175	0	0	0
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	**100**	**175**	**0**	**0**	**0**
Cumulative Cost/(Savings)	**100**	**275**	**275**	**275**	**275**
Payback Period: not applicable					

Care Leavers: Semi-Independent Living

Priority	1
Current Service Area	**Care Leavers**
Responsible Officer:	AD Safeguarding & Social Care/Head of Children in Care
Reference:	Care Leavers: Semi-Independent Living
Type of saving:	Efficiency savings
Version:	1.0

Impact on Residents	Outcomes
Reducing dependence; building financial independence; careleavers living as other young people in the community but with support.	Improved independence for care leavers; better tenancy sustainment; higher employment rates for vulnerable young people.

PROPOSAL

Proposal:
Review the current Semi Independent Living cohort and where appropriate, consider easing the transition to financial independence more efficiently, where care leavers have successfully been supported to live independently. This provision of support would remain in line with statistical neighbours and aligned with the Supporting Housing proposal.

Rationale:
The Leaving Care Service has a function to support the transition of living independently for care leavers. Analysis has suggested that an indepth review would identify cases where payments could be ceased and clarify for future.

SUMMARY

		Financial Data		Workforce Data
Base Data		**£000**		
Current budget		1,699	**Employees**	147
Savings/Invest		**£000**	**Change in employees**	
(up to)	Year 1	25	Year 1	n/a
	Year 2	75	Year 2	n/a
	Year 3	0	Year 3	
	Year 4	0	Year 4	
	Year 5	0	Year 5	
	Total	100	Total	0

Benefits:
Financial: £100k

Internal dependencies and external constraints:
None

Procurement strategy:
N/A

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated	25	75			
Reduced benefits due to					
Additional Cost Estimated					
Net Impact Cost/(Savings)	**25**	**75**	**0**	**0**	**0**
Cumulative Cost/(Savings)	**25**	**100**	**100**	**100**	**100**

Payback Period: Not applicable

Adoption and Special Guardianship Order Payments

Priority	1
Current Service Area	**Permanency**
Responsible Officer:	AD Safeguarding & Social Care/Head of Children in Care
Reference:	Adoption and Special Guardianship Order Payments
Type of saving:	Efficiency savings
Version:	1.0

Impact on Residents	Outcomes
Financial implications for Adopters and guardians	Increased equitability of support

PROPOSAL

Proposal:
The proposal is based upon a review of support provision across adoption and Special Guardianship Orders, with a view to bringing the council in line with comparator boroughs and achieve savings through changes in the policy in three areas:

Payments for Adoptive Parents (£298k)
To refresh the payment policy for adoptive parents in order to reduce the spend in this area by limiting the length of time financial support is provided.

Special Guardianship Order Payments (£250k)
To refresh the payment policy for Special Guardianship Order payments in order to reduce spend in this area by making this by exception rather than a standard practice

Adoption Transport Allowances (£60k)
To review and refresh the adoption transport allowance in order to reduce spend in this area.

Rationale:

Payments for Adoptive Parents
Whilst it is common practice for support to be offered to adoptive parents this should be provided as an outcome of decisions following the financial capacity assessment. It is thought that by refreshing the policy and implementing it from April 2017, it is possible to reduce payments by having a clear process to follow which includes provision of assessed and time limited financial support.

Special Guardianship Order Payments
To refresh the payment policy for Special Guardianship Order payments in order to reduce spend in this area by making bringing payments in line with other local authorities. Initial analysis indicates that savings could be yielded by implementing these changes going forward but it would be highly challenging to do this retrospectively.

Adoption Transport Allowances
There is a need to review the transport payment offer for adoption as there are currently significant transport payments being made. Early analysis indicates that there could be a monthly saving once this expenditure is bought into line.

SUMMARY

		Financial Data		Workforce Data
Base Data		**£000**		
Current budget		2,739	**Employees**	147
Savings/Invest		**£000**	**Change in employees**	
(up to)	Year 1	150	Year 1	n/a
	Year 2	148	Year 2	n/a
	Year 3	310	Year 3	n/a
	Year 4	0	Year 4	
	Year 5	0	Year 5	
	Total	608	Total	0

Benefits:
Financial: £608k

Internal dependencies and external constraints:
This saving is based upon implementation of policy changes

Procurement strategy:
n/a

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	150	148	310	0	0
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	**150**	**148**	**310**	**0**	**0**
Cumulative Cost/(Savings)	**150**	**298**	**608**	**608**	**608**
Payback Period: Not applicable					

Supported Housing Review

Priority	1
Current Service Area	**Supported Housing Review**
Responsible Officer:	AD Commissioning
Reference:	Supported Housing Review
Type of saving:	New delivery model
Version:	1.0

Impact on Residents	Outcomes
Greater choice	Improved tenancy sustainment for vulnerable young people.
Maximising independence	Strengthened independent living skills for vulnerable young people.
Reduced admin	Simpler access to streamlined pathway of responsive support for young people.

PROPOSAL

Proposal

To bring together the resources of housing-related support (HRS) and the Children's and Young People's service for homeless young people & care leavers. This will create a coherent pathway of services for these groups, focused on addressing risk and vulnerability, tenancy preparation & breaking the cycle of homelessness. The saving will be possible through the recommissioning of services in 2017, yielding a saving in 2018/19.

Rationale

Through a review of supported housing, it has become clear that resources are not currently being optimised. The current service provision and existing pathway is due to be recommissioned in 2017 and there are opportunities to streamline our approach across the Council.

There are currently 55 units in the Housing Related Support pathway and an additional 94 semi-independent placements commissioned separately by Council at an annual total cost of around £1.6m.

A remodelled pathway with 150 units of varied levels and types of supported housing, with provision for vulnerable and high risk groups, is estimated to have an annual value of £1m.

SUMMARY

		Financial Data		Workforce Data
Base Data		**£000**		
Current budget		1,699	**Employees**	n/a
Savings/Invest		**£000**	**Change in employees**	
	Year 1	600	Year 1	n/a
	Year 2		Year 2	
	Year 3		Year 3	
	Year 4		Year 4	
	Year 5		Year 5	
	Total	600	Total	0

Key benefits:

Financial:
Modelling assumptions project approximately £600k savings would be made by commissioning an integrated pathway. There will still be provision for those young people who need to placed outside the pathway for reasons of safety, vulnerability or accessibility.

Non-financial:
maximising opportunities for tenancy preparation to reduce eviction and abandonment of social lettings in future, break the cycle of future homelessness, addressing challenging behaviour, gang affiliation and Violence Against Women and Girls, an integrated pathway has an opportunity to target specialist support to those who need and create environments that are both nurturing and empowering for young people. Adopting a pathway planning needs assessment and support planning process would reduce administration for professionals and young people by adopting one key document for measuring progress and achievements of goals rather than two, giving more time for face to face work between young people and professionals.

Internal dependencies and external constraints

To achieve an integrated pathway, the Housing Related Services Commissioning team would need to be restructured into the social care commissioning team as quickly as possible to ensure expertise & experience on both sides was well utilised.

Buildings would be required as part of the tender process for the pathway - it is expected that these would be offered by providers as part of the tender process for the most part.

Procurement strategy:
Current contracts expire in 2017, a contract extension would need to be issued to ensure continued availability whilst a new model is defined and commissioning arrangements made. It is expected that the new Pathway would be in place in full by April 2018.

Delivery model will take a pathway style, adapted from the one in place in Camden but building on learning from that model to reduce administration and bureaucracy.

Cost Benefit Analysis (CBA)	**2017-18 £k**	**2018-19 £k**	**2019-20 £k**	**2020-21 £k**	**2021-22 £k**
Benefits Estimated (Savings)	600				
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	**600**	**0**	**0**	**0**	**0**
Cumulative Cost/(Savings)	**600**	**600**	**600**	**600**	**600**
Payback Period: n/a					

New Models of Care

Priority	1
Current Service Area	**Children's Social Care and Health**
Responsbile Officer:	Director of Children's Services/AD Commissioning/Director of Public Health
Reference:	New Models of Care
Type of saving:	New Delivery Model
Version:	1.0

Impact on Residents	Outcomes
More efficient pathways for accessing care	More efficient pathways for accessing care

PROPOSAL

Proposal:
There are potentially further savings achievable across Priority 1 through partnerships and joint working including: integration with Haringey CCG, development of an Accountable Care Partnership with Islington Council and both Haringey and Islington CCGs, transformation across North Central London cluster, and shared services with other authorities.

These savings have not yet been quantified but we anticipate joint working will add at least £1m by18/19 to the achievement of savings targets for P1.

Rationale:
In the context of the MTFS, it is important that services explore opportunities to work together to improve service offer through integration and Value for Money.

SUMMARY

		Financial Data		Workforce Data
Base Data		**£000**		
Current budget		pooled budgets	**Employees**	pooled workforce
Savings/Invest		**£000**	**Change in employees**	
(up to)	Year 1	0	Year 1	
	Year 2	1,000	Year 2	tbc
	Year 3	0	Year 3	
	Year 4	0	Year 4	
	Year 5	0	Year 5	
	Total	1,000	Total	0

Benefits:
Financial: £1m

Internal dependencies and external constraints:

Procurement strategy:
N/A

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)		1000			
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	**0**	**1000**			
Cumulative Cost/(Savings)	**0**	**1000**	**1000**	**1000**	**1000**
Payback Period: n/a					

Schools & Learning (manage loss of Education Services Grant)

Priority	1
Current Service Area	**Schools and Learning**
Responsible Officer:	**AD Schools & Learning**
Reference:	Schools & Learning (manage loss of Education Services Grant)
Type of saving:	Increase in income
Version:	1.0

Impact on Residents	Outcomes
None	

PROPOSAL

Proposal:
The Education Services Grant (ESG) of £2.784m is ceasing. This proposal sets out the four expenditure budgets amounting to £1.325m within the Priority 1 General Fund that can feasibly be reduced, either by funding expenditure from the Dedicated Schools Grant, increasing trading or discontinuing the service.

Rationale:

The ESG is a non-specific grant but is deemed to underpin three operational budgets in Schools and Learning and a range of corporate overheads covering statutory and regulatory duties. Some of the ESG, £550k, will transfer into the Dedicated Schools Grant (DSG) and can be used to fund the Council's continuing statutory duties; in addition changes to the Schools and Early Years Finance Regulations will allow School Forums to de-delegate DSG from maintained There are also national changes in early years DSG funding that will limit budgets that can be retained centrally. The proposed transfer to the DSG and consequent savings to the General Fund are summarised below.

1. The increase of £550k in the DSG to be retained as a contribution to the cost of statutory and regulatory services.

2. Early Years (£274k) - will be considered as part of the reprioritisation and redesign of centrally retained early years services.

3. Forum's permission will be sought to de-delegate a budget for new redundancy costs in maintained schools (£178k).

4. Permission will also be sought to de-delegate a budget for the Education Welfare Service (£324k).

The only possible additional measures should de-delegation from Schools Forum be insufficient or unsuccessful are increased trading or ceasing activities. There is very limited scope for increased trading in Early Years in particular.

SUMMARY

		Financial Data		Workforce Data
Base Data		**£000**		
Current budget		2,784	**Employees**	166
Savings/Invest		**£000**	**Change in employees**	
(up to)	Year 1	1,325	Year 1	tbc
	Year 2	0	Year 2	
	Year 3	0	Year 3	
	Year 4	0	Year 4	
	Year 5	0	Year 5	
	Total	1,325	Total	0

Benefits:

Internal dependencies and external constraints:
Dependent on Schools Forum making a decision on a preferred model

Procurement strategy:
n/a

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	1325				
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	**1325**				
Cumulative Cost/(Savings)	**1325**	**1325**	**1325**	**1325**	**1325**
Payback Period: n/a					

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Corporate Priority 2 — Empower all adults to live healthy, long and fulfilling lives

Ref	Proposal	2017-18 £000's	2018-19 £000's	2019-20 £000's	2020-21 £000's	2021-22 £000's	Total £000's	Current Budget	Current Staff	Delivery Risk RAG
2.1	**Supported Housing Review**	475	500	-	-	-	**975**	20,715	n/a	Amber
2.2	**Osborne Grove**	-	672	-	-	-	**672**	757	44	Red
2.3	**Fees and charges review**	199	115	84	-	-	**398**	n/a	n/a	Amber
2.4	**Technology Improvement**	750	250	-	-	-	**1,000**	n/a	37	Amber
2.5	**Market efficiencies**	987	200	-	-	-	**1,187**	52,766	n/a	Amber
2.6	**New Models of Care**		1,400	-	-	-	**1,400**	70,080	390	Amber
	Total	**2,411**	**3,137**	**84**	**-**	**-**	**5,632**			

Supported Housing Review

Priority	2 & 5
Current Service Area	Supported Housing Commissioning
Responsbile Officer:	AD Commissioning
Reference:	Supported Housing Review
Type of saving:	New Delivery Model
Version:	1.0

Impact on Residents	Outcomes
Maximising independence	Better use of Council resources
Greater choice for service users	Support responsive to user needs

PROPOSAL

Proposal:

Supported Housing stock in the borough is not curently used for users with moderate needs in a way which moves people through levels of support and maximises their independence. The proposal is to move users with moderate needs, where appropriate, into independent tenancies with support and to free up to 29 supported housing units for people with high level care needs who might otherwise require residential care.

Rationale:

As part of the Supported Housing review project it has become clear that supported housing resources are not being maximised. There are currently 58 units of housing-related support accommodation for people with learning disabilities. It is estimated that about 50% of the people living in this supported housing type have lower support needs and minimal, if any, social services involvement.

If those who are able to manage living more independently were supported into their own tenancies via a proposed Keyring scheme (independent tenancies in a cluster with a community support worker), 29 suitable properties would become available for people moving on from residential care. The remaining 29 properties are recommended to remain as a preventative supported housing service for people with mild to moderate learning disabilties who are unable to live independently or with parents/carers.

SUMMARY

	Financial Data		Workforce Data
Base Data	**£000**		
Current budget	20,715	**Employees**	n/a

Savings/Invest	**£000**	**Change in employees**	
Year 1	£475	Year 1	n/a
Year 2	£500	Year 2	n/a
Year 3	£0	Year 3	
Year 4	£0	Year 4	
Year 5	£0	Year 5	
Total	975	Total	0

Key benefits - financial and non-financial

Financial:

If existing Housing Related Support units were available for supported living accommodation for people moving out of residential care, an estimated annual saving of £34k per person could be made based on average weekly unit costs and the assumption that a rationalised Housing Related Support contribution of £150 pppw would continue in all units (Housing Related Support contribution of £7,800 per annum has not been added to the estimated annual saving although it would save a further £225k against current ASC spend over the 2 years if considered separately).

A phased transition process, re-purposing 29 units and transitioning 29 people over two years would create savings in Year One of £475k and in Year Two of £500k.

Non-financial:

Maximising independence and autonomy for adults with learning disabilities who are living either in residential care or other types of supported housing. This would rebalance preventative supported housing for this client group with the understanding of the need to support people in settings with the most appropriate level of support, enabling them to transition from residential care and higher levels of support where possible.

Internal dependencies and external constraints

Dependencies:

The proposal would require sufficient lead-in time to support those in current Housing Related Support provision to move into more independent tenancies. The council needs to make a decision about offering some of those affected social lettings to speed up the process and also to ensure that moving those affected does not result in tenancy failures and additional costs.

It may be necessary to make changes to rooms to accommodate particular needs, this may incur additional capital costs but the amount is unclear until individuals are identified.

Additionally, the Housing Related Support Commissioning Team will need to be restructured as part of the change in commissioning and Budgetary responsibility. This process could run concurrently.

Constraints:

It is possible that Housing Related Support providers will not consent to this proposal. However, initial conversations with two of four providers have been positive and 3 of the 4 providers are already adult social care providers, so are equipped and engaged in the supported living market.

Procurement strategy

No procurement strategy is needed, contracts exist between providers and the council already for accommodation based services for people with learning disabilities. There is a question of how the commissioning of services will change moving forward once budgets are fully integrated.

A strategy will be required for moving on those people currently in supported housing units who are able to move into more independent living through the Keyring scheme.

Cost Benefit Analysis (CBA)	**2017-18 £k**	**2018-19 £k**	**2019-20 £k**	**2020-21 £k**	**2021-22 £k**
Benefits Estimated (Savings)	475	500	0	0	0
Reduced benefits due to lead-on time (if applicable)	0	0			
Additional Cost Estimated	0	0			
Net Impact Cost/(Savings)	**475**	**500**	**0**	**0**	**0**
Cumulative Cost/(Savings)	**475**	**975**	**975**	**975**	**975**
Payback Period: N/A					

Osborne Grove

Priority	2
Current Service Area	Prevention Services - Residential Nursing Home
Responsbile Officer:	AD Commissioning
Reference:	Osborne Grove
Type of saving:	New delivery model
Version:	1.0

Impact on Residents	Outcomes
Continuity of provision	Best use of Council's assets to support scarce nursing provision in the borough
Local provision	Residents better able to remain connected with their local communities; families closer to provision

PROPOSAL

Proposal:

Currently the weekly cost per bed at Osborne Grove is £1,214 which is higher than the average market rate of nursing care at £824/week. There is significant demand for nursing care and limited capacity in Haringey and locally. This has prompted consideration of whether the Osborne Grove site could deliver extra capacity. The site overall has been assessed as underused and offering potential for expansion either to create more nursing beds or extra care sheltered units, both of which are needed locally.

Given the good location and condition of the site, an opportunity lies in making better use of both of the day centre and car park, for example through: leasing out the space to an independent provider; converting the space into supported living accommodation; building additional nursing care, extra care or supported living accommodation across the site.

An options appraisal is underway to maximise the number of units which can be offered from the site, to reduce unit costs and to maintain care in a sustainable way. In each of the options, the current nursing care capacity of 32 beds would be maintained. Any additional capacity created would either be of nursing beds or extra care sheltered housing units, which could include shared or outright ownership models. Options range from procuring an alternative provider to develop out the site and/or to provide care to maintaining the current model and capacity.

Rationale:

Modelling suggests that:

1. Cashable savings are derived from the difference between the current cost of the service (£1,214/person per week) to fixing this cost to the market rate (£824 is assumed) with additional savings potential from 19/20 if rent is charged;
2. The potential income that could be generated from each of these strategies ranges from £30K -£100K / annum.

There are a variety of potential options to be explored within this broad proposal and an options appraisal is underway.The range of savings associated with different options are £0 to £672k.

SUMMARY

	Financial Data		Workforce Data
Base Data	**£000**		
Current budget	757	**Employees**	44
Savings/Invest	**£000**	**Change in employees**	
Year 1	0	Year 1	
Year 2	672	Year 2	n/a
Year 3	0	Year 3	
Year 4	0	Year 4	
Year 5	0	Year 5	
Total	672	Total	0

Key benefits - financial and non-financial
Local Provision.
Continuity for residents.
Market prices for in-house provision.
Making best use of Council assets.

Internal dependencies and external constraints
Depending on options analysis, may require consultation and member decision.

Procurement strategy:
This will depend on the outcome of the options appraisal.

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)		672	0	0	0
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	**0**	**672**	**0**	**0**	**0**
Cumulative Cost/(Savings)	**0**	**672**	**672**	**672**	**672**
Payback Period: n/a					

Fees and Charges Review

Priority	2
Current Service Area	Packages of Care and Direct Provision
Responsbile Officer:	AD Adults Social Care
Reference:	Fees and Charges Review
Type of saving:	Increase in income
Version:	1.0

Impact on Residents	Outcomes
Higher charges for some clients	Maximising funding available for adult social care services

PROPOSAL

Proposal:
To amend fees and charges to bring them into line with other London boroughs and to enable cost recovery where possible and appropriate.

Rationale:
Savings opportunities are:
-Disability Related Expenditure (£328k), Haringey currently operates a 65% (£35.82) disregard and this policy has stayed the same since 2004. Other authorities have reduced the DRE and the range is from a flat rate of £10.00 to a rate of 35% (£19.00). Haringey is proposing to operate a DRE of £40%, (£22.04) by 2019/20 (ie 55% (£30.31 per week) saving an estimated £129k in 2017/18, 45% (£24.80 per week) saving an estimated £244k in 2018/19.
-**Transport to day opportunities** (£61k) charging users, who have been assessed as having the ability to pay, for the full cost of transport as part of the charge for the overall package of care.
-Self-funders administration fee (£9k).We currently manage care provision for 64 full-cost service users (those deemed to have enough disposable income to full pay for their own care) and do not charge. The proposal is to implement an administration fee.

SUMMARY

	Financial Data		Workforce Data
Base Data	**£000**		
Current budget	n/a	**Employees**	n/a
Savings/Invest	**£000**	**Change in employees**	
Year 1	199	Year 1	n/a
Year 2	115	Year 2	n/a
Year 3	84	Year 3	n/a
Year 4	0	Year 4	
Year 5	0	Year 5	
Total	398	Total	0

Key benefits:
Financial Savings

Internal dependencies and external constraints:
May need consultation

Procurement strategy:
None

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	£199	£115	£84	£0	£0
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	**£199**	**£115**	**£84**	**£0**	**£0**
Cumulative Cost/(Savings)	**£199**	**£314**	**£398**	**£398**	**£398**
Payback Period: n/a					

Technology Improvement

Priority	2
Current Service Area	Adult Social Care / Commissioning
Responsbile Officer:	AD Commissioning
Reference:	Technology Improvement
Type of saving:	New delivery model
Version:	1.0

Impact on Residents	Outcomes
Maximising independence	New service model to reduce costs and provide better care
Greater access to support in the community	Signposting residents to most appropriate sources of care

PROPOSAL - STRATEGIC CASE

Proposal:
Using technology to maximise independence, including a particular focus on utilising Assistive Technology (AT) and online information to signpost and enable residents to self-assess.

Rationale:
1. Assistive Technology (AT)
Advances in AT can be used to improve the individual's quality of life, at the same time reducing the costs to Haringey. Areas being considered are:
1) AT that can assist in helping someone with dementia living at home for longer than they currently are - this reduces reliance on residential care.
2) Reduction in home care hours where assessments indicate that AT can be beneficial for the service user, including reduction in double up care.
3) Exploration of using AT to replace sleep in or waking night staff in Supported Living accommodation

2. Online information and self-assessment
Developing a more accesible and comprehensive online information and advice offer will help to signpost to support in the community and reduce the number of contacts coming through to adult social care. An easy to use self-assessment tool will ensure that users are signposted to community support where appropriate, and unnecessay assessments are reduced. Cost-benefit analysis of this approach in other LAs shows significant savings can be made.

SUMMARY

	Financial Data		Workforce Data
Base Data	**£000**		
Current budget	n/a	**Employees**	37
Savings/Invest	**£000**	**Change in employees**	
Year 1	750	Year 1	n/a
Year 2	250	Year 2	n/a
Year 3	0	Year 3	
Year 4	0	Year 4	
Year 5	0	Year 5	
Total	1,000	Total	0

BENEFITS CASE

Key benefits:

Financial - Work elsewhere has indicated that AT can create savings for the authority, both around costs for exising service users and also those that are new to the service. The anticipated annual savings are calculated at being £800k in respect of older persons, and £200k in respect of working age adults. Cost-benefit analysis in Plymouth against online information and self-assessment has shown savings from reduced contacts. A robust business case specific to Haringey is being developed.

Non-Financial - The use of AT and online information and assessment promotes independence and improves quality of life. These activities enable residents to find support in the community and to remain in their home, deferring moves into Residential Care or receiving other packages of support when they are not necessary.

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	750	250	0	0	0
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	**£750**	**£250**	**£0**	**£0**	**£0**
Cumulative Cost/(Savings)	**£750**	**£1,000**	**£1,000**	**£1,000**	**£1,000**

Payback Period: N/A

Market Efficiencies

Priority	2
Current Service Area	Adult Social Care / Commissioning
Responsbile Officer:	Head of Strategic Commissioning
Reference:	Market Efficiencies
Type of saving:	Efficiences / savings
Version:	1.0

Impact on Residents	Outcomes
Reduced subsidy for meals on wheels	Best use of resources
Commissioning for outcomes so that care and support can be more flexible and responsive	Increased independence even in high need settings and Care will be responsive to changing levels of need

PROPOSAL - STRATEGIC CASE

Proposal:
Through 5 different approaches, reduce costs incurred in commissioning packages of care for clients.

Rationale:
Reduce the cost of care packages through:
1. Implementing a new approach to residential and nursing procurement to reduce costs working with boroughs across North Central London.
2. Gaining leverage on providers in Learning Disabilities and Mental Health to negotiate price reductions in existing packages with an increased focus on maximising independence.
3. Developing new care and delivery models for people with the most complex needs and behaviour that challenges.
4. Changing the terms of the residential placement agreement to reduce the amount Haringey will pay when service users are hospitalised in line with comparator boroughs; a one off debt recovery from care homes against hospitalisation of service users.
5. Ending the subsidy for meals on wheels.There are a range of options available for people needing support to access a hot meal during the day. Going forward the role of the Council will be to help the individual to decide which meals option they want to take up and this will be explored as part of the assessment and support planning process.Users will be able to access culturally specific meals, with a range available as part of the options being explored both for delivery and in the community. We are seeking to ensure consistency of costs but some currently appear more expensive. This will need to be considered as part of the EqIA. Where a luncheon club is an assessed need and the user is eligible for adult social care transport will be arranged.

SUMMARY

		Financial Data		Workforce Data
Base Data		**£000**		
Current budget		52,766	**Employees**	n/a
Savings/Invest		**£000**	**Change in employees**	
	Year 1	987	Year 1	n/a
	Year 2	200	Year 2	
	Year 3	0	Year 3	
	Year 4	0	Year 4	
	Year 5	0	Year 5	
	Total	1,187	Total	0

BENEFITS CASE

Key Benefits:

1. Managing residential and nursing costs down across the North Central London cluster through a shared approach to purchasing, price banding and use of dynamic purchasing system. Reduction of costs from current position to costs in line with comparators yields £515k cost savings per annum.
2.It is estimated that c£500k of recurring savings can be negotiated. This estimate is based on the level of spend, the higher than average unit costs and the levels achieved in other areas. This is likely to be realised with half the savings achieved in 17/18 and the remainder achieved in 18/19.
3. Introduction of commissioning using both Positive Behaviour Support and Progression models: both offer very intensive support in first 12 weeks of transition into a supported living setting with a focus on outcomes which can be delivered with lower levels of care.
4. Haringey Council currently uses a residential placement agreement that specifies the Council will pay for 100% of service user fees for two weeks after hospitalisation, 90% of fees for the subsequent six weeks and 50% thereafter. These terms are more generous than other councils. It is recommended that this clause is changed to 100% for the first two weeks, 90% for the subsequent two weeks and then 50% thereafter. This will yield £50k per annum. It is also estimated there a one-off debt recovery of £50k (achieved in 17/18) where care homes have failed to notify Haringey of hopsitalisation beyond two weeks.
5. An annual £122k could be realised through ending the subsidy for meals on wheels.

Cost Benefit Analysis (CBA)	**2017-18 £k**	**2018-19 £k**	**2019-20 £k**	**2020-21 £k**	**2021-22 £k**
Benefits Estimated (Savings)	£987	£200	£0	£0	£0
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	**£987**	**£200**	**£0**	**£0**	**£0**
Cumulative Cost/(Savings)	**£987**	**£1,187**	**£1,187**	**£1,187**	**£1,187**

Payback Period: N/A

New Models of Care

Priority	2
Current Service Area	Adult Social Care / Commissioning
Responsbile Officer:	Director of Adults Social Care
Reference:	New Models of Care
Type of saving:	New delivery model
Version:	1.0

Impact on Residents	Outcomes
Greater emphasis on prevention of needs escalating	Synergies from joining up services
Greater independence for service users	Better use of resources within a clear operating model

PROPOSAL - STRATEGIC CASE

Proposal:

There are potentially substantial savings achievable across Priority 2 from moving to an integrated model of delivery. The largest element of this will be savings made through integration with (i) Haringey CCG, (ii) Wellbeing Partnership with Islington Council and CCG and (iii) additional savings across North Central London cluster.

There are additional potential savings as a result of proposals to redesign adult social care through (i) further reductions in new packages of care through a more preventative approach linked into primary care and community services (ii) further staff reductions as part of the service redesign, including through more integrated ways of working. This would include at services provided currently through Adults Social Care, Public Health and the Clinical Commissioning Group.

Rationale:

These proposals are at an early stage of development. Nonetheless, other authorities in London have been developing collaborative partnerships with neighbours or with health partners and these have indicated scope for doing things better together and saving money through having more resource overall to use flexibly and innovatively. The savings proposed for Haringey draw from those achieved in models elsewhere.

SUMMARY

		Financial Data		Workforce Data
Base Data		**£000**		
Current budget		70,080	**Employees**	390
Savings/Invest		**£000**	**Change in employees**	
	Year 1	0	Year 1	
	Year 2	1,400	Year 2	15-20
	Year 3	0	Year 3	
	Year 4	0	Year 4	
	Year 5	0	Year 5	
	Total	1,400	Total	15 - 20

Key Benefits:
Collaborative working.
Opportunity to redesign services.
Minimise costs on transactions between organisations.
Efficiencies and synergies.

Internal dependencies and external constraints
None

Procurement strategy
n/a

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)		£1,400			
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	**£0**	**£1,400**	**£0**	**£0**	**£0**
Cumulative Cost/(Savings)	**£0**	**£1,400**	**£1,400**	**£1,400**	**£1,400**

Payback Period: N/A

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Corporate Priority 3 — A clean and safe borough where people are proud to live

Ref	Proposal	2017-18 £000's	2018-19 £000's	2019-20 £000's	2020-21 £000's	2021-22 £000's	Total £000's	Current Budget	Current Staff	Delivery Risk RAG
3.1	Charge Green waste - income generation	375	375				**750**	N/A	N/A	Amber
3.2	Charging for Bulky Household Waste	300	100				**400**	N/A	N/A	Green
3.3	Charging for Replacement Wheelie Bins	100	50				**150**	N/A	N/A	Green
3.4	Charging for recycling bins and increasing residual bins for RSLs, Managing Agents, Developers etc...	50	50				**100**	N/A	N/A	Green
3.5	Flats Above Shops –Provision of bags - Service reduction	120					**120**	N/A	N/A	Green
3.6	Reduce Outreach/ Education team - Service reduction	50	65				**115**	N/A	N/A	Green
3.7	Closure of Park View Road R&R - Service reduction	115	115				**230**	N/A	N/A	Green
3.8	Veolia Operational Efficiencies	200					**200**	N/A	N/A	Green
3.9	Rationalisation of Parking Visitor Permits	125	225				**350**	N/A	N/A	Green
3.10	New Parking Operating Model		920				**920**	N/A	70	Amber
3.11	Relocation of Parking/CCTV processes and appeals		380				**380**	N/A	13	Amber
3.12	Cashless Parking Payments	150					**150**	N/A	N/A	Green
3.13	Online Parking Permit Applications & Visitor Permits			50			**50**	N/A	N/A	Amber
3.14	Parking New IT Platform			100			**100**	N/A	N/A	Amber
3.15	Sustainable Transport in CO2 Parking Permit Charge	100	300				**400**	N/A	N/A	Green
	Total	**1,685**	**2,580**	**150**	**-**	**-**	**4,415**			

Green Waste Charging

Priority	3
Current Service Area	Commercial & Ops - Neighbourhood Action
Reference:	Green Waste Charging
Type of saving:	Increase in income
Responsible Officer:	Waste Strategy Manager
Version:	1.0

Impact on Residents	Outcomes
Free garden waste collection service stops	Resident satisfaction rates decrease
	Potential increase in fly tipping
	Reduction in recycling rate - 2%
	Potential greater contamination of Dry Recycling
	Increased side waste

PROPOSAL

Proposal:
Charging for Garden Waste: Stopping the current free weekly universal green waste collection service and reverting to a weekly opt in charged green waste collection service. The charge would be set at £75 per annum.

Rationale:
Green garden waste is household waste for which a charge can be made for the collection. The service will be paid for by those who opt in only rather than a contract cost which is funded universally by all residents.

SUMMARY

	Financial Data		Workforce Data
Base Data	**£000**		
Current budget	N/A	**Employees**	N/A
Savings/Invest	**£000**	**Change in employees**	
Year 1	375	Year 1	n/a
Year 2	375	Year 2	n/a
Year 3		Year 3	
Year 4		Year 4	
Year 5		Year 5	
Total	750	Total	0

Key benefits:

An estimate of £150K has been deducted and includes, call centre, IT development, container costs administration and any additional treatment/disposal costs.
By charging for green waste and proposing that we provide composting bins 'at costs' we will be encouraging residents to deal with their waste sustainably at source.

Internal dependencies and external constraints:
Chargeable service will be fully administered by Veolia.
Develop IT booking provision.
Will need to complete a communications plan.

Procurement strategy - N/A

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	375	375			
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	**375**	**375**	**0**	**0**	**0**
Cumulative Cost/(Savings)	**375**	**750**	**750**	**750**	**750**
Payback Period: n/a					

Charge for Bulky Household Waste

Priority	3
Current Service Area	Commercial & Ops - Neighbourhood Action
Reference:	Charge for Bulky Household Waste
Responsible Officer:	Waste Strategy Manager
Type of saving:	Increase in income
Version:	1.0

Impact on Residents	Outcomes
Stopping a free bulk waste collection service to a	Fly tipping may increase
	Increased use of R & R
	Resident Satisfaction may be reduced
	Could increase side waste

PROPOSAL

Proposal:
To move from a free bulk collection service for recyclables to a standard bulky waste collection service where a charge of £25 would be levied for the collection of up to 4 items plus £10 for each additional item.

Rationale:
- 24 London boroughs charge for all bulky collections.
- 10 offer some form of concession.
- In North London – only Hackney and Waltham Forest also have some element of free bulky collections
- Evidence from Newham saw a 75% reduction demand with no discernible increase in fly-tipping when they introduced a charge.
- Modelled a 60% drop in demand for bulky collections from 30,850 p/a to 11500 p/a.

Impact on recycling rate will be low as material will still go to the bulk waste recycle facility at Edmonton.

SUMMARY

	Financial Data		Workforce Data
Base Data	**£000**		
Current budget	N/A	**Employees**	N/A
Savings/Invest	**£000**	**Change in employees**	
Year 1	300	Year 1	n/a
Year 2	100	Year 2	n/a
Year 3		Year 3	
Year 4		Year 4	
Year 5		Year 5	
Total	400	Total	0

Key benefits
Total savings and Income generated has been estimated at £400K pa based on the demand levels noted above and an average price of £35 per collection.

Internal dependencies and external constraints
- Likely to lead to increase in tonnage through Reuse & Recycling centres.
- Veolia will need to develop with the Council an IT online booking system.
- A Communications plan will need to be developed.

Procurement strategy
N/A

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	300	100			
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	**300**	**100**	**0**	**0**	**0**
Cumulative Cost/(Savings)	**300**	**400**	**400**	**400**	**400**
Payback Period: n/a					

Charging for replacement wheelie bins

Priority	3
Current Service Area	Commercial & Ops - Neighbourhood Action
Reference:	Charging for replacement wheelie bins
Responsible Officer:	Waste Strategy Manager
Type of saving:	Increase in income
Version:	1.0

Impact on Residents	Outcomes
Free service becoming chargeable for new or replacement residual and recycling bins	May discourage recycling
	Increase in stolen bins
	Impact on resident satisfaction

PROPOSAL

Proposal:
Charging for new and replacement containers to residents for both recycling and residual bins.

Rationale:
Based on the assumption that once the charge is introduced demand for containers will reduce by 50%, resulting in the number of requests for containers reducing from 8,000 to 4,000. The savings are made up of two components, the reduction in the current contractual sum (£100K) together with a profit of £11.00 per bin equating to an annual sum of £50K. It is assumed that both recycling and residual bins will be charged for.

Creates a value to the bins – engender greater responsibility for looking after bins and responsible waste management. Some other local authorities charge for replacement containers – Enfield and Brent for example.

The Outreach team would continue to vet requests to encourage recycling and correct use and allocation of containers.

SUMMARY

		Financial Data		Workforce Data
Base Data		**£000**		
Current budget		N/A	**Employees**	N/A
Savings/Invest		**£000**	**Change in employees**	
	Year 1	100	Year 1	n/a
	Year 2	50	Year 2	n/a
	Year 3		Year 3	
	Year 4		Year 4	
	Year 5		Year 5	
	Total	150	Total	0

Key benefits:
Total Income generated has been estimated at £100K in the 1st year and £50k in the following year based on the demand levels noted above.

Internal dependencies and external constraints:
Continued outreach team to determine residents needs.
Risk that if this policy is announced in advance it could lead to a demand on containers whilst still free.
New IT / online payment system to be developed with Veolia.

Procurement strategy
N/A

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	100	50			
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	**100**	**50**	**0**	**0**	**0**
Cumulative Cost/(Savings)	**100**	**150**	**150**	**150**	**150**
Payback Period: n/a					

Charging for recycling bins and increasing residual bins for RSLs, Managing Agents, Developers etc...

Priority	3
Current Service Area	Commercial & Ops - Neighbourhood Action
Reference:	Charging for recycling bins and increasing residual bins for RSLs, Managing Agents, Developers etc...
Responsible Officer:	Waste Strategy Manager
Type of saving:	Increase in income
Version:	1.0

Impact on Residents	Outcomes
	May discourage recycling
Free service to Managing agents/developers becoming chargeable for supply/replacement of Communal Recycling bins - possibility of costs being passed to residents	Charging for recycling bin hire would make flats policy consistent with schools bin charges
	Could increase levels of stolen bins
	Could increase side waste

PROPOSAL

Proposal:
Extend charging of managing agents/developers for hire/replacement of communal recycling bins and review communal residual bin hire charge

Rationale:
Currently managing agents of blocks of flats are charged £145/year(£2.80/week) for Communal Residual Waste bin hire but Communcal Recycling bins are made availabel free of charge, at the council's expense for supply, repair/maintenance and replacement.
Set Recycling Hire @ £145/year (£2.80/week);
Additional Income =£100K
Increase Residual hire charge by 20% to £3.40 per week = £20K additional income

SUMMARY

		Financial Data		Workforce Data
Base Data		**£000**		
Current budget		N/A	**Employees**	N/A
Savings/Invest		**£000**	**Change in employees**	
	Year 1	50	Year 1	n/a
	Year 2	50	Year 2	n/a
	Year 3		Year 3	
	Year 4		Year 4	
	Year 5		Year 5	
	Total	100	Total	0

Key benefits:
Total Income generated has been estimated at £50K pa.

Internal dependencies and external constraints:
Income not guaranteed

Procurement strategy:
N/A

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	50	50			
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	**50**	**50**	**0**	**0**	**0**
Cumulative Cost/(Savings)	**50**	**100**	**100**	**100**	**100**
Payback Period: n/a					

Flats Above Shops - Provision of Bags

Priority	3
Current Service Area	Commercial & Ops - Neighbourhood Action
Reference:	Flats Above Shops - Provision of Bags
Responsible Officer:	Waste Strategy Manager
Type of saving:	Stopping /Reducing service
Version:	1.0

Impact on Residents	Outcomes
Limited impact as service is not widely used by residents	May reduce resident satisfaction

PROPOSAL

Proposal:
Cease to provide and deliver pink sacks for residual waste and green sacks for recycling to Flats Above Shops. It is proposed that green sacks for recycling will continue to be provided for free but will need to be collected from libraries/ Customer Service Centres directly by residents.

Rationale:
On a quarterly basis approximately 10,000 sacks for residual and recycling waste are provided and delivered to Flats Above Shops. The savings in total are £120K pa and are roughly split 50/50 between recycling and residual. Reviewing how waste is presented on our High Streets (14 x collections per week) there is limited use of these sacks by the residents in the FAS. Limited recycling tonnage is collected from FAS less than 0.05%.

SUMMARY

	Financial Data		Workforce Data
Base Data	**£000**		
Current budget	N/A	**Employees**	N/A
Savings/Invest	**£000**	**Change in employees**	
Year 1	120	Year 1	n/a
Year 2		Year 2	
Year 3		Year 3	
Year 4		Year 4	
Year 5		Year 5	
Total	120	Total	0

Key benefits:
A total saving of £120K.

Internal dependencies and external constraints:
Retain funding to provide recycling sacks on request/from libraries – no more than £5K p.a.

Procurement strategy:
N/A

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	120				
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	**120**	**0**	**0**	**0**	**0**
Cumulative Cost/(Savings)	**120**	**120**	**120**	**120**	**120**
Payback Period: n/a					

Reduce Education & Outreach Team

Priority	3
Current Service Area	Commercial & Ops - Neighbourhood Action
Reference:	Reduce Education & Outreach Team
Responsible Officer:	Waste Strategy Manager
Type of saving:	Stopping /Reducing service
Version:	1.0

Impact on Residents	Outcomes
Potentially less engagement/ communications with residents on waste minimisation, recycling and waste collection issues	Reduced recycling
	Increased fly tipping
	Residents satisfaction levels reduced

PROPOSAL

Proposal:
Restructure entire Veolia Communications, Education & Outreach function and reduce Education/Outreach team by 50%.

Rationale:
Following changes in the Veolia contract with service level reductions and changes in legislation relating to recycling (i.e.TEEP) the need for Veolia to have all the tools to deliver performance targets has reduced. Therefore it is proposed to reduce the educational and outreach team and review how the remaining resources can be used more effectively by working more closely with Council's communication team.

SUMMARY

	Financial Data		Workforce Data
Base Data	**£000**		
Current budget	N/A	**Employees**	N/A
Savings/Invest	**£000**	**Change in employees**	
Year 1	50	Year 1	n/a
Year 2	65	Year 2	n/a
Year 3		Year 3	
Year 4		Year 4	
Year 5		Year 5	
Total	115	Total	0

Key benefits:
The proposed changes would deliver a savings of £115K pa.

Internal dependencies and external constraints:
Review and negotiation of contractual performance targets/ payment mechanism with Veolia. There will be a greater need for the outreach team to support the other income/service change proposals as set out in this document. Therefore savings split over two years.

Procurement strategy:

Personnel Implications:
Up to 4 Veolia staff members could be made redundant. The Council will be liable for redundancy payments.

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	50	65			
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	**50**	**65**	**0**	**0**	**0**
Cumulative Cost/(Savings)	**50**	**115**	**115**	**115**	**115**
Payback Period: n/a					

Close Park View Road R&R

Priority	3
Current Service Area	Commercial & Ops
Reference:	Close Park View Road R&R
Responsible Officer:	Waste Strategy Manager
Type of saving:	Stopping /Reducing service
Version:	1.0

Impact on Residents	Outcomes
Reduction of an R&R site	Reduction in resident satisfaction
	Potential increase in fly tipping

PROPOSAL

Proposal:
To close the Park View Road Reuse and Recycling Centre

Rationale:
Historically Haringey has had only one Reuse and Recycling Centre, which has been a small site on Park View Road (PVR), Tottenham. The borough now has a larger second site in the centre of the borough, which can cater for the waste which is currently deposited at PVR. The impact of the closure of PVR is assumed to be minimal as those who wish to responsibly dispose of their waste in a car will travel to an alternative site within the NLWA network, including the Western Road site. As part of its DCO application NLWA intend to add to the current network by building a new R&R site at Edmonton in 2020/21. The PVR site is earmarked for redevelopment as part of the wider regeneration proposals for residential housing/ new school on Ashley Road Depot. Relocating the site locally (Sedge Road) has been considered, however the cost of this site has been estimated at a £1m plus and would not deliver the £230K revenue savings. Also the site could be made redundant with the building of the new R&R site at Edmonton.

SUMMARY

	Financial Data		Workforce Data
Base Data	**£000**		
Current budget	N/A	**Employees**	N/A
Savings/Invest	**£000**	**Change in employees**	
Year 1	115	Year 1	n/a
Year 2	115	Year 2	n/a
Year 3		Year 3	
Year 4		Year 4	
Year 5		Year 5	
Total	230	Total	0

Key benefits:
Revenue savings of £230K paid to NLWA through the levy payment.

Internal dependencies and external constraints:
Value of the regeneration site at Ashley Road has been calculated on the site being vacant, including the PVR R&R. The capital receipt for this site is helping to fund the proposed new depot site/ development at Marsh Lane.

Procurement strategy:
Personnel Implications: London Waste Limited will need to relocate or make redundant up to 5 staff

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	115	115			
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	**115**	**115**	**0**	**0**	**0**
Cumulative Cost/(Savings)	**115**	**230**	**230**	**230**	**230**
Payback Period: n/a					

Veolia Operational Efficiencies

Priority	3
Current Service Area	Commercial & Ops
Reference:	Veolia Operational Efficiencies
Responsible Officer:	Waste Strategy Manager
Type of saving:	Efficiency savings
Version:	1.0

Impact on Residents	Outcomes
Proposals are intended to have minimal or no impact	n/a

PROPOSAL

Proposal:

To deliver the following operational efficiency savings which seeks to minimise any impacts and to continue to meet existing performance outputs. It is assumed that the proposals will not result in any change of policy.

1) To reduce Weed Spraying from 3 to 2 pa;
2) Reduce leaf clearance resourcing;
3) Change graffiti service from a proactive to a reactive service;
4) Increase commercial waste portfolio; and
5) Extend leases on Veolia vehicles.

In order to give flexibility around these savings it is proposed that only 2/3rds of the savings are utilised as operational changes are tested and proven.

Rationale:

1) - Weed Spraying - that sweepers take a more proactive approach to remove weeds all year round to reduce the need for weed spraying;
2) - Leafing - to reduce the 14 week additional resource period during leafing to a 10 week period. The service will be redesigned to meet actual needs on the ground.
3) - Graffiti - moving to a reactive service where graffiti will be removed between 3 to 5 days. Offensive, racist etc, graffiti will still be removed in 24 hours.
4) - Trade waste - building the customer base and generating further profit which is shared with Veolia on 50/50 basis.
5) - Extend a number of Veolia vehicle leases by up to 2 years.

SUMMARY

	Financial Data		Workforce Data
Base Data	**£000**		
Current budget	N/A	**Employees**	N/A
Savings/Invest	**£000**	**Change in employees**	
Year 1	200	Year 1	n/a
Year 2		Year 2	
Year 3		Year 3	
Year 4		Year 4	
Year 5		Year 5	
Total	200	Total	0

Key benefits:

In total the savings accrue to £300K , however it has been recommended that 2/3rds of the savings are utilised (£200K) to enable a flexible approach to reallocate funds if required to ensure required performance outputs are met.
1) Weed Spraying - £20K;
2) Leafing - £45K;
3) Graffiti - £100K;
4) Trade Waste - £50K; and
5) Vehicle Leases - £85K

Internal dependencies and external constraints:

Procurement strategy:
Personnel Implications: This relates to Veolia sub contractors and temporary staff employed by Veolia during leafing.

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	200				
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	**200**	**0**	**0**	**0**	**0**
Cumulative Cost/(Savings)	**200**	**200**	**200**	**200**	**200**
Payback Period: n/a					

Rationalisation of Visitors Permits and increase in hourly permit charge.

Priority	3
Current Service Area	Traffic Management
Reference:	Rationalisation of Visitors Permits and increase in hourly permit charge.
Responsible Officer:	Head of Traffic Management
Type of saving:	Increase in income
Version:	1.0

Impact on Residents	Outcomes
Residents will have to pay more for VP	Less VPs issued
Residents aged between 60and 75 will no longer be entitled to a concession	More journeys undertaken by walking, cycling or public transport

PROPOSAL

Proposal:
This involves a review of the Visitor Parking (VP) Permit scheme, rationalising provision of permits and bringing charges in line with other boroughs, see below.

Proposals also involve reducing the concessionary entitlement, which currently offers a 50% reduction in charge to residents aged 60 years or over, and those registered disabled (this group is also allowed double the normal allocation of permits). In future it is proposed that this concession will be limited to those aged 75 years or over. No change is proposed to those residents registered as disabled.

The proposals include a reduction in the range of different types of VP permits offered, reducing unnecessary overheads. This will involve removing the two hourly, weekend and two weekly Permits.
It is proposed to increase the VP from 35p to 80p per hour.

Rationale:
For a borough with Inner London parking pressures the cost of an hourly visitor permit is low, which in turn does not help to manage demand for parking space and encourage residents and visitors to walk, cycle or use public transport. Rationalisation of the number of permits will help the administration of the scheme and reduce overheads.

SUMMARY

	Financial Data		Workforce Data
Base Data	**£000**		
Current budget	N/A	**Employees**	N/A
Savings/Invest	**£000**	**Change in employees**	
Year 1	125	Year 1	n/a
Year 2	225	Year 2	n/a
Year 3		Year 3	
Year 4		Year 4	
Year 5		Year 5	
Total	350	Total	0

Key benefits:
This would involve removing the current limit on the number of hourly permits that may be purchased, but increasing charges from 35p per hour to either;
-60p per hour, which would generate in the region of an additional £250k annually or
-80p per hour, which would generate in the region of an additional £300k annually
Both estimates take account of a possible reduction in the numbers purchased
The concession change would result in a saving of £50K.

Internal dependencies and external constraints:
Will require IT development and working closely with Customer Services

Procurement strategy:
N/A

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	125	225			
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	**125**	**225**	**0**	**0**	**0**
Cumulative Cost/(Savings)	**125**	**350**	**350**	**350**	**350**
Payback Period: n/a					

New Parking Operating Model

Priority	3
Current Service Area	Traffic Management
Reference:	New Parking Operating Model
Responsible Officer:	Head of Traffic Management
Type of saving:	New delivery model
Version:	1.0

Impact on Residents	Outcomes
None	None

PROPOSAL

Proposal:
To consider the delivery of a new parking enforcement operating model. For the purpose of the financial modelling it is assumed that the existing MTFS saving of £600K relating to this proposal is all moved to the new MTFS. One of the options being considered is the provision of a labour only type model (as utilsed in Westminster) where strategic and tactical deployment of staff will still be undertaken by the Council.

Rationale:
A detailed financial analysis undertaken by consultants supporting the commissioning project estimated savings over and above those originally anticipated in the existing MTFS- £600k. The new savings by moving to this model has been estimated at £920K.

SUMMARY

	Financial Data		Workforce Data
Base Data	**£000**		
Current budget	N/A	**Employees**	70
Savings/Invest	**£000**	**Change in employees**	
Year 1		Year 1	
Year 2	920	Year 2	55
Year 3		Year 3	
Year 4		Year 4	
Year 5		Year 5	
Total	920	Total	55

Key benefits:
The total potential savings identified by moving to the new operating model is estimated at £920K.

Internal dependencies and external constraints:
- If agreed the Council will need to take a commercial position on the where the service will be accommodated.

Procurement strategy:
A full procurement of the service would need to be undertaken taking between 12 to 18 months

Personnel Implications: If agreed 75 staff would be transferred (TUPEd) to a new provider

Cost Benefit Analysis (CBA)	**2017-18 £k**	**2018-19 £k**	**2019-20 £k**	**2020-21 £k**	**2021-22 £k**
Benefits Estimated (Savings)		920			
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	**0**	**920**	**0**	**0**	**0**
Cumulative Cost/(Savings)	**0**	**920**	**920**	**920**	**920**
Payback Period: N/A					

Relocating Parking/CCTV Back office Processing & Appeals

Priority	3
Current Service Area	Traffic management
Reference:	Relocating Parking/CCTV Back office Processing & Appeals
Responsible Officer:	Head of Traffic Management
Type of saving:	New delivery model
Version:	1.0

Impact on Residents	Outcomes
None	None

PROPOSAL

Proposal:
To relocate 1st stage parking appeals and CCTV enforcement processing outside London. A number of operating models will be considered. Final 2nd stage appeals will be retained by the Council.

Rationale:
Services delivered outside of London attract reduced cost due to a number of factors which includes accommodation costs and staffing costs as well as benefits in being able to recruit more readily. The London Borough of Islington successfully operate an in house service provision in Manchester. We are also aware that the London Boroughs of Barnet, Enfield and Waltham Forest operate 1st stage appeals outside of London through a third party provider.

SUMMARY

	Financial Data		Workforce Data
Base Data	**£000**		
Current budget	N/A	**Employees**	13
Savings/Invest	**£000**	**Change in employees**	
Year 1		Year 1	
Year 2	380	Year 2	13
Year 3		Year 3	
Year 4		Year 4	
Year 5		Year 5	
Total	380	Total	13

Key benefits:
A reduction in operating costs of £380K

Internal dependencies and external constraints:
- IT systems will have to be developed and aligned between offices.
- Finding suitable accommodation to relocate staff.
- The potential recruitment of new staff.

Procurement strategy
A full procurement of the service would need to be undertaken, taking between 12 to 18 months

Personnel Implications: If agreed up to 13 staff would be relocated or transferred (TUPEd) to a new provider. Staff not willing to relocate will face compulsory redundancy.

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)		380			
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	**0**	**380**	**0**	**0**	**0**
Cumulative Cost/(Savings)	**0**	**380**	**380**	**380**	**380**
Payback Period: N/A					

Parking Cashless Payments

Priority	3
Current Service Area	Traffic Management
Reference:	Cashless payments - parking
Responsible Officer:	Head of Traffic Management
Type of saving:	Efficiency savings
Version:	1.0

Impact on Residents	Outcomes
Unable to use cash at pay & display	More efficient service
	More customer focused - texting reminders
	Less theft from Pay & Display units

PROPOSAL

Proposal:
To remove all existing cash options for on street payments moving to APP or telephone electronic payments.

Rationale:
Reduces the costs of collecting money, theft of money and maintenance of equipment. Also the service offer can improve customers experience by sending reminders to phone to top up payments to avoid parking tickets. This service is currently offered by Westminster, Barnet and Islington.

SUMMARY

	Financial Data		Workforce Data
Base Data	**£000**		
Current budget	N/A	**Employees**	N/A
Savings/Invest	**£000**	**Change in employees**	
Year 1	150	Year 1	n/a
Year 2		Year 2	
Year 3		Year 3	
Year 4		Year 4	
Year 5		Year 5	
Total	150	Total	0

Key benefits:
A reduction in operating costs of £150K

Internal dependencies and external constraints:
Communications - web site development etc.

Procurement strategy:

Personnel Implications: Indirect unknown impact on contractor's staff that currently collect cash.

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	150				
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	**150**	**0**	**0**	**0**	**0**
Cumulative Cost/(Savings)	**150**	**150**	**150**	**150**	**150**
Payback Period: N/A					

Electronic Applications for Permits & Visitor Vouchers

Priority	3
Current Service Area	Traffic Management
Reference:	Electronic permits and visitor vouchers
Responsible Officer:	Head of Traffic Management
Type of saving:	Efficiency savings
Version:	1.0

Impact on Residents	Outcomes
Some residents may not be able to access online services	More efficient service
Electronic services available 24/7	More customer focused

PROPOSAL

Proposal:
To move to online parking permit applications removing the existing paper based system and to provide visitor vouchers online.

Rationale:
Reduces the level of face to face and telephone transactions currently being delivered in the Customer Service and Call Centres. Removes current paper based system.

SUMMARY

	Financial Data		Workforce Data
Base Data	**£000**		
Current budget	N/A	**Employees**	N/A
Savings/Invest	**£000**	**Change in employees**	
Year 1		Year 1	
Year 2		Year 2	
Year 3	50	Year 3	n/a
Year 4		Year 4	
Year 5		Year 5	
Total	50	Total	0

Key benefits:
A reduction in operating costs of £50K

Internal dependencies and external constraints:
Communications - web site development etc..Linked to the reprocurement of a new parking IT platform - see savings proposal for new IT platform.

Procurement strategy:
In relation to Visitor Vouchers will possible need to form part of procured new IT platform or otherwise will be a development project with existing provider Civica.

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)			50		
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	**0**	**0**	**50**	**0**	**0**
Cumulative Cost/(Savings)	**0**	**0**	**50**	**50**	**50**
Payback Period: n/a					

New IT platform - Parking

Priority	3
Current Service Area	Sustainable Transport
Reference:	New IT Platform
Responsible Officer:	Head of Traffic Management
Type of saving:	Efficiency savings
Version:	1.0

Impact on Residents	Outcomes
None	More efficient service
Enabler for Electronic services available 24/7	More customer focused

PROPOSAL

Proposal:
To procure a new IT platform which undertakes all parking processes and links through to SAP. The service is currently provided by Civica.

Rationale:
Recent work undertaken as part of the North London commissioning exercise suggests that Haringey can reduce its costs with its IT platform provider by comparing current costs with other boroughs.

SUMMARY

	Financial Data		Workforce Data
Base Data	**£000**		
Current budget	N/A	**Employees**	N/A
Savings/Invest	**£000**	**Change in employees**	
Year 1		Year 1	
Year 2		Year 2	
Year 3	100	Year 3	n/a
Year 4		Year 4	
Year 5		Year 5	
Total	100	Total	0

Key benefits:
A reduction in operating costs of £100K

Internal dependencies and external constraints:
Will require extensive engagement with IT and Finance colleagues to ensure a successful transition to a new platform

Procurement strategy:
A procurement for a new provider will need to undertaken, due to the complexities of the processes and the transitioning from old system to the new it is envisaged that the timeline for implementation could be two years.

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)			100		
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	**0**	**0**	**100**	**0**	**0**
Cumulative Cost/(Savings)	**0**	**0**	**100**	**100**	**100**
Payback Period: n/a					

Permits CO2 charging regime

Priority	3
Current Service Area	Sustainable Transport
Reference:	Permits CO2 charging regime
Responsible Officer:	Head of Traffic Management
Type of saving:	Increase in income
Version:	1.0

Impact on Residents	Outcomes
Increased cost for those resident with higher CO2 emissions.	Residents select vehicles with lower CO2 emissions
	Improved air quality
	Reduced vehicles

PROPOSAL

Proposal:
To review the existing CO2 charging regime and change the banding linked to the DVLA scheme. Also to remove the additional charge per vehicle per household.

Rationale:
The council's transport policies aim to reduce the harmful emissions from transport and improve air quality. As a result the Council introduced a CO2 emissions based permit charging structure in 2008. It is proposed to review the existing charges and introduce the same CO2 banding as used by the DVLA.

It also intended to remove the current incremental increase for additional cars per household as this has proved to be difficult to administrater.

SUMMARY

	Financial Data		Workforce Data
Base Data	**£000**		
Current budget	N/A	**Employees**	N/A
Savings/Invest	**£000**	**Change in employees**	
Year 1	100	Year 1	n/a
Year 2	300	Year 2	n/a
Year 3		Year 3	
Year 4		Year 4	
Year 5		Year 5	
Total	400	Total	0

Key benefits:
To charge vehicles with higher CO2 emissions. It is expected the charging regime will increase revenue up to £400K.

Internal dependencies and external constraints:
New charging for bands will require IT development/costs. Permit charge increase will be subject to statutory consultation.

Procurement strategy N/A

Cost Benefit Analysis (CBA)	**2017-18 £k**	**2018-19 £k**	**2019-20 £k**	**2020-21 £k**	**2021-22 £k**
Benefits Estimated (Savings)	100	300			
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	**100**	**300**	**0**	**0**	**0**
Cumulative Cost/(Savings)	**100**	**400**	**400**	**400**	**400**
Payback Period: n/a					

Corporate Priority 4 — Drive growth and employment from which everyone can benefit

Ref	Proposal	2017-18 £000's	2018-19 £000's	2019-20 £000's	2020-21 £000's	2021-22 £000's	Total £000's	Current Budget	Current Staff	Delivery Risk RAG
4.1	**Tottenham Regeneration programme**	213	**-**	**-**	**-**	**-**	**213**	2,674	27	Green
4.2	**Planning service** Increase in planning income	40	**-**	**-**	**-**	**-**	**40**	2,069	83	Green
4.3	**Corporate projects** Transfer of functions to HDV	250	-	-	-	-	**250**	604	37	Red
	Total	**503**	**-**	**-**	**-**	**-**	**503**			

Tottenham Regeneration

Priority	4
Current Service Area	Tottenham Regeneration
Responsible Officer:	Tottenham Programme Manager
Reference:	Tottenham Regeneration
Type of saving:	Efficiency savings
Version:	1.0

Impact on Residents	Outcomes
Possible delay in regeneration projects	N/A

PROPOSAL

Following a detailed review of the overall Tottenham Regeneration programme budget, savings from General Fund (£213k) have been identified for 2017/18. These cover savings on consultancy spend, communications and community engagement, and reduction in project spend.

Rationale:

The impact of reduced spend on consultants and community engagement projects may mean that progression of regeneration schemes or projects are delayed. Salary savings of £112.1k are due to full capitalisation of a post, and a reduction in the budget requirement, it does not mean a reduction in the number of staff.

SUMMARY

	Financial Data		Workforce Data
Base Data	**£000**		
Current budget	2,674	**Employees**	27
Savings	**£000**	**Change in employees**	
Year 1	213	Year 1	0
Year 2		Year 2	
Year 3		Year 3	
Year 4		Year 4	
Year 5		Year 5	
Total	213	Total	0

Key benefits:

The key benefit from these savings is financial.

Internal dependencies and external constraints

The Tottenham Regeneration Programme is cross-cutting across the 5 Corporate Plan priorities. Ongoing delivery of the programme is reliant upon a corporate contribution by support functions (such as Finance and HR).

Resources required - N/A

What needs to happen and when?

Part of ongoing operations during the year.

Planning Income

Priority	4
Current Service Area	Planning
Responsible Officer:	AD Planning
Reference:	Planning Income
Type of saving:	Increase in income
Version:	1.0

Impact on Residents	Outcomes
Increased charges for residents	N/A

PROPOSAL

Proposal and Rationale:
Charge householder pre-applications at cost
Remove discount for commercial pre-applications thereby increasing income.

SUMMARY

		Financial Data		Workforce Data
Base Data		**£000**		
Current budget		2,069	**Employees**	83
Savings		**£000**	**Change in employees**	
	Year 1	40	Year 1	0
	Year 2		Year 2	
	Year 3		Year 3	
	Year 4		Year 4	
	Year 5		Year 5	
	Total	40	Total	0

Key benefits:
The key benefit from these savings is financial.

Internal dependencies and external constraints
Dependent on applications received.

Resources required - N/A

What needs to happen and when?
Part of ongoing operations during the year.

Corporate Projects

Priority	4
Current Service Area	Corporate Projects
Responsible Officer:	AD Corporate Projects
Reference:	Corporate Projects
Type of saving:	Efficiency savings
Version:	1.0

Impact on Residents	Outcomes
N/A	N/A

PROPOSAL

Proposal and Rationale:
Transfer of functions to HDV resulting in efficiencies - estimate at the moment, dependent on restructure and agreement with preferred bidder.

SUMMARY

		Financial Data		Workforce Data
Base Data		**£000**		
Current budget		604	**Employees**	37
Savings		**£000**	**Change in employees**	
	Year 1	250	Year 1	7
	Year 2		Year 2	
	Year 3		Year 3	
	Year 4		Year 4	
	Year 5		Year 5	
	Total	250	Total	7

Key benefits:
The key benefit from these savings is financial.

Internal dependencies and external constraints
Dependent on HDV agreement and restructure and agreement with preferred bidder.

Resources required - N/A

What needs to happen and when?
Transfer to be undertaken in April with implementation of HDV

Corporate Priority X — Enabling

Ref	Proposal	2017-18 £000's	2018-19 £000's	2019-20 £000's	2020-21 £000's	2021-22 £000's	Total £000's	Current Budget £000's	Current Staff	Delivery Risk RAG
6.1	**Legal Services** - Reduction in staffing and other related expenditure			150			**150**	-535	54	Green
6.2	**Audit and Risk Management** - reduction in cost on the external audit contract	11				20	**31**	11	14	Green
6.3	**Democratic Services** - reduction in staffing	40					**40**	2,482	14	Green
6.4	**Shared Service Centre Business Support** - reduction in staffing	300					**300**	2,300	83	Green
6.5	**Shared Service Centre** - new delivery model for shared services		250	1,500	1,500		**3,250**	9,025	336	Amber
6.6	**Reduce Opening Hours in our six branch libraries to 36 hours per week**	150					**150**	3,475	95	Amber
6.7	**Shared Service Offer for Customer Services**			1,000			**1,000**	6,473	170	Amber
6.8	**Senior Management Saving**	400					**400**	2,500	50	Green
6.9	**Alexandra House - Decant**		250	750			**1,000**	n/a	n/a	Amber
6.10	**Translation and Interpreting Service** - new contract	41					**41**	1,364	22	Green
6.11	**Closure of internal Print Room**		51				**51**	1,364	22	Green
6.12	**Communications** - reduction in staffing	53					**53**	1,364	22	Green
6.13	**Income generation** - Advertising and Sponsorship	15					**15**	1,364	22	Green
6.14	**Professional Development Centre**	136					**136**	157	8	Green
6.15	**Insurance**	152					**152**	2,327	n/a	Green
6.16	**Voluntary Severance Savings**	1,500					**1,500**			Green
	Total	**2,798**	**551**	**3,400**	**1,500**	**20**	**8,269**			

Legal Services - Reduction in staffing and other related expenditure

Priority	X
Current Service Area	Legal Services
Reference:	Legal Services - Reduction in staffing and other related expenditure
Responsible Officer:	Assistant Director Corporate Governance
Type of saving:	Stopping /Reducing service
Version:	1.0

Impact on Residents	Outcomes
There is no impact on residents.	Reduces resilience and capacity in the Legal team

PROPOSAL

Proposal:
Reduction in staffing and related expenditure.

Rationale:
This saving on salaries and case related expenditure is dependent on significant reduction in demand in Legal Services in particular in Adult Services and Children Services and also in the Regeneration and Property law areas.

This reduction will be achieved if expected outcomes from current demand reductions activity are met.

SUMMARY

	Financial Data		Workforce Data
Base Data	**£000**		
Current budget	-535	**Employees**	54
Savings/Invest	**£000**	**Change in employees**	
Year 1		Year 1	
Year 2		Year 2	
Year 3	150	Year 3	2
Year 4		Year 4	
Year 5		Year 5	
Total	150	Total	2

Key benefits:
Delivery of organisational savings.

Internal dependencies and external constraints
This is dependent on the levels of work to the service reducing.

Procurement strategy:
N/A

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)			150		
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	**0**	**0**	**150**	**0**	**0**
Cumulative Cost/(Savings)	**0**	**0**	**150**	**150**	**150**
Payback Period: n/a					

Audit and Risk Management

Priority	X
Current Service Area	Audit and Risk Management
Reference:	Audit and Risk Management
Responsible Officer:	Head of Audit and Risk Management
Type of saving:	Stopping /Reducing service
Version:	1.0

Impact on Residents	Outcomes
There is no impact on residents.	N/A

PROPOSAL

Proposal:
Reduction in the value of the externally procured internal audit contract; potentially changing the assurance model, or reducing the number of audits completed.

Resources required:

What needs to happen and when?
Reduction to be planned as organisation structures and service delivery method changes; will be built into the 2018/19 audit planning processes.

SUMMARY

	Financial Data		Workforce Data
Base Data	**£000**		
Current budget	11	**Employees**	14
	(net budget)		
Savings/Invest	**£000**	**Change in employees**	
Year 1	11	Year 1	n/a
Year 2		Year 2	
Year 3		Year 3	
Year 4		Year 4	
Year 5	20	Year 5	
Total	31	Total	0

Democratic Services

Priority	X
Current Service Area	Democratic Services
Reference:	Democratic Services
Responsible Officer:	Democratic Services and Scrutiny Manager
Type of saving:	Stopping /Reducing service
Version:	1.0

Impact on Residents	Outcomes
There is no impact on residents.	N/A

PROPOSAL

Proposal:
Reduction in staffing - deletion of two posts in 2016-17 to ensure saving acheived for 2017-18.

Resources required:
N/A

What needs to happen and when?
This saving is being delivered in the current restructure happening in the service now and it will be implemented before the new financial year.

SUMMARY

	Data		Data
Base Data	**£000**		
Current budget	2,482	**Employees**	14
Savings/Invest	**£000**	**Change in employees**	
Year 1	40	Year 1	1
Year 2		Year 2	
Year 3		Year 3	
Year 4		Year 4	
Year 5		Year 5	
Total	40	Total	1

Shared Service Centre - Business Support - reduction in staffing

Priority	X
Current Service Area	Shared Service Centre
Reference:	Shared Service Centre - Business Support - reduction in staffing
Responsible Officer:	Head of Business Support
Type of saving:	New delivery model
Version:	1.0

Impact on Residents	Outcomes
No impact on residents	N/A

PROPOSAL

Proposal:
(i) Implement a new delivery model for the 77 centralised business support roles transferred into the SSC (Phase I) in 2016/17
(ii) Further business support staff to transfer into the SSC and integrate into new delivery model (Phase II)

Rationale:
Business Support formed part of Ways of Working Programme in 2016/17 and transferred 77 roles into SSC to complete Phase I of the original business case.
A review of options for further centralisation of business support-type services offers the opportunity for additonal savings not recognised as part of Phase I.

SUMMARY

	Financial Data		Workforce Data
Base Data	**£000**		
Current budget	2,300	**Employees**	83
Savings/Invest	**£000**	**Change in employees**	
Year 1	300	Year 1	8
Year 2		Year 2	
Year 3		Year 3	
Year 4		Year 4	
Year 5		Year 5	
Total	300	Total	8

Key benefits

Following transfer of the 77 roles into SSC, a review is being undertaken of existing processes and procedures to identify potential savings oportunities. Whilst the exact savings figure and timescales for release of savings is still to be established, currently it is anticipated that £300k of savings will be released in FY17/18.

Internal dependencies and external constraints:

Constraints - full budget for transferred posts reallocated to SSC and not taken as savings by services areas. Service areas enable SSC to change existing processes and procedures.

Procurement strategy
N/A

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	300				
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	**300**	**0**	**0**	**0**	**0**
Cumulative Cost/(Savings)	**300**	**300**	**300**	**300**	**300**
Payback Period: n/a					

Shared Service Centre

Priority	X
Current Service Area	Shared Service Centre
Reference:	Shared Service Centre
Responsible Officer:	AD Shared Services
Type of saving:	New delivery model
Version:	1.0

Impact on Residents	Outcomes
No impact on residents	N/A

PROPOSAL

Proposal:

To review and implement a new delivery model for back office services provided by the Shared Service Centre with a view to maintaining or improving existing service performance and achieving proposed efficiency savings of £3.25m over the lifetime of the MTFS

Rationale:

Review the existing delivery model for back office services with a view to optimising service performance and efficiency savings from an alternative model. Options under review will include:

i. Do Nothing (internally deliver savings through SSC)
ii. Partner with another Local Authority / Authorities
iii. Join an existing Public Sector Shared Service Centre
iv. Outsource Services to Private Sector

SUMMARY

	Financial Data		Workforce Data
Base Data	**£000**		
Current budget	9,025	**Employees**	336
Savings/Invest	**£000**	**Change in employees**	
Year 1	0	Year 1	
Year 2	250	Year 2	tbc
Year 3	1,500	Year 3	tbc
Year 4	1,500	Year 4	tbc
Year 5	0	Year 5	
Total	3,250	Total	0

BENEFITS CASE

Detailed description:

i. Carry out a high-level options review (November 2016)
ii. Carry out a detailed options appraisal including cost and benefit analysis (April 2017)
iii. Members agree new Service Delivery Model (June 2017)
iv. Complete Transition to New Service Delivery Model (April 2018)

Benchmark and industry standard savings for shared services have been used to establish likely savings.

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	0	250	1500	1500	
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	**0**	**250**	**1500**	**1500**	**0**
Cumulative Cost/(Savings)	**0**	**250**	**1750**	**3250**	**3250**

Additional Cost Estimated

COMMERCIAL CASE

Procurement strategy :

Procurement Strategy is dependant on the option chosen. Factors influencing timescale will include:
- The requirement to tender;
- Availability of appropriate existing Shared Service model;
- Need to bespoke standardised processes.

FINANCIAL CASE

Key benefits

Financial - delivery of proposed MTFS savings. The benefits shown have yet to be verified through a detached business case but are an indication of when the savings would be realised. Confirmation of exact costs, benefits and timescales will be known once a detailed business case is prepared

Non-financial - improved service delivery through partnership working with other organisations, including access to better IT systems and sharing of improved processes and procedures

Funding Position	Total (project life)	**2017-18 £k**	**2018-19 £k**	**2019-20 £k**	**2020-21 £k**	**2021-22 £k**
Revenue funding from existing budget	**0**	TBC				
Revenue funding required – new	**0**					
Project Management costs	**0**					
Capital funding from existing budget	**0**	0	0	0	0	0
Capital funding required – new	**0**	0	0	0	0	0

MANAGEMENT CASE

Describe the delivery of the preferred option, including the approach to Project, project and change management, and the governance arrangements:

The preferred option for new delivery model for back-office services has yet to be determined as it is subject to an options review.

The Programme Management Office is currently leading a high-level options review. This will include alternative delivery models, risks, benefits, implementation costs and transition timescales.

Internal dependencies and external constraints:

Front-office services - significant potential synergies with front office services; needs of both services need to be considered as part of any future service delivery option

Personnel - significant impact on staff; could be subject to TUPE, and requirement to consult with Trade Unions and Staff

Libraries - reduce opening hours at our 6 branch libraries from 58 hrs to 36 hrs per week

Priority	X
Current Service Area	Customer Services & Libraries
Reference:	Libraries - reduce opening hours at our 6 branch libraries from 58 hrs to 36 hrs per week
Responsible Officer	AD Customer Services/Head of Customer Services and Libraries
Type of saving:	Stopping /Reducing service
Version:	1.0

Impact on Residents	Outcomes
Those who find it difficult to travel to one of the three main libraries when their local branch library is closed will feel a reduction in service. However those who are truly housebound will be able to make use of the housebound library service. This could increase volume for the housebound service and increase costs in this area.	N/A

PROPOSAL

Proposal:

Reduce the opening hours of our six branch libraries, namely Muswell Hill, Highgate, Alexandra, Stroud Green & Harringay, St Anns and Coombs Croft, from 58 to 36 hrs per week in order to operate a one staffing shift approach.

Rationale:

Haringey Libraries have some of the longest opening hours in London,with branch libraries being open 58 hours over 6 days a week and the three large libraries open 62 hours over 7 days a week. Reducing the number of hours branch libraries are open from 58 to 36 hrs per week will bring us closer to the level of service provided elsewhere. Retaining a 7 days per week opening hours for our three main Libraries mitigates the impact of the reduction in the branches.

SUMMARY

	Financial Data		Workforce Data
Base Data	**£000**		
Current budget	3,475	**Employees**	95
Savings/Invest	**£000**	**Change in employees**	
Year 1	150	Year 1	6
Year 2		Year 2	
Year 3		Year 3	
Year 4		Year 4	
Year 5		Year 5	
Total	150	Total	6

Key benefits:

Circa £150K revenue savings, primarily through reduction of staff.

Internal dependencies and external constraints

Requirement for staff consultation

Procurement strategy
N/A

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	150				
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	**150**	**0**	**0**	**0**	**0**
Cumulative Cost/(Savings)	**150**	**150**	**150**	**150**	**150**
Payback Period: n/a					

Shared service for Customer Services

Priority	X
Current Service Area	Customer Service & Libraries
Reference:	Shared service for Customer Services
Responsible Officer	AD Customer Services/Head of Digital Contacts
Type of saving:	New delivery model
Version:	1.0

Impact on Residents	Outcomes
Potential to provide a higher quality of contact by sharing the authorities' technologies	N/A
Increase access to skills/knowledge across authorities	N/A
Possible relocation in Face to Face centres	N/A
Ability to call on others during peak demand	N/A

PROPOSAL - STRATEGIC CASE

Proposal:
Develop options for the future delivery of Customer Services.

Rationale:
Review the existing delivery model for Customer Services with a view to optimising service performance and efficiency savings from an alternative model/s.
Options under review will include:
i. Do Nothing (internally deliver savings through, channel shift, reducing contact channels, driving further self serve and digital by default)
ii. Partner with another Local Authority / Authorities
iii. Join an existing Public Sector Shared Service Centre
iv. Outsource Services to Private Sector

SUMMARY

	Financial Data		Workforce Data
Base Data	**£000**		
Current budget	6,473	**Employees**	170
Savings/Invest	**£000**	**Change in employees**	
Year 1		Year 1	
Year 2		Year 2	
Year 3	1,000	Year 3	30
Year 4		Year 4	
Year 5		Year 5	
Total	1,000	Total	30

BENEFITS CASE

Detailed description:
The development of the shared digital services with Camden and Islington and recognising that all three boroughs in this arrangment will be seeking similar savings through to 2020 provides an opportunity to explore where real synergies exist across customer services, specifically the contact centres, customer service centres and future procurement of technologies and systems.
We know that we all experience similar challenges and are exploring simular solutions and therefore should explore whether this can be achieved together.

All Potential options will be explored:
- In-house solution
- outsourcing options
- Shared arrangments (Holistic, Piecemeal)

The focus will remain on delivering high quality customer service to residents for the future that supports those that most need it and enables those that can help themselves to do so.
Benchmarks and industry standard savings have been used to establish likely savings.

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)			1000		
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	**0**	**0**	**1000**	**0**	**0**
Cumulative Cost/(Savings)	**0**	**0**	**1000**	**1000**	**1000**

Additional Cost Estimated

COMMERCIAL CASE

Market proposition
Many London Boroughs are now exploring the possibilities of shared service delivery models with other boroughs, this is often being looked at alongside a range of alternitive delivery model options such as in - house, outsource etc.

Procurement strategy
To be developed

FINANCIAL CASE

Key benefits:
To be determined.

Funding Position	Total (project life)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Revenue funding from existing budget	**1000**			1000		
Revenue funding required – new	**0**					
Project Management costs	**0**					
Capital funding from existing budget	**0**					
Capital funding required – new	**0**					

MANAGEMENT CASE

Describe the delivery of the preferred option, including the approach to Project, project and change management, and the governance arrangements
- Exploring Shared opportunities will be a significant Council Programme.
- Robust programme/project govenance will be required at feasibility, options and implementation stages.
- Change managment, in repsect of our future way or working and how our staff adapt to that way of working will be a key driver and measure of success.

Internal dependencies and external constraints
- Staff consultation.
- Consultation with residents.
- Funding to establish shared arrangements.
- Significant support service input - finance, legal, ICT, procurement, HR.

Senior management saving

Priority	X
Current Service Area	Senior Management and Transformation & Resources
Responsible officer	AD Transformation and Resources
Reference:	Senior management saving
Type of saving:	Efficiency savings
Version:	1.0

Impact on Residents	Outcomes
No impact on residents	N/A

PROPOSAL

Proposal:
Proposals to restructure roles relating to transformation, information, communication and senior management. Reducing duplication, maximising synergies and releasing efficiencies across programme management, information and intelligence and communication.

Rationale:
Creation of the new Transformation and Resources function enables us to remove duplication and focus corporate resources on the council's key priorities.

SUMMARY

	Financial Data		Workforce Data
Base Data	**£000**		
Current budget	2,500	**Employees**	50
Savings/Invest	**£000**	**Change in employees**	
Year 1	400	Year 1	5
Year 2		Year 2	
Year 3		Year 3	
Year 4		Year 4	
Year 5		Year 5	
Total	400	Total	5

Key Benefits:
Efficiency savings plus maximising the value of analytical, planning, communication and project management capability.

Internal dependencies and external constraints:
Consultation with staff will be required to realise the saving.

Procurement strategy:
Not applicable.

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	400				
Reduced benefits due to lead-on time (if applicable)	0				
Additional Cost Estimated	0				
Net Impact Cost/(Savings)	**400**	**0**	**0**	**0**	**0**
Cumulative Cost/(Savings)	**400**	**400**	**400**	**400**	**400**
Payback Period: n/a					

Alexandra House - Decant

Priority	X
Current Service Area	All
Reference:	Alexandra House - Decant
Responsible Officer:	AD Transformation and Resources
Type of saving:	Efficiency savings
Version:	1.0

Impact on Residents	Outcomes
No impact on residents	N/A

PROPOSAL

Proposal:

The Council currently has c.2000 staff based in River Park House and Alexandra House. Desk occupancy across the two buildings is in the region of 50-60 per cent and River Park House has space for 1000 staff. Therefore, it is feasible over time to vacate Alexandra House and base all staff in RPH, releasing rental savings ahead of a further move to new office accommodation as part of the Wood Green regeneration. The Ways of Working Programme will oversee the delivery of mobile working infrastructure that will facilitate this decant.

Rationale:

The Council is in the process of reducing its office footprint in the period to relocating from RPH to new office accommodation as part of the Wood Green regeneration. This proposal enables us to realise savings in the period prior to that relocation. In additon, the new landlord of Alexandra House has informed us of a rent rise from April 2017, providing an incentive to vacate the council's tenancy.

SUMMARY

	Financial Data		Workforce Data
Base Data	**£000**		
Current budget	N/A	**Employees**	N/A
Savings/Invest	**£000**	**Change in employees**	
Year 1	0	Year 1	
Year 2	250	Year 2	n/a
Year 3	750	Year 3	n/a
Year 4	0	Year 4	
Year 5	0	Year 5	
Total	1,000	Total	0

BENEFITS CASE

Detailed description:

The proposal is to vacate 5 floors of Alexandra House in 2017 and the remaining floors in the following twelve months. Realisation of savings will depend on renegotiation of rent as we vacate the building or our ability to sub-let those floors we do vacate. Hence, the cost/benefit model assumes savings appearing in 2018/19 and 2019/20.

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)		250	750		
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	**0**	**250**	**750**	**0**	**0**
Cumulative Cost/(Savings)	**0**	**250**	**1000**	**1000**	**1000**

Additional Cost Estimated

Translation and Interpreting Service

Priority	X
Current Service Area	Communications
Reference:	Translation and Interpreting Service
Responsible officer:	AD Communications
Type of saving:	Efficiency savings
Version:	1.0

Impact on Residents	Outcomes
No impact on residents	N/A

PROPOSAL

Proposal

To outsource translation and interpreting with a £41K FTE saving for Communications, which includes £28K staff cost and £13k software saving.

In doing so we are recommending using a Government framework to secure a supplier used by neighbouring councils.

The preferred supplier, The Big Word, is the only one within the framework to meet all our requirements around interpreting and translation and has all the required accreditations. They also have a track record of supporting channel shift from face-to-face to telephone.

Resources required:
N/A

What needs to happen and when?
Staff consultation in time for 2017/18 full year.

SUMMARY

	Financial Data		Workforce Data
Base Data	**£000**		
Current budget	1,364	**Employees**	22
Savings/Invest	**£000**	**Change in employees**	
Year 1	41	Year 1	2
Year 2		Year 2	
Year 3		Year 3	
Year 4		Year 4	
Year 5		Year 5	
Total	41	Total	2

Closure of internal print room

Priority	X
Current Service Area	Communications
Reference:	Closure of internal print room
Responsible officer:	AD Communications
Type of saving:	Efficiency savings
Version:	1.0

Impact on Residents	Outcomes
No impact on residents	N/A

PROPOSAL

Proposal:
To close the internal print service with a saving of £50.5K in the year 2018/19. The current bulk print service is only 65% utilised.

W e will utilise our existing print framework to use suppliers which can continue to deliver a high volume and responsive service.

Resources required:
N/A

What needs to happen and when?
Work with Committee Services to reduce the demand for printed agendas, looking at IT solutions which allow councillors to mark up PDFs using their laptop or tablet. This development is already in the workplan of the new Shared Digital Service.

SUMMARY

		Financial Data		Workforce Data
Base Data		**£000**		
Current budget		1,364	**Employees**	22
Savings/Invest		**£000**	**Change in employees**	
	Year 1		Year 1	
	Year 2	51	Year 2	1
	Year 3		Year 3	
	Year 4		Year 4	
	Year 5		Year 5	
	Total	51	Total	1

Communications service - post deletion

Priority	X
Current Service Area	Communications
Reference:	Communications service - post deletion
Responsible officer:	AD Communications
Type of saving:	Efficiency savings
Version:	1.0

Impact on Residents	Outcomes
No impact on residents	N/A

PROPOSAL

Proposal:
1 FTE staff reduction delivered through non-recruitment of a vacant post.
We are redesigning our workforce and the way communications support is provided to ensure that:
• Our resources are effectively used to support core priorities
• We challenge council-wide spending more vigorously and promote digital as a primary means of communications.

Resources required:
N/A

What needs to happen and when?
The post needs to be deleted from the structure by 31st March 2017.

SUMMARY

	Financial Data		Workforce Data
Base Data	**£000**		
Current budget	1,364	**Employees**	22
Savings/Invest	**£000**	**Change in employees**	
Year 1	53	Year 1	1
Year 2		Year 2	
Year 3		Year 3	
Year 4		Year 4	
Year 5		Year 5	
Total	53	Total	1

Communications income generation

Priority	X
Current Service Area	Communications
Reference:	Communications income generation
Responsible officer:	AD communications
Type of saving:	Increase in income
Version:	1.0

Impact on Residents	Outcomes
No impact on residents	N/A

PROPOSAL

Proposal:
Since the recruitment of a part-time commercial manager we have been able to actively pursue advertising and sponsorship across our publications, digital channels and events. As a result we are proposing a full year increase in income of £15k in 2017/18.

Resources required:
N/A

What needs to happen and when?
N/A

SUMMARY

	Financial Data		Workforce Data
Base Data	**£000**		
Current budget	1,364	**Employees**	22
Savings/Invest	**£000**	**Change in employees**	
Year 1	15	Year 1	n/a
Year 2		Year 2	
Year 3		Year 3	
Year 4		Year 4	
Year 5		Year 5	
Total	15	Total	0

Professional Development Centre

Priority	X
Current Service Area	Professional Development Centre
Reference:	Professional Development Centre
Responsible officer:	AD Corporate Property
Type of saving:	Stopping /Reducing service
Version:	1.0

Impact on Residents	Outcomes
None	N/A

PROPOSAL

Proposal:
It is proposed that the Council release a community building by selling the Professional Development Centre, which is used currently to accommodate some Council staff and also deliver professional training. This will deliver savings in running and maintenance costs in the region of £136k.

Rationale:
In order for the Council to deliver savings, it must consider options to consolidate capital and where appropriate, release assets to yield the capital and deliver further savings made through the prevention of servicing and maintenance costs. The savings identifed here relate to the prevented cost of running the building over the period.

SUMMARY

		Financial Data		Workforce Data
Base Data		**£000**		
Current budget		157	**Employees**	8
Savings/Invest		**£000**	**Change in employees**	
	Year 1	136	Year 1	8
	Year 2		Year 2	
	Year 3		Year 3	
	Year 4		Year 4	
	Year 5		Year 5	
	Total	136	Total	8

Benefits:
Financial: £136k

Internal dependencies and external constraints:
None

Procurement strategy *(where applicable)*

Ownership of assets: This proposal recommends releasing a community building through sale, thereby reducing the Council's ownership of assets.The savings relate to the maintenance and servicing costs for the building which would subsequently be prevented.

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	136				
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	**136**				
Cumulative Cost/(Savings)	**136**	**136**	**136**	**136**	**136**
Payback Period: Not applicable					

Insurance

Priority	X
Current Service Area	All
Reference:	Insurance
Responsible Officer:	Risk and Insurance Manager
Type of saving:	Efficiency savings
Version:	1.0

Impact on Residents	Outcomes
No impact on residents	N/A

PROPOSAL

Proposal:
Reprocure insurance provision in conjunction with London Consortium to achieve savings.

Rationale:
A consortium of 8 London Boroughs (Croydon, Camden, Harrow, Islington, Kingston-upon-Thames, Lambeth, Sutton and Tower Hamlets) is reprocuring insurance provision with expected savings to Haringey of £152k.

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SUMMARY

	Financial Data		Workforce Data
Base Data	**£000**		
Current budget	2,327	**Employees**	N/A
Savings/Invest	**£000**	**Change in employees**	
Year 1	152	Year 1	n/a
Year 2	0	Year 2	
Year 3	0	Year 3	
Year 4	0	Year 4	
Year 5	0	Year 5	
Total	152	Total	0

BENEFITS CASE

Detailed description:
Property, terrorism and liability insurance arrangements will be retendered with the expectation that there will be a new contract in place for April 2017.

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	152				
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	**152**	**0**	**0**	**0**	**0**
Cumulative Cost/(Savings)	**152**	**152**	**152**	**152**	**152**

Additional Cost Estimated

Voluntary Severance Savings

Priority	X
Current Service Area	All
Reference:	Voluntary Severance Savings
Responsible Officer:	AD Transformation & Resources
Type of saving:	Efficiency savings
Version:	1.0

Impact on Residents	Outcomes
No impact on residents as decisions will be based on criticality of roles	N/A

PROPOSAL

Proposal:

This represents the estimated saving to the Council from the voluntary redundancy arrangements currently on offer to staff. The application window closed in early December 2016. Offers will be made by early 2017 and we expect those people taking voluntary redundancy to begin to leave the council in early financial year 2017/18. Thus savings accrue to the year 2017/18.

Rationale:

SUMMARY

	Financial Data		Workforce Data
Base Data	**£000**		
Current budget	N/A	**Employees**	TBC
Savings/Invest	**£000**	**Change in employees**	
Year 1	1,500	Year 1	n/a
Year 2	0	Year 2	
Year 3	0	Year 3	
Year 4	0	Year 4	
Year 5	0	Year 5	
Total	1,500	Total	0

BENEFITS CASE

Detailed description:

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	1500				
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	**1500**	**0**	**0**	**0**	**0**
Cumulative Cost/(Savings)	**1500**	**1500**	**1500**	**1500**	**1500**

Additional Cost Estimated

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'Your Haringey, Your Future' budget engagement summary report

Annex 1: Budget engagement book
Annex 2: Budget engagement survey
Annex 3: Main findings

1.1 The Council launched a resident engagement exercise called Your Haringey, Your future on 20th October which ran over a four week period and closed on the 20th November 2016. This included a variety of elements:

- A 4-page budget booklet was delivered to every home via Haringey People, while also sending the booklet to partnership organisations, voluntary groups and businesses in the borough
- All local libraries in the borough had copies of the booklet and questionnaire
- Budget information and ways of getting involved was also replicated through our dedicated budget pages on our website
- The booklet translated in the top three languages in the borough, Polish, Turkish and Somalian
- The public were able to participate via our online survey which allowed people to feed back their priorities
- Six public drop-in events in town centre locations with high foot fall including The Mall in Wood Green and two of our main libraries
- A partnership forum with the voluntary sector

1.2 Continual publicity and promotion of the exercise took place over the four week period with various channels being used to encourage participation:

- Haringey People, which will be distributed between October 19th and October 23rd
- The Council's weekly resident e-newsletter during the 4-week period which goes to 40,000 people
- Social media – twitter and facebook prompts
- Community websites – Harringay online
- Local newspapers
- Poster sites in town centre locations, Wood Green JCD, Customer service centres
- Distribution via voluntary groups and community organisations
- Via the council's partnership news bulletin which goes to 450 different groups.

1.3 The budget booklet included information in most accessible way possible, explaining how the council's budget is currently allocated, how the budget

has changed and why and how the council is changing to deal with cost pressures. Please see **Annex 1- budget booklet**

1.4 The survey produced was available online, upon request and in all local libraries. The survey focused around two main questions around our major areas of council spend in relation to services and support that people receive. The list was drawn up from the Corporate Plan priority areas. The survey invited people to select five areas that are most important to them and five areas that are least important – Please see **Annex 2**

1.5 A discussion with the Voluntary Sector Forum took place on 31st October which, amongst other issues,consideredhow they can work alongside the council to deliver services and help meet local needs in the midst of our financial challenges. 27 VCO representatives attended a two hour session.

1.6 We engaged with hundreds of residents at our various budget drop-in events across the borough, setting up in six locations including main town centres and three main libraries. The on-street events enabled us actively reach residents where there was high footfall. The drop-ins presented the budget booklets in A0 display boards, with at least four briefed officers on hand to discuss the budget on a one-to-one basis. The officers were able to record and take respondents through the survey using iPads to swiftly take them through our priority list.

1.7 We visited locations across the borough:

Location	Date
Muswell Hill Broadway - St James Square	Monday 24th October, 1pm to 4pm
Crouch End, Town Hall Square	Tuesday 1st November, 3pm to 6:30pm
Tottenham, Marcus Garvey Library	Wednesday 9th November, 1pm to 4pm
Wood Green, The Mall Shopping Centre	Saturday 12th November, 11am – 2pm
Hornsey Library	Tuesday 15th November, 4pm to 7pm
Tottenham, The High Road junction with West Green Road	Thursday 17th November, 1pm to 4pm

2. Engagement Findings

2.1 During the four week engagement period we received a total of **834 responses** to our survey, 226 of which were obtained over our six drop-in events, 7 responses sent in via our free post and the rest via our online survey which we publicised and promoted through various online channels and soical media. For full breakdown please see **Annex 3.**

2.2 The significant majority of respondees were Haringey residents, making up 93% of respondents. There was a good range of different demographic characteristics. Just over half of the respondents were female (53%). The majority of respondents were aged between 30-49 with the 35-45 age group being the highest proportion of respondees (26%). We received surveys from all postal districts in the borough, however the majority of responses came from residents in the N22 area (44%). The highest proportion of respondents classified themselves as White British (36%) with the second highest figure 14% of respondents preferring not to say.

2.3 The feedback process highlighted that there was a solid understanding of austerity and the funding challenges local authorities face. Converstation at our drop-in events showed that the public found it incredibly difficult to prioritise just five of the most important.. A few people were unwilling to participate in the survey based on this. This view was also echoed in some of the comments received from the survey responses.

2.4 When asked to identify 5 things of the that are most important(Q3) - Children and Families services made up the top three slots in the top five priorities –with **School improvement** seen as the top priority in terms of things that the borough should strive for, closely followed by **Early help and prevention** and **family support and safeguarding**. Also making the top five of people's priorities was **Parks**, with 29%, closely followed by **Maintaining Independence**, Under Adults Social care with 27% of respondents opting for this.

2.5 At the end of the 'most important' spectrum was **Sports development** with just 5% of respondents considering it a priority. This resonated with findings for the question of least important with **Sports development** marginally toping the 'less important' list with 36% of respondents opting for this service, this was closely followed by **Promoting healthy lifestyles** with 34% of respondents choosing this.

What should the Council prioritise its increasingly limited resourses on?

Q3. Please tick the 5 things that are MOST IMPORTANT to you:		
1	School improvement	321 38%
2	Early help and prevention	307 37%
3	Family support / safeguarding	246 29%
4	Parks	238 29%
5	Maintaining independence	224 27%

2.6 From positions sixth to thirtheenth place the results were fairly equal, with another one of the other Children and Families services – Children in Care siting just outside the top five in position.

2.7 While much of the 'most important' priorities identified related to Children and Families, the general comments collected were mainly around Environment and Neighbourhood services, such as speeding issues on side roads and a call for more traffic calming measures. Better road maintance, Cleaner streets and lots of complaints about flytiping being an issue from N22, N15 and N17 reponsdents.

2.8 Other salient points that came through were around Housing, especially affordable housing and how the council should focus on building more affordable homes and investing in the existing housing stock to improve standards. Community safety was also mentioned a lot with the need for streets to be better policed.

2.9 When asked to identify 5 things that are less important (Q4) Sports development came top (36%). Closely followed by Promote healthy lifestyles (34%) Leisure centres and Jobs and Road maintenance all making the top five too.

What should the Council prioritise its increasingly limited resourses on?

Q4. Please tick the 5 things that are LESS IMPORTANT to you:		
1	Sport development	302
		36%
2	Promote healthy lifestyles	287
		34%
3	Leisure centres	198
		24%
4	Jobs, skills and new opportunities	179
		21%
5	Roads maintenance	178
		21%

2.10 On picking less important things much of the spontaneous comments were around Healthier living options – many felt that the council should not be responsible for delivery these services and the financial responsibility should fall on NHS or more onus on individuals to ensure they live healthier lifestyles.

2.11 Otherwise the feedback gathered did not present any strong opinions/views expressed by particular groups of residents based on the basic characteristics.

2.12 In terms of feedback from the Voluntary Sector, many of the representatives said they will struggle with the cuts and threats around premises/business rates.

2.13 When comparing feedback to previous pre-budget engagement exercises, there appears to be shift away from universal services although this is

difficult to compare exactly because we did not collect data in the same way. In 2014, the last time the council conducted a similar exercise, the public were asked to rank priority areas according to themes rather than specific services. Supporting families to thrive was the top priority followed closely by cleaner, greener, safer public spaces and streets.

2.14 In 2014 there was strong recognition for family support and early help, but with stronger sentiment for street cleaning, waste and refuse. Much of the qualitative feedback cited the need to focus more resources in this area.

2.15 Priorities in 2014

Supporting children and families to thrive	22%
Cleaner, greener, safer public spaces and streets	20%
Promoting economic growth	19%
Enabling adults to live longer, healthier lives	18%
Better housing and stronger communities	16%
Health and wellbeing strategy	5%

12 Use of Annexes

Annex 1 Copy of the Budget booklet
Annex 2 Copy of Questionnaire
Annex 3 Full breakdown of consultation findings:

How we are changing

As well as becoming smaller with fewer staff and buildings, we're changing the way we deliver many of our services



We're focusing on prevention, by working with partners, including the NHS, to help people before any problems they are experiencing get worse.

For example our Family Support service brings together schools, children's centres and community organisations to identify families who are experiencing problems at the earliest possible stage so that the right support can be provided



We're making it easier for people to access services online whenever you need it

We don't want people to wait on a telephone or in a long queue to reach us. You can do pretty much whatever you want online 24/7 on our website. Why not open a Haringey account today at **www.haringey.gov.uk/myaccount**?



We're bringing new investment to the borough

Regenerating areas of the borough brings jobs, housing, new businesses, community facilities and other opportunities. Did you know that Tottenham is now home to the National College for Digital Skills?

Tell us your priorities

PRIORITY

Please go online and complete a quick questionnaire at **www.haringey.gov.uk/budget** or pick up a copy in your local library or come to one of our events

Muswell Hill Broadway - St James Square
Monday 24th October, 1pm to 4pm

Crouch End - Town Hall Square, The Broadway
Tuesday 1st November, 3pm to 6:30pm

Tottenham - Marcus Garvey Library, Philip Lane
Wednesday 9th November, 1pm to 4pm

Wood Green - The Mall
Saturday 12th November, 11am – 2pm

Hornsey Library - Haringey Park
Tuesday 15th November, 4pm to 7pm

Tottenham - Outside Costa Coffee, High Road junction with West Green Road
Thursday 17th November, 1pm to 4pm

Please tell us by Sunday 20th November

If you want this in your own language, please tick the box, fill in your name and address and send to the freepost address below

বাংলা **Bengali** ❑
আপনি যদি এটা আপনার নিজের ভাষায় পেতে চান তাহলে অনুগ্রহ করে' সঠিক বাক্সে টিক্ চিহ্ন দিন, আপনার নাম ও ঠিকানা লিখুন এবং নিচের বিনা ডাকমাশুলের ঠিকানায় পাঠিয়ে দিন।

Français **French** ❑
Pour recevoir ces informations dans votre langue, veuillez inscrire votre nom et adresse et renvoyer ce formulaire à l'adresse ci-dessous. Le port est payé.

Polski **Polish** ❑
Aby otrzymać niniejszy dokument we własnym języku, należy zaznaczyć odpowiednie pole, wpisać swoje imię, nazwisko i adres oraz odesłać formularz na podany poniżej bezpłatny adres.

Soomaali **Somali** ❑
Haddii aad qoraalkan ku rabto luuqadaada, fadlan sax mari sanduukha, kusoo buuxi magaca iyo ciwaankaaga, kuna soo dir boostada hoose ee lacag la'aanta ah.

Español **Spanish** ❑
Si desea recibir este documento en su idioma, marque la casilla, escriba su nombre y domicilio, y envíe este formulario a la dirección con franqueo pagado que se indica más abajo.

Türkçe **Turkish** ❑
Bu kitapçığın Türkçesini istiyorsanız lütfen kutuyu işaretleyip, adınızı, soyadınızı ve adresinizi yazarak posta pulu yapıştırmadan aşağıdaki adrese gönderin.

Please indicate if you would like a copy of this letter in another language not listed or any of the following formats and send to the freepost address below.

- Large print ❑
- On audio tape ❑
- Another language ❑
- On disk ❑
- Braille ❑

Please state: _____

Name: _____

Address: _____

Freepost RLXS-XZGT-UGRJ, Translation & Interpreting Services, 6 Floor, River Park House, 225 High Road, N22 8HQ

Your Haringey Your Future

Your council is changing with further cuts to our funding. What are your priorities?



Tell us at
www.haringey.gov.uk/budget

Haringey LONDON

Introduction by Cllr Claire Kober

Leader of Haringey Council



What would you do if your salary was cut by 40% but your household bills increased?

That is the situation we find ourselves in after the Government cut our funding in real terms by 40%. At the same time demand for services, such as providing care for vulnerable people, has been increasing.

I said before that I am not prepared to manage decline which is why, while changing the way the council works, our schools continue to show significant improvements, we have more award-winning parks than ever before, investment has gone into leisure centres and libraries and we are working hard to bring new jobs, homes and business growth to the borough.

The job is getting tougher though which is why we need your help. On top of the savings already delivered, we still need to find more in the coming years. This is because demand is rising for specialist services such as caring for vulnerable adults, children's social care and emergency housing for homeless people.

Before we come up with new ideas for savings we would like you to tell us what is important to you. If you were in my shoes what areas of council spend would you prioritise? And what is less important to you?

To help we have produced this 6-page booklet to give you more information on our priorities, our budget and how it's changing. I would be really grateful if you could spend a few minutes to complete a short questionnaire. The information will help us in future decision making.

To take part go to
www.haringey.gov.uk/budget
or pick up a questionnaire in your local library or come to one of our events – details of which are on page 5 of this booklet.

Our priorities

In 2015 we set out a 3-year-plan for improving Haringey. These are our priorities and what has been delivered.

Give every child the best start in life

Our schools are amongst the most improved in the country since 2010 – with record GCSE and A'level results this year.

Drive growth and investment which everyone can benefit from

We're bringing in £1bn of new investment to the borough: from the restoration of Alexandra Palace through to the opening of the National College of Digital Skills in Tottenham.

Enable adults to live healthy, long and fulfilling lives

We're supporting vulnerable people to live as independently as possible in their own community.

Create homes and communities where people choose to live

Across Tottenham and Wood Green we're planning for 10,000 new homes to be built. Since April 2015 £45 million has been spent improving our existing housing stock with £20 million spent on water improvements such as replacing lifts.

Cleaner and safer neighbourhoods

We have more award winning parks and open spaces than any other comparable borough.

How our budget has changed

Since **2010** The Government has cut the money that we receive by around **40%** in real terms.

We have 45% fewer staff with back office costs cut from £32.1 million to £18 million.

We have a shared IT service with Islington and Camden.

We own 12 fewer council buildings, while making better use of our remaining buildings – for example by bringing services together under one roof at Marcus Garvey library.

We've saved £160m

But we're **spending more money** on meeting rising demand for specialist services.

Since 2013

The number of adults receiving support for learning and mental health has risen by 17%.

17%

Unless we change the way we do things our spend on Adult Social Care is set to go up by a third from £61million, in 2013 to £91million by 2018/19.

The number of people who have been made homeless and require emergency housing has risen by 11%.

11%

We're having to spend £8million more per year.

What we spend your money on

In 2016/17 our budget is **£255.6m**. This is how we are spending it.

£25.6m Democracy and Support

This is the amount we spend running the council, including all our support services.

We have 9 libraries with 1.39 million visits per year. This also includes our call centre.

£3.7m Housing Strategy and Support

This includes temporary housing for people who are homeless.

Every week we empty 330,000 bins and maintain 35 parks and open spaces. We also maintain 22,000 street lights and 214 miles of roads. We work with police to lower crime and anti-social behaviour. We also have 4 leisure centres which are run on our behalf by Fusion, which is a registered charity.

£7.3m Libraries and Customers

£27.2m Safer and Cleaner Neighbourhoods

£44.3m Loans and Levies

This is used to pay back loans while paying for Haringey's share of services provided by other authorities. This includes the North London Waste Authority and the Lee Valley Regional Park.

£46.2m Children and Families

We provide support and help for young people and families, which includes safeguarding children deemed at risk. We also work with schools to improve performance.

£18.5m Healthier Living

This includes funding for health visitors to help with their child's development, school nurses, sexual health advice and testing and support for substance and alcohol misuse.

£67.2m Adult Social Care

We support vulnerable adults to remain as independent as possible, working with partners to deliver preventative services, care and support. This includes support to older people and adults over the age of 18 with learning difficulties, physical disabilities, mental health needs, sensory impairments and their family carers.

£15.6m Investment, Jobs and Growth

Regeneration and investment is bringing 16,000 new homes and 9,000 new jobs across Tottenham and Wood Green.



Did you know?

Only about a third of Haringey's money we have to spend comes from your council tax payments? Council tax in Haringey has been frozen for 6 years out of 7 to keep your costs as low as possible. However if we did want to increase it we could only do so by 2% (sum re housing ringfenced).

Your Haringey, Your Future

Since 2010 the Government has cut the money that we receive by around 40% in real terms. Yet on the other hand we are spending more in areas like adult social care and emergency housing because the number of people who need our help is on the increase.

This means that we need to save more money on top of the £160 million already saved since 2010. Before any decisions are made we want you to help by telling us what areas of council spend would you prioritise and what is less important to you?

Read more on the budget by visiting our budget pages www.haringey.gov.uk/budget

Please submit response **no later than 20th November 2016** – You can hand in your questionnaire to any library reception or send your response in an envelope to:

6th Floor
River Park House
225 High Road
N22 8HQ
Please write: Freepost RLXS-XZGT-UGRJ

About you

Q1 **Are you a:**

Resident of Haringey ❑
A business ❑
A Councillor ❑
Other ❑
Please specify: _____

Q2 **In which postal district do you live?**

N2 ❑
N4 ❑
N6 ❑
N8 ❑
N10 ❑
N11 ❑
N15 ❑
N17 ❑
N22 ❑
Other ❑
Please specify: _____

Your priorities

What should the Council prioritise its increasingly limited resources on?

Q3. Please tick the 5 things that are MOST IMPORTANT to you:

Libraries and Customer

Libraries - We have 9 libraries with 770,000 books borrowed every year ..... ❑

Customer service - People can contact us online, face-to-face and over the telephone. We take around 740,000 contacts from our customers each year ..... ❑

Children and Families

School improvement and learning- We support schools, children's centres and nurseries to maintain high standards while making sure that every child has a school place and participates in education. This includes a Virtual School specifically for children in foster or residential care. We also provide support and training for governors ..... ❑

Early help and prevention- We work with young people and families to identify any problems or challenges they may be experiencing so that the right type of community-wide support can be provided. This includes children's centres and the Bruce Grove Youth Hub ❑

Family support /safeguarding - We work more intensively with families experiencing difficulties, doing everything possible to keep the family unit together while making sure that their children are not at risk. We also recruit foster carers to look after children who are at risk..... ❑

Children in Care - As a last resort we will take children at risk into our care, making sure that the young people receive the right support and education ..... ❑

Adult Social Care

Maintaining independence - The Council's reablement and enablement services support patients who have experienced changes in their health as a result of surgery, illness or injury. We help people to regain their independence and to learn or relearn daily living skills which prevent them from staying or going into hospital or residential care ..... ❑

Assessment and long term care- We work closely with individuals; their family and/or carer to create a support plan that describes the care and support needed - this could be in the community, through housing-related support or schemes such as Shared Lives -and how they can use their personal budget to best effect to pay for it. Most of the budget in this area is spent on care packages for adults..... ❑

Adults Safeguarding- We work with health service and other agencies to reduce the risk of harm for people with care and support needs. Working with the courts, we also protect people who are unable to make their own decisions about treatment or care..... ❑

Healthier Living

Protect and improve health while preventing illnesses- For example, this is through promoting immunisation programmes, sexual health services, drugs and alcohol services, health visiting, school nursing and the Family Nurse Partnership programme..... ❑

Promote healthy lifestyles -This includes support to reduce obesity and help for people to give up smoking..... ❑

Improve healthcare services - We provide advice and evidence of what works and doesn't work to the local NHS ..... ❑

Safer and Cleaner Neighbourhoods

Leisure centres - We have four leisure centres which are operated on the council's behalf by Fusion which is a registered charity. They include Park Road/Tottenham Green Pools and Fitness and Broadwater Farm Community Centre. New River Sport and Fitness is leased to Fusion and not within the management contract ..... ❑

Sport development - We promote physical activity with events and resident engagement throughout the year. This includes the School Swimming programme, London Youth Games, the Year of Walking, sports club support and activities for older and less active people ..... ❑

Parks - There is nearly 400 hectares of parks and open space in Haringey, the majority of which is managed by Haringey Council's Parks Service. We maintain 58 parks and open spaces, 22 of which have been accredited with Green Flags ..... ❑

Community safety - We work with partners to prevent and reduce crime - for example we work with young people to reduce gang activity. We also work with ex-offenders to reduce re-offending ❑

Roads maintenance - We maintain 214 miles of roads and 23,000 street lights. Last year (2015/16) we repaired 3,960 potholes..... ❑

Refuse and recycling collection - We empty 130,000 bins every week and collected a total of 32,313 tonnes of recycling last year (2015/16) ..... ❑

Street cleaning - We spend £8 million a year on street cleaning, which includes cleaning our town centres and main roads at least daily and the rest of the borough's roads at least once a week, and picking up, on average, 600 fly-tips every week. We hand out in the region of 400-500 fines each year for dumping, littering and not dealing with waste responsibly ..... ❑

Investment, Growth and Jobs

Jobs, skills and new opportunities - We bring new investment into the borough encouraging business growth, job creation and helping people develop new skills ❑

Housing

New homes - By seeking investment we encourage new homes to be built, making them as affordable as possible. In Tottenham and Wood Green we want to see 16,000 new homes built across Tottenham and Wood Green by 2025..... ❑

Homeless advice and support - We give help to families at risk of becoming homeless, providing information, advice and support on what their housing options are..... ❑

Q4. Please tick the 5 things that are LESS IMPORTANT to you:

Libraries and Customer

Libraries - We have 9 libraries with 770,000 books borrowed every year ..... ❑

Customer service - People can contact us online, face-to-face and over the telephone. We take around 740,000 contacts from our customers each year ..... ❑

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Adults Safeguarding- We work with health service and other agencies to reduce the risk of harm for people with care and support needs. Working with the courts, we also protect people who are unable to make their own decisions about treatment or care..... ❑

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Homeless advice and support - We give help to families at risk of becoming homeless, providing information, advice and support on what their housing options are ..... ❑

Q5 **Do you have any general comments? Please tell us here:**

Q6 **If you would like us to update you on these engagement findings as well as keeping you in touch with other council issues. Please provide your email address:**

About you

Q7 What is your age?

- 18 or under ❑
- 19 - 24 ❑
- 25 - 29 ❑
- 30 - 34 ❑
- 35 - 39 ❑
- 40 - 44 ❑
- 45 - 49 ❑
- 50 - 54 ❑
- 55 - 59 ❑
- 60 - 64 ❑
- 65 - 69 ❑
- 70 - 74 ❑
- 75 - 79 ❑
- 80 or over ❑
- Prefer not to say ❑

Q8 What is your gender?

- Female ❑
- Male ❑
- Prefer not to say ❑

Q9 Do you have a physical or mental health condition or illness lasting or expected to last 12 months or more?

- Yes ❑
- No ❑
- Prefer not to say ❑

Q10 What is your ethnic group?

- White British ❑
- White Irish ❑
- White Other - Greek / Greek Cypriot ❑
- White Other - Turkish ❑
- White Other - Turkish Cypriot ❑
- White Other - Kurdish ❑
- White Other - Gypsy / Roma ❑
- White Other - Irish Traveller ❑
- Black or Black British: African ❑
- Black or Black British: Caribbean ❑
- Asian or Asian British: Indian ❑
- Asian or Asian British: Pakistani ❑
- Asian or Asian British: Bangladeshi ❑
- Asian or Asian British: East AFrican Asian ❑
- Mixed: White and Black African ❑
- Mixed: White and Black Caribbean ❑
- Mixed: White and Asian ❑
- Chinese ❑
- Any other ethnic background ❑
- Prefer not to say ❑

If you ticked "**Any other ethnic background**", please tell us: _____

Thank you for taking the time to complete this questionnaire

Your Haringey, Your future – Budget engagement November 2016

Engagement findings – PART A

Q1. Are you a:

Resident of Haringey	A business	A Councillor	Other	Total	No reply
776	33	7	18	834	-
93%	4%	1%	2%	**100%**	-

Q2. In which postal district do you live?

N2	N4	N6	N8	N10	N11	N15	N17	N22	Other	Total
7	50	22	125	51	9	96	93	369	12	834
1%	6%	3%	15%	6%	1%	12%	11%	44%	1%	**100%**

What should the Council prioritise its increasingly limited recourses on?

Q3. Please tick the 5 things that are MOST IMPORTANT to you:		
1	School improvement	321
		38%
2	Early help and prevention	307
		37%
3	Family support / safeguarding	246
		29%
4	Parks	238
		29%
5	Maintaining independence	224

Q4. Please tick the 5 things that are LESS IMPORTANT to you:		
1	Sport development	302
		36%
2	Promote healthy lifestyles	287
		34%
3	Leisure centres	198
		24%
4	Jobs, skills and new opportunities	179
		21%
5	Roads maintenance	178

		27%
6	Children in Care	221
		26%
7	Community safety	201
		24%
8	Assessment and long term care	197
		24%
9	Street cleaning	189
		23%
10	New homes	188
		23%
11	Libraries	185
		22%
12	Refuse and recycling collection	165
		20%
13	Adults Safeguarding	161
		19%
14	Protect and improve health while preventing illnesses	137
		16%
15	Improve healthcare services	117
		14%
16	Leisure centres	103
		12%
17	Homeless advice and support	100
		12%
18	Promote healthy lifestyles	92
		11%
19	Jobs, skills and new opportunities	92
		11%
20	Customer service	88
		11%
21	Roads maintenance	84
		10%

		21%
6	New homes	160
		19%
7	Customer service	158
		19%
8	Street cleaning	155
		19%
9	Improve healthcare services	145
		17%
10	Parks	143
		17%
11	Refuse and recycling collection	139
		17%
12	Homeless advice and support	137
		16%
13	Protect and improve health while preventing illnesses	133
		16%
14	Community safety	129
		15%
15	Libraries	122
		15%
16	Adults Safeguarding	107
		13%
17	Assessment and long term care	104
		12%
18	Maintaining independence	89
		11%
19	Early help and prevention	71
		9%
20	Family support / safeguarding	66
		8%
21	School improvement	62
		7%

22	Sports Development	44
		5%
	Total	**834**
		100%
	No reply	-
		-

22	Children in Care	30
		4%
	Total	**804**
		100%
	No reply	-
		-

Q5. Do you have any general comments? (Please see part B)

Q6. If you would like us to update you on these engagement findings, as well as keeping you in touch with other Council issues. Please provide your email address: (Record stored with Comms)

Q7. What is your age?

18 or under	19 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65 - 69	70 - 74	75 - 79	80 or over	Prefer not to say	No reply	Total
5	29	75	97	110	109	90	59	38	45	28	22	6	7	24	90	834
1%	3%	9%	12%	13%	13%	11%	7%	5%	5%	3%	3%	1%	1%	3%	11%	100%

Q8. What is your gender?

Female	Male	Prefer not to say	No reply	Total
449	273	21	91	834
54%	33%	3%	11%	**100%**

Q9. Do you have a physical or mental health condition or illness lasting or expected to last 12 months or more?

Yes	No	Prefer not to say	No reply	Total
71	490	73	200	834
9%	59%	9%	24%	**100%**

Q10. What is your ethnic group?

White British	300
	36%
White Irish	49
	6%
White Other - Greek / Greek Cypriot	22
	3%
White Other - Turkish	22
	3%
White Other - Turkish Cypriot	12
	1%
White Other - Kurdish	18
	2%
White Other - Gypsy / Roma	7
	1%
White Other - Irish Traveller	12
	1%
Black or Black British: African	32
	4%
Black or Black British: Caribbean	35
	4%
Asian or Asian British: Indian	15
	2%
Asian or Asian British: Pakistani	4
	0%
Asian or Asian British: Bangladeshi	13
	2%
Asian or Asian British: East AFrican Asian	9
	1%
Mixed: White and Black African	7
	1%

Mixed: White and Black Caribbean	5
	1%
Mixed: White and Asian	15
	2%
Chinese	14
	2%
Any other ethnic background	60
	7%
Prefer not to say	64
	8%
No reply	119
	14%
Total	834
	100%

General Fund Capital Programme 2017/18-2025/26

Capital Programme - approved at cabinet in June 2016	Ten Year Planned Capital Expenditure										
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	C'fwd	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
			MTFS								
Name of Capital Investment Proposal	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Primary School modernisation and enhancement	1,079	5,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Primary School - new pupil places	1,175	4,000	700	20	20	20	0	0	0	0	0
Professional Development Centre		100	350	500	0	0	0	0	0	0	0
Youth Services	149										
Devolved Schools Capital	0	550	0	0	0	0	0	0	0	0	0
Secondary School modernisation and enhancement	1,580	-38	591	1,728	1,871	2,022	0	0	0	0	0
Secondary Schools old PFI	0	1,538	1,409	1,272	1,129	978	0	0	0	0	0
Total Priority 1 - Children & Young People	**3,982**	**11,150**	**6,050**	**6,520**	**6,020**	**6,020**	**3,000**	**3,000**	**3,000**	**3,000**	**3,000**
Aids, Adap & AssistTech (Home Owners)	0	1,818	1,818	1,818	1,818	1,818	1,818	1,818	1,818	1,818	1,818
Community Reablement Hubs	150	150	50	0	0	0	0	0	0	0	0
New Day Opportunities Offer - Ermine Road	305	161	0	0	0	0	0	0	0	0	0
Total Priority 2 - Adults	**455**	**2,129**	**1,868**	**1,818**	**1,818**	**1,818**	**1,818**	**1,818**	**1,818**	**1,818**	**1,818**
Street Lighting	0	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Borough Roads(Highways planned maintenance)	0	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Structures(Highways)	0	300	320	350	340	350	340	0	0	0	0
Flood Water Management(Drainage) Gold	0	500	530	560	590	620	650	680	710	750	790
Borough Parking Plan	5	300	300	300	300	0	0	0	0	0	0
CCTV control room	0	2,100	0	0	0	0	0	0	0	0	0
Local Implementation Plan(LIP)	0	2,617	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700
Developer S106/S278	820	1,600	1,700	1,800	1,900	2,000	2,100	2,200	2,300	2,400	2,500
Parks Asset Management:		350	350	350	350	350	350	350	350	350	350
Active Life in Parks:	202	230	230	230	230	230	230	230	230	230	230
Parkland Walk Bridges	0	300	300	300	300	0	0	0	0	0	0
Asset Management of Council Buildings	55	2,500	2,500	2,500	0	0	0	0	0	0	0
Total Priority 3 - Clean and Safe	**1,082**	**14,797**	**12,930**	**13,090**	**10,710**	**10,250**	**10,370**	**10,160**	**10,290**	**10,430**	**10,570**
Tottenham Hale - Green and Open Space	0	1,580	1,400	3,815	6,870	3,200	900	2,810	550	1,450	50
Tottenham Hale District - Streets and Spaces	979	870	650	3,570	3,260	3,500	3,265	2,350	500	50	50
Opportunity Investment Fund	225	3,074	0	0	0	0	0	0	0	0	0
Growth on the High Road (GotHR)	675	831	0	0	0	0	0	0	0	0	0
Bruce Grove station forecourt	0	400	400	200	0	0	0	0	0	0	0
North Tottenham Townscape Heritage Initiative	0	400	1,095	673	0	0	0	0	0	0	0
Heritage building improvements	15	0	1,000	500	500	500	0	0	0	0	0
Northumberland - Highways and Controlled Parking	0	545	540	0	0	0	0	0	0	0	0
High Road West business acquisition	0	2,000	4,000	6,000	10,000	10,000	20,000	30,000	0	0	0
White Hart Lane - public realm improvements	0	2,131	2,735	0	0	0	0	0	0	0	0

Capital Programme - approved at cabinet in June 2016	Ten Year Planned Capital Expenditure										
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	C'fwd	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
			MTFS								
Site Acquisitions Fund (Tottenham and Wood Green)	0	16,750	10,000	10,000	10,000	0	0	0	0	0	0
Wards Corner Compulsory Purchase Order	0	9,200	8,700	0	0	0	0	0	0	0	0
Wood Green Action Plan (focused local planning policy)	106	300	300								
Wood Green Station Road meanwhile	0	300	200								
Civic Centre	0	150	450	1,000	1,400	0	0	0	0	0	0
Ways of Working Programme	416	200	200	200	0	0	0	0	0	0	0
Marsh Lane	1,094	8,021	6,371	0	0	0	0	0	0	0	0
Hornsey Town Hall	44	860	23	24	0	0	0	0	0	0	0
Alexandra Palace - Heritage Lottery Fund	0	3,900	2,100	0	0	0	0	0	0	0	0
Alexandra Palace - Ongoing maintenance	78	1,923	400	400	400	400	400	400	400	400	400
Winkfield Road feasibility study	192	103	0	0	0	0	0	0	0	0	0
Alexandra Palace - West Yard Storage Project	0	2,500	0	0	0	0	0	0	0	0	0
Low Carbon Zones	243	133	110	0	0	0	0	0	0	0	0
Bruce Castle	174										
Total Priority 4 - Growth and Employment	**4,240**	**56,171**	**40,674**	**26,382**	**32,430**	**17,600**	**24,565**	**35,560**	**1,450**	**1,900**	**500**
Modular Build Programme	0	2,000	3,500	2,500	2,500	0	0	0	0	0	0
Property Acquisitions Scheme	0	3,000	7,440	8,640	9,860	3,000	0	0	0	0	0
Temporary Accommodation Supply Conversion	0	350	0	0	0	0	0	0	0	0	0
Compulsory Purchase Orders - Empty Homes	0	525	525	525	525	525	525	525	525	525	525
Total Priority 5 - Housing	**0**	**5,875**	**11,465**	**11,665**	**12,885**	**3,525**	**525**	**525**	**525**	**525**	**525**
Business Improvement Programme	1,737	3,000	0	0	0	0	0	0	0	0	0
Corporate IT Board	1,177	1,177	1,000	1,000	0	0	0	0	0	0	0
ICT Shared Service	0	750	750	1,000	0	0	0	0	0	0	0
Evergreening	727	950	950	950	950	950	950	950	950	950	950
Customer Services	622	951	374	0	0	0	0	0	0	0	0
Libraries IT and buildings upgrade	0	3,580	2,000	0	0	0	0	0	0	0	0
Total Priority 6 - Enabling	**4,263**	**10,408**	**5,074**	**2,950**	**950**	**950**	**950**	**950**	**950**	**950**	**950**

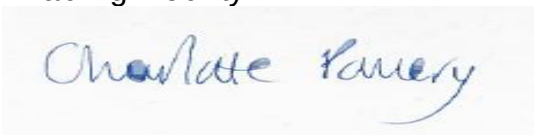
DRAFT HRA Summary	Original 2016/17 Budget £'000	Approved Increase / (Decrease) £'000	Revised 2016/17 Budget £'000	Proposed Change £'000	2017/18 Draft Budget £'000
Dwelling Rental Income	(82,850)	0	(82,850)	1,012	(81,838)
Non Dwelling Rents	(2,997)	0	(2,997)	(133)	(3,130)
Hostel Rental Income	(1,268)	0	(1,268)	(486)	(1,754)
Leasehold Service Charge Income	(7,101)	0	(7,101)	(42)	(7,143)
Tenant Service Charge Income	(9,978)	0	(9,978)	290	(9,688)
Miscellaneous Income	(6,612)	0	(6,612)	157	(6,455)
Housing Management Costs & NNDR	6,373	0	6,373	(260)	6,113
Supported Housing	366	0	366	(366)	0
Repairs & Maintenance	4,540	0	4,540	(4,540)	0
Bad Debt Provision	1,022	0	1,022	0	1,022
Non-HfH Estates Costs	7,450	0	7,450	33	7,483
Total Managed Accounts	**(91,055)**	**0**	**(91,055)**	**(4,335)**	**(95,390)**
Community Alarm	135	0	135	0	135
Other Property Costs	2,058	0	2,058	0	2,058
Regeneration Team Recharge	805	0	805	(41)	764
New Build	2,200	0	2,200	(2,200)	0
Environmental Services Recharges	1,111	0	1,111	0	1,111
Housing GF & CDC Recharge	3,040	0	3,040	414	3,454
Adults Recharges	254	0	254	0	254
Capital Financing Costs	13,101	0	13,101	(3,101)	10,000
Depreciation Charge	18,000	0	18,000	0	18,000
Management Fee	34,419	1,988	36,407	3,540	39,947
Total Retained Accounts	**75,123**	**1,988**	**77,111**	**(1,388)**	**75,723**
TOTAL HOUSING REVENUE ACCOUNT	**(15,932)**	**1,988**	**(13,944)**	**(5,723)**	**(19,667)**

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Report for: Cabinet, December 13th 2016

Item number: **11**

Title: Approval of the Haringey Travel Policy Promoting Independence, Enabling Mobility.



Report authorised by : Charlotte Pomery, Assistant Director Commissioning

Lead Officers: Sebastian Dacre, Commissioning Manager
Victor Roman, SEND Project Manager

Ward(s) affected: All

Report for Key/ Non Key Decision: Key Decision

1. Describe the issue under consideration

1.1 It is a statutory requirement for the Council to have a Travel Policy. A Policy is intended to provide clarity for service users and their parents and carers in accessing travel in a wide range of circumstances, and to ensure that those with particular and significant needs are appropriately supported.

1.2 Following consultation with a wide range of stakeholders, this paper presents the Travel Policy (the Policy, a copy of which is attached as Appendix 1) to Cabinet for approval. The Policy sets out the basis on which Council funded travel will be provided. The Policy is set out in two main sections: Children and Young people (0 to 18 years)- including continuing learners who started their programme of learning before their 19th birthday- and Adults with Learning Disabilities and Disabilities (18+).

2. Cabinet Member Introduction

2.1 The Travel Policy attached sets out how the Council will fulfil its statutory obligations with regard to pupils travelling to school and meet the travel requirements for adults with disabilities, including learning disabilities. The draft policy has been developed in full consideration of the Education Act 1996, the Children and Families Act 2014, including the reforms for children with a special educational need and or a disability, and the Care Act 2014.

2.2 Our objective will always be to ensure that everyone is Haringey is able to travel as independently and safely as possible and the Policy focuses on the development of travel skills to support independence and improved health and wellbeing by providing access to a range of travel options. This is a challenging and important

issue, and we would like to extend our thanks to all those who participated the development of the Policy.

3. Recommendations

3.1 To consider and take into account the feedback from the consultation undertaken which is set out at 6.4 and in Appendix 3

3.2 To consider and take into account the equalities impact assessment of the proposals on protected groups at Appendix 2;

3.3 To consider and take into account the actions proposed in Appendix 2 to mitigate the impact of the policy on the protected groups ; and

3.4 To approve the Travel Policy, Promoting Independence, Enabling Mobility, to take effect from 1st January 2017 attached at Appendix 1.

4. Reasons for decision

4.1 Through the Corporate Plan, the Council aims to give children the best start in life and to enable healthy and fulfilling lives for all residents. Council arrangements for travel support, which are not collated in a single policy, do not adequately reflect the current policy imperatives to maximise independence, promote personalisation and enable greater resilience.

4.2 The Council recognises that most service users can, with support, meet their own needs for travel to access services and can use public transport to develop independence and social and life skills. It further recognises that to enable children, young people and adults to be more independent often requires the provision of support through initiatives such as travel training and the development of community involvement. The Policy's core principle is to promote the principle of independence through such initiatives whilst ensuring that funded passenger transport is made available where, following assessment, it is deemed to be the only reasonable means of ensuring that the service user can be safely transported to an assessed service.

5. Alternative options considered

5.1 Continuing with the current arrangements for travel was considered but rejected as it would not have met the requirements set out either in the Children and Families Act 2014 or the Care Act 2014 in respect of transitions and the importance of travel to giving children the best start in life and enabling adults to lead healthy and fulfilling lives. Developing separate policies for children and young people and for adults was also rejected on similar grounds.

5.2 Following consultation, the Policy better reflects the strategic aims of the Council to promote independence for children, young people and adults with the appropriate levels of support and training. The Policy changes largely reflect the primary

purpose of the Policy which is to ensure that children, young people and adults who may have mobility needs are able to access support in the most independent way.

6. Background information

6.1 The majority of people currently accessing funded travel assistance in Haringey are children and young people with Special Educational Needs and/or Disabilities (SEND) and adults with a range of needs including older people and people with learning disabilities. These will continue to be beneficiaries of funded travel assistance in the borough and we have consulted them, and other stakeholders, in drawing up this Policy.

6.2 A full round of pre-consultation engagement (prior to carrying out consultation pursuant to statutory guidance on the draft Travel Policy over the summer) was carried out in January and February 2016 with a range of stakeholders including parents and carers of current users of travel services in Haringey. The methodology for this engagement was through discussion at a number of existing forums in the Borough, notably the Adults Partnership Board (attended by voluntary and community sector representatives, Healthwatch, older people, carers, officers from across the Council and partners in the NHS); the Carers' Reference Group (a sub-group of the Adults Partnership Board (which comprises carers of adults with a range of needs); the Older People's Reference Group (also a sub-group of the Adults Partnership Board comprising older people); the Autism Partnership Board (membership of which is made up of carers, voluntary and community sector representatives, partners in the NHS and officers from the Council); the SEND Reforms Steering Group (a broad membership including parent carers, representatives of specific sectors – namely schools, both mainstream and special, further education establishments, voluntary and community sector organisations, providers, partners from the NHS and officers from the Council). Officers attended the user and carer forums across adults' and children's services as identified above to share the early draft of the Travel Policy and to ensure resident feedback was incorporated into the version of the Travel Policy on which consultation pursuant to statutory guidance was carried out. This pre-consultation period resulted in a number of changes to the draft Policy so that the draft which was consulted on already reflected a range of stakeholder views. The key issues raised were Care Act compliance, impact on carers of any changes to policy or implementation; concerns about how the proposed Policy fitted with reducing usage of cars and the impact on parking. Officers raised charging as an issue but this was not identified as an issue for users. In general, stakeholders were looking for more detail about how the Policy would be interpreted and implemented rather than the broader statements set out in the Policy itself.

6.3 The statutory consultation ran for a period of 90 days from 7th of July 2016 to 4th of October 2016 and comprised the elements set out below in line with statutory guidance. Appendix 3 to this report summarises the responses. The consultation process was advertised on the Council website and the online questionnaire was also available on the website. Specific consultation events were also held on the draft Policy and officers attended existing forums to discuss it and gain feedback.

Consultation packs containing questionnaires and information about the Policy were handed directly to users of funded transport and to users of day services and sent to all parent carers of children and young people using the transport provision. In addition, consultation packs were available in Wood Green Library throughout the consultation period.

6.3.1 Specific consultation workshops for parents, carers, users and all stakeholders potentially affected by the Policy were organised over the course of the consultation period in different venues and at different times which were attended by only 6 people. These were all held at the Civic Centre in October – one in the evening and two during the day time. These were publicised on the website alongside the consultation itself.

6.3.2 Officers brought the draft Policy for discussion to a range of established forums, reaching about 150 people and gaining valuable feedback. These took place during September and October. These forums included the Learning Disability Partnership Board, which comprises users, carers NHS and the voluntary and community sector. There were also sessions at the Learning Disability Carers' Forum (which comprises carers of children, young people and adults with learning disabilities); the Dementia Steering Group (whose membership includes carers, people with dementia, partners from NHS provider Trusts and the Clinical Commissioning Group); the Physical Disability Steering Group including carers and users who are physically disabled; the Autism Partnership Board (membership of which is made up of carers, voluntary and community sector representatives, partners in the NHS and officers from the Council);, the Adults Partnership Board (attended by voluntary and community sector representatives, Healthwatch, older people, carers, officers from across the Council and partners in the NHS) and the SEND Reforms Steering Group (the membership includes parent carers, representatives of schools, both mainstream and special as well further education establishments, voluntary and community sector organisations, providers, partners from the NHS and officers from the Council). Officers carrying out the consultation also met with carers and people with dementia at the Haynes Older People's Day Service and visited Birkbeck Road, Roundway and Ermine Road to meet directly with users of transport. Advocates were present at these meetings to ensure users were able to contribute fully to the consultation process.

6.3.3 The consultation process and how to engage in it was also highlighted at the above mentioned forums to maximise awareness and therefore responses from a range of sectors.

6.3.4 As well as active engagement with the membership of the above forums, the consultation pack was distributed to all children, young people and their parents using or affected by SEND Transport through the special schools (The Vale, Riverside and The Brook) or colleges (Haringey 6th Form Centre and CONEL) they were attending. All adult in-house day centre users were also sent a consultation pack. In all, 650 consultation packs were distributed to users and carers of the current transport services. Some copies were also made available at Wood Green

Library. There were 39 written responses in total, which equates to a response rate of 6%. 15 of these were received online.

6.3.5 There were two meetings with schools during the consultation period, that is in September 2016, The first was a meeting of headteachers of Special Schools attended also by Haringey 6th Form Centre and also a meeting of the SEND Reforms group, where early years settings, Haringey 6th form college, CONEL college, Haringey mainstream and special schools are represented and on the circulation list for all information. This included a presentation about the draft Transport Policy then out for consultation. Specific meetings were held with a special school and a further education establishment in the borough to discuss the potential implications of the application of the Policy for each school in terms of pick up and drop off of children and young people at their provisions.

6.4 There were a number of issues raised during the consultation which have either resulted in changes to the Policy and or have been fed into the Equalities Impact Assessment (EqIA) and in response to which mitigating actions have been identified. These are summarised in s. 8.4 and set out in more detail in the EqIA, attached as Appendix 2 to this report. The key issues raised during the consultation were as follows:

6.4.1 Parking – concerns were raised about the sufficiency of disabled parking bays and whether there would be a greater reliance on use of personal cars, which could contribute to further congestion.

6.4.2 Infrastructure – concerns were raised about whether the borough's infrastructure, including pavements, is wheelchair accessible and an audit has been requested.

6.4.3 Travel assistance – whilst there was support for greater reliance on travel assistance to support independence, it was also questioned whether there would be sufficient assistance available for everyone requiring this and concerns that this would restrict mobility for some people.

6.4.4 Travel options – where options such as sharing vehicles are being proposed, respondents were keen to ensure that Disclosure Barring Checks had been adequately undertaken.

6.4.5 Carers – carers expressed a risk that they would be required to provide travel for the people they care for on a regular basis to support access to care and support, where currently they may not.

6.4.6 Costs of travel – carers noted that cars and mobility vehicles are expensive to purchase and to run and that this could have an impact on family finances.

6.4.7 Charging for travel – people were concerned that disability related and other benefits would be used to pay for travel charges, that this would be unreasonable and that charges would not be related to the charging policy or to the overall charges agreed for the care package.

6.4.8 Reduced provision – some respondents were anxious that existing supported travel would be taken away from them or the people they care for leading to increased risk of isolation.

6.4.9 Scope and eligibility – feedback highlighted that the policy did not offer sufficient clarity on who was eligible for travel support and in what circumstances.

6.4.10 Passenger Transport – respondents asked that the Passenger Transport Policy for Children and Young People's Services be referenced in the policy.

6.4.11 Outcomes – there was a concern that insufficient attention may be paid to the priority of the Policy which is to enable outcomes to be achieved for users of the policy, children and adults.

6.4.12 Care Act compliance – further feedback suggested that there were areas where the Policy did not meet Care Act requirements particularly with regard to maximising independence.

6.5 Following this feedback and some points of style raised during consultation, the draft Policy was amended. The concerns regarding for example parking and infrastructure which touch on implementation of the Policy are being explored by the Council. Subject to approval by Cabinet, it is proposed that the Policy be implemented across children, young people and adult provision from 1st January 2017.

6.6 Currently, the Council offers support for travel for eligible children, young people and adults through the offer of the in-house transport service, access to commissioned transport services, provision of an escort and or support with travel training. As there has previously been no single policy in place which supports these arrangements, or ensures that where, for example, travel training has been delivered in one setting but a young person moves school or placement the skills developed are transferred to the new journey, there has been a lack of continuity for families.

6.7 In addition, the current arrangements for travel support, particularly where they centre on provision of the in-house passenger transport service, pay little attention to wider environmental and health concerns for example the reduction of traffic congestion, the environmental impact of vehicle journeys and the improvement of road safety. The health and wellbeing impacts of alternative forms of travel, such as walking, wheel-chairing, cycling and the use of integrated public transport are not regularly taken into account in assessing the travel options open to individual users.

6.8 The Policy now provides a single approach to travel assistance for children and young people attending school or college and adults accessing day opportunities and other services in the community. This will help to ensure that the service received and the user experience are consistent and that the most efficient,

effective and suitable travel assistance is provided. Wherever possible, in the provision of travel assistance the Authority will consider travel options for eligible children and adults that lead to reducing the number and length of vehicle journeys and promoting health and wellbeing.

6.9 In light of the Policy, the current practices for children and young people need to be made more flexible for the service user and also help to promote the independence of the young person by also providing Independent Travel Training, operating from Central Pick Up Points/ Single Collection Points and making Personal Budgets for travel more widely available. Likewise for adults, there will be changes in light of the Policy aimed at promoting independence and enabling mobility. The changes will be delivered through moving away from a reliance on passenger transport particularly the use of multiple occupancy vehicles for transporting people to buildings based provisions and developing and implementing a range of community based travel support solutions, including travel training and buddy arrangements. The intention is to replace passenger transport as these alternatives become more widely available.

7. Contribution to strategic outcomes

7.1 The Corporate Plan, Building a Stronger Haringey Together, sets out the vision and priorities for the Council over the next three years. Its underpinning principles of empowering communities to enable people to do more for themselves and promoting equality to enable each young person to thrive and to achieve their potential are reflected in the Travel Policy.

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

8.1 Finance

8.1.1 The two main budgets for transport for service users are the Home to School Transport budget for Children with Special Educational Needs which is £2.905m (including £0.5m from the Dedicated Schools Grant) and £560k for transport for users of Adults Services Day Opportunities (largely Older People and Adults with Learning Disabilities.)

8.1.2 The Children's Service is expected to make £0.9m of savings in 2017/18 from the budget for services for Children with Additional Needs. This policy is in line with the Council's overall strategic aims for the service and should also support the delivery of savings by promoting more flexible and better value for money options for transport (although it is too early to attribute a specific figure to this.)

8.1.3 Cabinet has approved proposals for the provision of Day Opportunities for Adults with Learning Disabilities and Older People that will result in a shift away from traditional buildings based care towards a more flexible model providing net savings of around £2m. (£1.5m for the Learning Disabilities centres and £0.5m for Older

People centres.) The transport budget forms part of this overall reprovision. This policy will support the overall aims of this reprovision and the delivery of savings.

8.2 Procurement

8.2.1 The recommendation does not identify any Procurement issues

8.3 Assistant Director of Corporate Governance

8.3.1 Cabinet is being asked to approve the Travel Policy that include the arrangements for the provision of transport to attend school, further and higher education and to access services to meet an adult's eligible care and support needs. This is to ensure compliance with the Council's statutory duties under the Education Act 1996 as amended, the Children and Families Act 2014 and the Care Act 2014, and to better manage resources.

8.3.2 The Education Act 1996 as amended and the supporting statutory guidance sets out the Council's duties in respect of home to school travel and transport for children of compulsory school age (5-16) and for all persons of sixth form age receiving education or training (post 16). This includes children and young persons with special educational needs.

8.3.4 Section 508A of the Act *(duty to promote sustainable modes of travel etc)* places a general duty on the Council to promote the use of sustainable modes of travel to meet the school travel needs of its area. The duty applies to children of compulsory school age and to young people of sixth form age who travel to receive education or training in the Council's area. The duty relates to journeys to and from institutions where education or training is delivered.

8.3.5 Under Sections 508B *(travel arrangements for eligible children)*, the Council must make such travel arrangements as it considers it necessary, to facilitate attendance at school for eligible children in its area. Schedule 35B of the Act defines eligible children – those categories of children of compulsory school age (5-16) and for whom free travel arrangements will be required. The Council is required to:

a) provide free transport for all pupils of compulsory school age (5-16) if their nearest suitable school is: beyond 2 miles (if below the age of 8); or beyond 3 miles (if aged between 8 and 16) *(Statutory walking distances eligibility);*

b) make transport arrangements for all children who cannot reasonably be expected to walk to school because of their mobility problems or because of associated health and safety issues related to their special educational needs (SEN) or disability *(Special educational needs, a disability or mobility problems eligibility)*;

c) make transport arrangements for all children who cannot reasonably be expected to walk to nearest suitable school because the nature of the route is deemed unsafe to walk *(unsafe route eligibility);*

d) provide free transport where pupils are entitled to free school meals or their parents are in receipt of maximum Working Tax Credit if: the nearest suitable school is beyond 2 miles (for children over the age of 8 and under 11); the school is between 2 and 6 miles (if aged 11-16 and there are not three or more suitable nearer schools); the school is between 2 and 15 miles and is the nearest school preferred on the grounds of religion or belief (aged 11-16) *(Extended rights eligibility).*

8.3.6 Section 508C (travel arrangements etc for other children) of the Act provides the Council with discretionary powers to go beyond its statutory duties and provide transport for children who are not entitled to free transport. The Council may, as it thinks fit, pay the whole or part of the child's reasonable home to school travel expenses.

8.3.7 Under Section 508D (Guidance etc in relation to sections 508B and 508C) of the Act, the Secretary of State is required to issue guidance in respect the discharge by local authorities of their duties under sections 508B and 508C of the Act. The Department for Education has issued statutory guidance entitled "Home to school travel and transport guidance" in July 2014 which the Council is under a duty to have regard to when carrying out its duties under sections 508A, 508B and 508C . The guidance requires the Council to publish its arrangements and policies for home to school travel and transport for children of compulsory school age. Paragraph 51 of the guidance provides that:

51. Local authorities must publish general arrangements and policies in respect of home to school travel and transport for children of compulsory school age. This information should be clear, easy to understand and provide full information on the travel and transport arrangements. It should explain both statutory transport provision, and that provided on a discretionary basis. It should also set out clearly how parents can hold local authorities to account through their appeals processes.

8.3.8 The guidance also requires the Council to consult stakeholders on any proposed changes to the policy on school travel arrangements. Paragraph 52 provides that:

52. Local authorities should consult widely on any proposed changes to their local policies on school travel arrangements with all interested parties. Consultations should last for at least 28 working days during term time. This period should be extended to take account of any school holidays that may occur during the period of consultation.

53. Good practice suggests that the introduction of any such changes should be phased-in so that children who start under one set of transport arrangements continue to benefit from them until they either conclude their education at that school or choose to move to another school. Parents make school choices based on, amongst other things, the home to school transport arrangements for a particular school, and any changes might impact adversely on individual family budgets.

8.3.9 The Council is required by the guidance to have in place both complaints and appeals procedures for parents to follow should they have cause for complaint about the service, or wish to appeal about the eligibility of their child for travel support. The procedure should be published alongside the Council's travel policy statement. The statutory guidance includes a review/appeals process which is recommended for local authorities to adopt.

8.3.10 There are also distinct transport provisions for young people (over compulsory school age) aged 16-18 and those continuing learners who started their programme of learning before their 19th birthday. These young people and continuing learners are defined as "persons of sixth form age". Under Section 509AA *(provision of transport etc. for persons of sixth form age)* the Council must prepare for each academic year a transport policy statement. The statement shall specify the arrangements for the provision of transport or otherwise that the Council consider necessary for facilitating the attendance of persons of sixth form age receiving education or training at schools , at further education institutions and at higher education educations maintained or assisted by the Council. The statement, amongst others, must specify the arrangements that the Council consider necessary for the provision of financial assistance in respect of the reasonable travelling expenses of persons of sixth form age receiving education or training at any of these establishments. The statement shall specify any travel concessions which are to be provided to persons of sixth form age receiving education at any of these establishments. The Council must publish the statement, in a manner which they consider appropriate, on or before 31st May in the year in which the academic year in question begins.

8.3.11 Section 509AB *(further provision about transport policy statements for persons of sixth form age)* requires the policy statement prepared under section 509AA to state to what extent transport arrangements include arrangements for facilitating the attendance at these establishments of disabled persons and persons with learning difficulties. It also requires the Council to consult ,when preparing the policy statement ,governing bodies of schools it maintains at which young people are educated, further education institutions in its area, young people and their parents in its area, and Transport for London.The post 16 statutory guidance referred to below provides at Paragraph 14 that:-

> *14. The 16-18 transport duty relates to young people of sixth form age with learning difficulties and/or disabilities aged up to 19 (and beyond the age of 19 if they are continuing on a particular course started before the age of 19). Local authorities also have a duty under the Education and Skills Act 2008 to encourage, enable and assist the participation of young people with learning difficulties and/or disabilities up to the age of 25 in education and training. It therefore follows that it is good practice for local authorities to include information about what transport arrangements are available and whether they are adequate to enable these young people to participate.*

8.3.12 In preparing the post 16 policy statement, the Council is required by section 509AB to have regard to the statutory guidance issued by the Secretary of State titled

"Post – 16 transport to education and training" February 2014. At Paragraph 2 the guidance provides that

"2. The overall intention of the 16-18 transport duty is to: ensure that learners of sixth form age are able to access the education and training of their choice; ensure that, if support for access is required, this will be assessed and provided where necessary.

8.3.13 At Paragraphs 10 and 11, the guidance states

10. The transport policy statement is intended to inform young people in years 11, 12 and 13 and their parents about what transport arrangements and support are available locally. The statement should be a single point of reference providing information about transport arrangements to all types of provision, including arrangements made by bodies other than the local authority. The statement must set out what the local authority's overall transport policy is in regard to young people and the rationale behind the policy.

11. The transport policy statement should be clear and provide sufficient detail about the transport arrangements and support provided to inform young people in making their post-16 choices. Young people should be provided with information through the transport policy statement about who is eligible for transport support and how and when they should apply for support. Details of any concessionary fares, discounts, subsidies or travel cards should be included alongside the eligibility criteria for this support and how eligibility will be assessed. Clear signposting from the statement should point young people to sources of further information, for example local authority, college, transport provider websites or contact details.

8.3.14 The Act in Sections 508F – H makes provision for additional duties owed by the Council to adult learners. This includes transport arrangements to facilitate attendance at further education institutions or higher education institutions maintained or assisted by the Council, preparation and publication of transport policy statements and having regard to statutory guidance issued by the Secretary of State.

8.3.15 The Post- 16 guidance requires the Council to publish as part of the transport policy statement the process which will be followed should a complaint or an appeal be made on behalf of, or by, a young person. It requires the Council to consult with a number of stakeholders in developing the transport policy. This includes persons of sixth form age and their parents, the governing bodies of schools and further education institutions, Passenger Transport Executives and Transport for London (TfL).

8.3.16 Under Section 30 of the Children and Families Act 2014 *(Information and Advice: Local Offer)* the Council must publish information about the provision it expects to be available in its area for children and young people who have special educational needs or a disability. This includes the arrangements for travel to and from schools

and post-16 institutions and places at which relevant early years education is provided.

8.3.17 The Travel Policy covers the arrangements for the provision of transport as part of the assessed care and support needs of an adult under the Care Act 2014. Section 1 of the Care Act *(Promoting individual well-being)* requires the Council when exercising its care and support functions in respect of an individual, to promote the individual's wellbeing. "Well-being", in relation to an individual, means that individual's well-being 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; and (i) the individual's contribution to society.

8.3.18 Section 2 of the Act *(Preventing needs for care and support)* requires the Council to provide or arrange for the provision of services, facilities or resources, or take other steps, which it considers will contribute towards preventing, delaying or reducing needs of adults in its area for care and support, or the needs of carers in its area for support.

8.3.19 Section 4 of the Act *(Providing information and advice)* requires the Council to provide an information and advice service in relation to care and support for adults, and support for carers. The service should include information on how the care and support system operates in the Council's area, how to access it, what services and providers are available, how to access independent financial advice and how to raise concerns about the safety or well-being of an adult with care and support needs.

8.3.20 When an adult is found to have care and support needs following a needs assessment under section 9 of the Act (or in the case of a carer, support needs following a carer's assessment under section 10), the Council must determine whether any of those needs are at a level sufficient to meet the "eligibility criteria" under section 13 of the Act. Sections 18 and 20 of the Act set out the duty of the Council to meet the adult's needs for care and support and the carer's needs for support which meet the eligibility criteria. For service users and carers, the Council must continue to meet their eligible needs.

8.3.21 Section 26 *(Personal budget)* requires the Council to provide each service user with a personal budget. The Care and Support Statutory Guidance provides that *"11.3. The personal budget is the mechanism that, in conjunction with the care and support plan, or support plan, enables the person and their advocate if they have one, to exercise greater choice and take control over how their care and support needs are met. It means:*

- *knowing, before care and support planning begins, an estimate of how much money will be available to meet a person's assessed needs and, with*

the final personal budget, having clear information about the total amount of the budget, including proportion the local authority will pay, and what amount (if any) the person will pay;

- *being able to choose from a range of options for how the money is managed, including direct payments, the local authority managing the budget and a provider or third party managing the budget on the individual's behalf (an individual service fund), or a combination of these approaches;*
- *having a choice over who is involved in developing the care and support plan for how the personal budget will be spent, including from family or friends;*
- *having greater choice and control over the way the personal budget is used to purchase care and support, and from whom.*

8.3.22 In addition to the statutory requirements mentioned above for consultation on school and post 16 transport, there is a common law duty on the Council to consult with stakeholders that are likely to be affected by the transport policy proposals. The consultation must take place at a time when the proposals are still at their formative stages. The Council must provide the consultees with sufficient information to enable them properly to understand the proposals being consulted upon and to express a view in relation to it. The information must be clear, concise, accurate and must not be misleading. The consultees must be given adequate time to consider the proposals and to respond.

8.3.23 The Council must give genuine and conscientious consideration to the responses received from the consultees during the consultation before making its final decision on the proposals.

8.3.24 As part of its decision making process, the Council must have "due regard" to its equalities duties. Under Section 149 Equality Act 2010, the Council in exercise of its school and further education transport functions and care and support functions under the Acts referred to above, must have "due regard" to the need to eliminate unlawful discrimination, advance equality of opportunity between persons who share a relevant protected characteristic and those who do not, and foster good relations between persons who share a relevant protected characteristic and persons who do not share it .The relevant protected characteristics are age, gender reassignment, disability, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The Council is required to give serious and substantive consideration to the adverse impact (if any) the proposals would have on the protected groups and, if there would be such adverse impact, to what mitigating factors can be put in place. This exercise must be carried out with rigour and an open mind and should not be a mere form of box ticking.

8.3.25 The responses to the consultation on the proposals, the EQIA of the proposals, 'the steps being taken to mitigate any adverse impact on protected groups, and the general duties of the Council under the Acts referred to above, all must be considered before the Cabinet makes its decision

8.4 Equality

8.4.1 The Council has a public sector equality duty under the Equality Act 2010 to have due regard to the need to :

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act
- Sdvance equality of opportunity between persons who share a relevant protected characteristic (as defined in paragraph 8.3.24) and those who do not;
- Foster good relations between persons who share a relevant protected characteristic characteristics and those who do not.

8.4.2 The Council currently funds supported travel arrangements for over 500 children and young people needing assistance to travel to their educational establishment. The Council also currently provides supported travel to around 150 adults who need assistance in travelling to adult care services.

8.4.3 An Equalities Impact Assessment (EqIA) has been carried out to accompany the Travel Policy and is attached at Appendix 2. The EqIA finds that the new Travel Policy does not discriminate against protected groups. It aims to adopt a more consistent approach to supported travel based on an assessment of service user needs. The Travel policy intends to advance equality of opportunity by promoting independence and ensuring that all those who have a need for travel assistance are able to access the educational establishment or care service that meets their needs.

8.4.4 The EqIA also identifies a number of mitigating actions to help address some of the concerns raised during the consultation over the fairness and future structure of supported travel arrangements:

8.4.4.1 We will monitor the consistency of the assessment approach taken under the new Travel Policy, including across different protected characteristics .We will also ensure there are high standards governing supported travel risk assessments and that those carrying out the assessments have the rights skills and experience

8.4.4.2 The new Travel Policy introduces an objective appeals process for both children and young people and adults so that a travel decision can be challenged if service users or their carers believe it has been wrongly made

8.4.4.3 Carers and families' situations, including where appropriate their financial position, will be an active part of the assessment around supported travel assistance

8.4.4.4 Haringey's Information, advice and guidance services will be updated to incorporate the new Travel Policy, ensuring that children, young people and adults know about the criteria and options available

8.4.4.5 Should we change any of the current in-house supported travel services, we will ensure alternative travel options are identified and fully phased in to avoid risks of disruption.

9. Use of Appendices

9.1 Appendix 1: Travel Policy Promoting Independence, Enabling Mobility
9.2 Appendix 2: Equalities Impact Assessment
9.3 Appendix 3 : Consultation feedback

10. Local Government (Access to Information) Act 1995

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Promoting independence, enabling mobility:

Haringey's Travel Policy 2016

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Promoting independence, enabling mobility: Haringey's Travel Policy

1. Introduction

Haringey Council has developed a single travel policy to cover travel arrangements for all eligible children and young people with a special educational need and or disability and adults in receipt of adult social care and support to facilitate attendance at education and services. This Travel Policy sets out both the policy framework and the procedures for travel assistance including eligibility criteria, entitlement, how parents/carers/service users may apply, how decisions are made and how parents/carers service users may appeal against decisions with which they are unhappy.

The policy offers a single approach to travel assistance for children and young people attending school or college. The aim is to ensure that the service received and the user experience are consistent and that the most efficient, effective and suitable travel assistance is provided. Haringey Council expects all pupils to travel to their education provision by walking where possible, wheel chairing or making use of the free travel available on London Transport. Haringey Council also provides travel arrangements through a variety of options to people with learning disabilities, mental health needs, physical disabilities, frailty and dementia across the borough. This policy outlines how we will move towards a consistent and equitable way of supporting such people in the provision of Council funded travel.

Haringey Council is committed to reducing improving road safety and reducing the environmental impact of vehicle journeys by promoting alternative forms of travel, such as walking, wheel chairing, cycling and use of integrated public transport. Wherever possible, in the provision of travel assistance the Authority will consider travel options for 'eligible children and adults' that lead to reducing the number and length of vehicle journeys.

The policy is intended to provide clarity for parents and service users in a wide range of circumstances, and to ensure that those with particular and significant needs are appropriately supported. References in this Policy to "parents" are to parents, carers or legal guardians. The Policy is divided into two main sections Children and Young people (0 to 18 years) (including continuing learners who started their programme of learning before their 19th birthday) and Adults with Learning Disabilities and Disabilities (18+)

1.1 Background

Our three year Corporate Plan, Building a Stronger Haringey Together, sets out the vision and priorities for the Council over the next three years. Its underpinning principles of empowering communities to enable people to do more for themselves and promoting equality to enable each young person to thrive and to achieve their potential are reflected in this Travel Policy.

As well as seeking to ensure every child has the best start in life and that adults are enabled to lead healthy and fulfilling lives, the Council is also committed to improving our environment and to making Haringey one of the most cycling and pedestrian friendly boroughs in London.

This policy has been drafted therefore to promote independence and to enable mobility for children, young people and adults with additional needs and disabilities who may not be able to access mainstream transport without assistance. This policy has been drafted to support wider policy imperatives of independence, personalisation and self-reliance and to ensure that all children, young people and adults are empowered to be as independent as possible.

This policy offers the opportunity to support a key aim of the Special Educational Needs and Disabilities Reform 2014 which is preparing children and young people with special educational needs (SEN) and disabilities for adulthood. Being supported towards greater independence and employability can be life-transforming for children, young people and adults with SEN. Preparing for adulthood includes preparing for independent living and being as healthy as possible in adult life, themes echoed in Haringey's Health and Wellbeing Strategy with its focus on obesity, long term conditions and mental health and wellbeing and in the Corporate Plan.

2. Children and Young People

2.1 Introduction

This section of the policy explains the entitlement to travel assistance for children and young people up to the age of 19 (including continuing learners who started their programme of learning before their 19th birthday) and up to 25 for those who have a statement of Special Educational Needs or an Education, Health and Care (EHC) Plan and who are in education or training. It has been developed in the context of the Special Educational Needs and Disabilities (SEND) reforms under Part 3 of the Children and Families Act 2014 and a new Code of Practice, the *Special educational needs and disability code of practice: 0 to 25 years* which set out respectively the duties and guidance for local authorities, schools and others in respect of these reforms, including in respect of travel. Under these reforms, there are a number of key principles for children and young people with special educational needs and/or disabilities. The following relate directly to travel assistance:

- To give more importance to the views, wishes and feelings of children and young people and their families.
- To offer support which enables children and young people with SEND to achieve the best possible educational progress, and have choices in their lives as they grow up.
- To ensure the EHC plan is relevant from birth to 25 years where appropriate

The aim of this policy is to support all children, young people and adults with significant SEND to lead lives that are as independent and as free from restriction as possible. The criteria for granting travel assistance will be based on what is best for each person in supporting their development to achieve independent travel.

In light of the above, Haringey Council expects pupils/students to travel to their learning provision using local arrangements by walking, wheel chairing or making use of the free or concessionary travel available on London Transport. This policy sets out in what circumstances Haringey Council will agree home to facility travel assistance.

The Policy does not affect, remove or reduce the legal responsibility of parents to ensure that their children attend school regularly.

The Authority also has a duty to ensure that all arrangements make best use of its resources. If the Authority agrees to provide travel assistance it will be provided in a safe and cost effective manner taking account of the child's specific needs and working closely with parents/carers, schools and other agencies to oversee the application of this policy and the allocation of travel assistance.

This policy is designed to be consistent with the Council's legal obligations as set out in the Government's Home to School Travel and Transport Guidance. If there are any inadvertent differences between this Policy and the underlying legislation, then the legislation will of

course take precedence, wherever the legislation imposes a higher duty on the local authority.

The Council must make decisions in accordance with the relevant provisions which are (primarily) in Sections 509AA, 509AB, 509AC, 509AD,and 509A, Schedule 35B of the Education Act 1996 (as amended). The Act provides that a duty to provide free school transport will be owed by the Local Authority to a child of compulsory school age in its area who is an “Eligible Child” and either (i) no travel arrangements relating to travel in either direction between his home and school are provided free of charge by any other person, or (ii) such arrangements are not suitable for the purpose of facilitating attendance at school.

In addition, parent should note their responsibility to ensure that their child/children attend school under Section 444 of the Education Act 1996 – this includes making the necessary travel arrangements to get their child/children to and from school. The initial onus therefore rests with parents to make travel arrangements but to ask for assistance from the Council where this is not possible or where the parent considers that the responsibility should fall on the Council. The Council will make an assessment to identify eligibility for assistance in line with the law and its published criteria as set out in the policy below.

The Council will assist parents with travel arrangements after an assessment has been carried out and it has been proved that the service user meets the criteria outlined in this document.

2.2 Purpose

This policy is aimed at promoting the maximum possible independence for the service user, and sets the criteria that will be used to assess whether the service user’s travel needs can be met best through independent travel arrangements or whether assisted travel services are necessary.

2.3 Eligibility Criteria for access to travel assistance where there are special educational needs, a disability or mobility problems

Eligibility is based on the needs of the child, and not family circumstances such as parental employment responsibilities. However, the Authority may take family circumstances into account when considering the type of travel assistance to be offered provided that it is consistent with the efficient use of resources (including routing).

A child or young person will normally be eligible for travel assistance under this policy if the child or young person:

a) Has a statement of Special Educational Needs or an Education, Health and Care (EHC) Plan; or

b) Has a disability for the purposes of the Equality Act 2010 (e.g a significant learning, physical or sensory disability) or mobility problems; and

c) His/her special educational needs or disability affects his/her capacity to travel independently; and

d) S/he attends a school that the Authority has determined or is named in the Statement or EHC Plan as being the nearest available school that is able to meet the needs of the child

e) A child or young person may be eligible for travel assistance if the child or young person:

a) Has a Statement or EHC Plan , lives within the statutory walking distance but is unable to travel to school owing to disability or mobility problems (including temporary medical conditions) and family circumstances make it impossible for the parent to take the child to school.

b) Has a significant learning, physical or sensory disability affecting capacity to travel independently

c) Lives further than the statutory walking distance between home and school (ie over 2 miles for children under eight years of age or over 3 miles for children aged eight years old and over)

d) Attends a school that the Authority has determined or is named in the Statement or EHC Plan as being the nearest available school that is able to meet the needs of the child

e) Attends a school chosen by the parents on the grounds of a recognised religion or belief and there is evidence of adherence to that religion and the first preference was for a denominational school and the denominational school is the nearest available for the pupil's age group and the denominational school can meet the needs of the child.

Other than in exceptional circumstance a child or young person will not be eligible for travel assistance under this policy:

a) Where the pupil is not attending their local mainstream school, or the closest special provision or as named in their statement and the school is one of parental preference (except when the preference is on religious or belief grounds – see above).

b) Where the parent has requested that the Statement or EHC Plan names a school that is not the nearest available school able to meet the child's needs as deemed by the Authority.

c) When travel assistance is being requested solely to facilitate attendance at school. It is a parental responsibility to ensure their child/children attend school regularly.

d) For Pupils aged 14 or older who have a Statement or EHC Plan, vehicular transport (school bus or taxi) will not be offered. If the statutory walking distance criteria are met then the Authority may offer petrol reimbursement for parents or a travelcard. Examples of exceptional circumstances where the pupil would be eligible for travel assistance under this policy would include where the pupil had severe learning difficulties or profound and multiple learning and physical disabilities.

e) Where higher rate Disability Living Allowance (DLA) for mobility needs or other relevant allowances and payments have been issued for the benefit of the child for whom the travel assistance is being requested.

f) Children in Early Education Settings/Pre-school Children (under the age of 5 are eligible to travel free on public transport when accompanied by a fare-paying passenger. An example of exceptional circumstances where the child would be eligible for travel assistance under this policy would include where there is a profound need for such assistance. .

g) For young people over the age of 19 attending further education, provision of transport will be the responsibility of Haringey Council's Adult Care Services (ACS). Such arrangements will form part of their transition into adulthood plan.

h) When travel assistance is being requested solely because a child is being raised by a lone parent.

i) When travel assistance is being requested solely because a parent or parents are disabled for the purposes of the Equality Act 2010. An example of exceptional circumstances where the child or young person would be eligible for travel assistance under this policy would be where the parent(s) can demonstrate with medical evidence that they have a disability which prevents them from accompanying their children along a pedestrian route, in circumstances where adult accompaniment is necessary to make the route safe.

j) Where a child does not have a Statement or an EHC Plan and cannot attend school for a diagnosed medical condition. For further information, the parent will need to contact Haringey Council Customer Services.

Where families of children likely to be affected by this policy live at more than one address, they must be clear which home is the child's main home for travel assistance purposes. The Council may require proof that this address is the child's main home as travel assistance will not automatically be provided in respect of more than one home.

2.4Travel beyond statutory walking distances

Local authorities must provide free home to school travel assistance for children aged between 5 and 16 years if their nearest suitable school is further away than the statutory walking distances, which are:

- 2 miles for pupils aged under 8
- 3 miles for those aged 8 and over.

A 'suitable school ' is defined as "a school with places available that provides education appropriate to the child's age, ability and aptitude and to any special educational needs the child may have".

Please note however, that if parents choose a school which is further away than a suitable one where a place is available and that chosen school is beyond the statutory walking distances from their home, they will be responsible for their own travel assistance.

2.5 Nature of the Route

Local authorities are s required to offer travel assistance to children registered at a school within statutory walking distance of their home but, having regard to the nature of the routes which they could reasonably be expected to walk, cannot reasonably be expected to walk them , and no suitable arrangements have been made to enable the child to attend a nearer school.

2.6 Travel to Alternative Provision

Pupils aged 14-15 who have been placed in alternative provision by their school are expected to make use of free travel on buses and trams operated by Transport for London. However pupils can apply to the governing body of their school to cover the costs of travel on the London Underground or Overground network if a journey by bus will:

- take longer than an hour during peak hours as calculated using the TFL Journey Planner (http://journeyplanner.tfl.gov.uk/user/XSLT_TRIP_REQUEST2?language=en)

Pupils aged 14-15 who have been placed in alternative provision by Haringey Council are expected to make use of free travel on buses and trams operated by Transport for London. However pupils can apply to Haringey Council to cover the costs of travel on London Underground or Overground network if a journey by bus will:

- Take longer than an hour during peak hours as calculated using the TFL Journey Planner ttp://journeyplanner.tfl.gov.uk/user/XSLT_TRIP_REQUEST2?language=en)

2.7 Individual circumstances

Where there are reasons relating to the child's health or social needs (as supported by documentary evidence) which Haringey Council deem as exceptional, travel costs will be met or travel arrangements will be made . Each case will be considered on an individual basis bearing in mind the individual circumstances of each particular case.

2.8 Free school Meals

Pupils are entitled to free travel assistance where they are entitled to free school meals or their parents are in receipt of maximum Working Tax Credit if the nearest suitable schools is:

- Beyond 2 miles (for children over the age of 8 and under 11).
- Between 2 and 6 miles (if aged 11-16 and there are no more than three suitable nearer schools).
- Between 2 and 15 miles and is the nearest school preferred on the grounds of religion or belief (aged 11-16).

2.9 Parental preference for particular schools or educational institutions on the ground of religion or belief

A child or young person will normally be eligible for travel assistance under this policy if:-:-

- The child or young person attends a school chosen by the parents on the grounds of a recognised religion or belief
- There is evidence of adherence to that religion by the parents
- The parents' first preference was for a denominational school
- The denominational school is the nearest available for the pupil's age group
- The denominational school can meet the needs of the child.

2.10 Children with Special Educational Needs and or Disabilities (SEND)

This section explains what travel assistance will be provided for children and young people with a Statement of Special Educational Needs (SEN) or disabilities or an Education Health and Care Plan,or with mobility problems , if they could not reasonably be expected to travel

to school/college independently and even if the journey is within the statutory walking distance described above.

Having a Statement of Special Educational Needs or an Education, Health and Care Plan does not necessarily provide entitlement to free travel. Requests will be considered for children with special educational needs, a disability as defined by the Equality Act 2010 or mobility problem, who:

- Live within the statutory walking distance, but cannot reasonably be expected to walk to the school ; and
- Cannot be placed by the Local Authority at a suitable school nearer to his/her home;
- Have needs such that public transport is not a suitable method for them of travelling between their home and the school.

If possible, Haringey Council will always aim to enable children to walk, wheel or use public transport independently by the age of 16 or earlier.

The entitlement to travel assistance for children and young people who meet these criteria varies according to their age group as follows:

- Pre-School children with a statement of SEN under the age of 5

There is no legal requirement for the Local Authority to provide travel assistance for children under the age of 5 to travel between home and school. The LA expects that children under the age of 5 will be taken to their educational provision by a parent.

Children under the age of 5 can travel free at any time on the Underground Railway (tube), Docklands Light Railway, buses, trams, London Overground, and Emirates Air Line cable car, as long as they are accompanied by an adult with a valid ticket.

In exceptional circumstances, where a child has a statement of special educational needs, the Local Authority will provide travel assistance, after looking at the individual circumstances and the individual merits of the particular case,

For children without a statement of SEN and are not eligible for LA travel arrangements, Haringey may offer support, depending on availability.

- Children with SEND aged 5-16

The Local Authority will make a decision for children with a Statement of Special Educational Needs, an Education, Health and Care Plan, or disabilities as defined in the Equality Act based on a number of key factors which include:

- distance from home to school ; and
- the needs of the child (whether the child has physical, learning and/or mental health needs which mean they cannot walk or access public transport);

Any travel assistance will only be provided for travel to a qualifying school.

A qualifying school means one that can meet the child's needs and is nearest to their home. The Local Authority is not obliged to pay the travel assistance costs for a child to travel to a school, if a school nearer to the child's home can meet the child's needs . If the parent(s) expresses a preference for a school which is further away, the presumption would be for parent(s) to pay the costs of travel arrangements in respect of that school. However, in deciding whether to pay these costs, each case will be considered by the Council on an

individual basis bearing in mind the individual circumstances of each particular child or young person.

- Children and young people with SEND aged 5-19 in educational residential placements

A residential school is a specialist provision which caters for pupils with special educational needs and/or disabilities, who receive overnight accommodation (usually over a 38 week period).

Haringey Council will reimburse the parents their reasonable costs of accompanying their child to and from school via public transport. The costs of second-class, not first-class, train travel will be reimbursed. Reimbursement will be made for journeys taken at the start and end of term, of half term holidays and for parents to attend the Annual Review meeting. Reimbursement will be dependent on production of valid receipts.

Parents may wish to transport their child to school by car. Where Haringey Council agrees to this arrangement, the parent will be reimbursed their reasonable fuel expenses, if this is an additional/different journey to that undertaken to take other children in the family to their schools. In the event of illness of the parent then they should accept full responsibility and make alternative arrangement to transport their child to and from school.

- Young people and adults with SEND aged 16 – 25

For young people with statements of SEN or Education Health and Care Plans who move from schools to Further Education colleges at age 16, and who were given travel assistance support until the end of their school studies, travel assistance provision will be reviewed. Where Haringey Council has decided that it is necessary to continue to provide travel assistance, it will, in addition, consider whether it is necessary to provide an escort to supervise the young person's journey. This will depend on, amongst other matters, their age and general behaviour.

The majority of Haringey Council pupils with a Statement of SEN or EHC Plan do not receive or require specialised travel assistance from the Authority. Wherever possible the Authority expects parents of pupils with a Statement of SEN or EHC Plan to make arrangements for their child to attend school in the same way as for parents of pupils without a Statement of SEN, as this is an important factor in developing the pupil's independence, social and life skills. To assist with facilitating independence, young people of compulsory school age (including students in full time education up to the age of 18 years) are entitled to free travel on buses and trams operated by Transport for London. Young people with special educational needs and/ or disabilities where free travel on buses and trams is not suitable, but where there is a long term plan to achieve as much independence as possible, including travel, will be eligible for travel assistance.

2.11 Travel Assistance Allocation

Haringey Council will allocate travel assistance in the most cost-effective manner. Pupils will be expected to travel with other children attending the same, or nearby school, unless there are compelling reasons for individual travel, (eg no travel sharing options available, significant challenging behaviour and/or significant medical needs). The Local Authority where agreed will provide home to school travel collecting identified children and young

people from agreed designated pick up points or bus stops and where not appropriate then from designated home addresses.

Haringey Council has an ongoing responsibility to ensure value for money. Therefore the mode of travel assistance offered will be regularly reviewed, and will not necessarily remain the same for the duration of eligibility.

Generally, travel provision will not be made other than at the beginning and end of the normal school day. However there are some instances where this can be waived if this will benefit the young person's educational development (for example, where a child has to attend an after school class as part of their education, or related work experience/ examinations at a different location other than the school). In cases of exclusion, illness etc, when a child has to go home during the course of the school day the school's governing body, or parent would be responsible for travel.

Where the Authority decides to issue a travel card, it will be available for collection at the beginning of each term from the education establishment that the child attends. In order to collect a travel card, the pupil and/or parent must present a current photo card.

2.12 Pickup and Drop off

The Council where agreed will provide pick up and drop off, collecting identified service users from agreed designated group pick up points or bus stops. The vehicle will arrive at the designated pick up or drop off point at agreed times [+/ 5 minutes]. Parents/carers who bring the service user late to the drop off point will be expected to bring the service user to the school or centre themselves.

2.13 Entitlement

Standard

Children in Early Education Settings or pre-school who are under the age of 5 years are eligible to travel free on public transport when accompanied by a fare-paying passenger.

For large numbers of children, getting to school will be a reasonable and safe travel experience, which will also help in promoting their independence and physical well being. In addition, children:

London Transport for Under 5s: Children under five can travel free at any time on the Tube, Docklands Light Railway (DLR), buses, trams and London Overground as long as they are accompanied by an adult with a valid ticket.

London Transport for 5 to 10-year-olds: Children aged five to ten can travel free at any time on buses, Tube, DLR, trams and London Overground as long as they travel with an adult who has a valid ticket. Up to four children can travel free with one adult. Children aged 5 to 10 who are travelling unaccompanied on the Tube, DLR or London Overground will need a 5-10 Oyster photocard to travel free.

London Transport for 11- to 15-year olds: Children aged 11 to 15 years can travel free on buses and trams and at child rate on Tube, DLR and London Overground services, provided they have an 11-15 Oyster photocard.

London Transport for 16 - 18s: 16 and 17-year-olds can travel at a child rate on buses, Tube, DLR and trams, provided they have a 16+ Oyster photocard. 16 to 18 year-olds who live in a London borough and are in qualifying free time education can also apply to get free travel on buses and trams.

Non Standard

Transport for London provides free bus passes for all children under the age of 16, and so it is worth remembering that Haringey Council will not need to make any additional arrangements for the vast majority of the children in its area.

The Local Authority is not required to provide free travel for pupils who attend schools outside the statutory walking distance if there is a suitable place available at a nearer appropriate school. Whilst the wishes of parents are an important consideration, they are not the only legally recognised criterion in determining decisions by the Council on support for travel.

3 Adults (18 or older+)

3.1 Introduction

As set out in the Care Act 2014, the core purpose of adult care and support is to help people to achieve the outcomes that matter to them in their life. The Act and its supporting statutory guidance set out how a local authority should go about performing its care and support responsibilities in light of this and also set out the need to ensure that doing so focuses on the needs and goals of the person concerned. In particular, local authorities must promote wellbeing when carrying out any of their care and support functions in respect of a person. This may sometimes be referred to as “the wellbeing principle” because it is a guiding principle that puts wellbeing at the heart of care and support. The wellbeing principle applies in all cases where a local authority is carrying out a care and support function, or making a decision, in relation to a person. It applies equally to adults with care and support needs and their carers.

This section of the Policy has been drafted in light of the Care Act 2014 and the wider focus on promoting wellbeing, preventing reducing or delaying needs of adults for care and support, and of carers for support and providing information and advice in relation to care and support for adults, and support for carers. The Act highlights the need for complementary approaches across all areas of provision which support independence and promote self-reliance.

Purpose
This policy is aimed at promoting the maximum possible independence for the service user, and sets the criteria that will be used to assess whether the service user’s travel needs can be met best through independent travel arrangements or whether assisted travel services are necessary.

Scope
This part of the policy covers adults (18 or older) with the exception of those adults aged 25 or lower who have a special educational need and /or disability and are in education or training . Those adults aged 18 – 24 years with a special educational need and/or disability who are in education or training are covered under section 2 of this policy.

This is not a general policy regarding transport; it is specifically for travel arrangements required to access services or support identified as part of an adult social service funded care package.

3.2 Policy Principles

Haringey's aim is to support the promotion of independence through the provision of Travel Training and by developing community involvement. Wherever possible the Council expects service users to utilise public transport as this is an important factor in developing the service user's independence, social and life skills and this policy rests upon a general expectation that service users will meet their own needs for travel to access and take advantage of existing services or support wherever possible.

Travel arrangements are a means of accessing social care services or support. The overriding principle is therefore that the decision to provide travel support is made in order to enable needs for care and support to be met and to promote independence.

Funded travel will only be provided if, in the opinion of the assessor, it is the only reasonable means of ensuring that the service user can safely access an assessed and eligible service. It is not available to attend routine health appointments unless it is part of an agreement with the relevant health authority.

The need for travel arrangements must be part of the initial assessment of an individual's needs for care and support and travel arrangements can only be provided where the individual is eligible for a service as set out in the Care Act 2014 and travel arrangements are required to enable the needs for care and support to be wholly or partly met and after all travel options have been considered. An individual's use of Personal Independence Payment (PIP) (mobility component) and other transport concessions will be considered when determining whether travel support should be funded.

Travel arrangements should not be offered as an incentive to take up a care package.

Where there are appropriate travel options available (either personal or public transport), it will be assumed that the service user will use this as a first option. Travel will only be supported if alternatives are unavailable or inappropriate for some reason.

3.3 Eligibility

This policy is for those people assessed as eligible for adult social care. As a general principle:-

Travel arrangements will be considered if:-

- No suitable public transport is available
- No other modes of travel are available for example walking, access to a personal car or a vehicle funded through the Motability Scheme
- The service user is not able to use public or community transport for health or other identified reasons
- The family or other carer is not able to support travel arrangements
- There would be an unreasonable additional responsibility on family or other carer
- In the opinion of the assessor, it is the only reasonable means of ensuring that the service user can safely access an assessed and eligible service.

3.4 Charging

The policy recognises that there may be charges for the provision of travel arrangements as part of a care package which also attracts charges. These would only be applied following a financial assessment and would form part of any charges applied to the provision of the care package overall. These charges would be made in line with the Charging Policy in place at the time and may be subject to amendment.

The Council will always ensure that when there is a choice of travel options which adequately meet the individual's needs, the most sustainable and cost efficient one will be chosen.

3.5 Roles and Responsibilities

As part of the Council's commitment to inclusion and independence, individuals who can travel to community activities, day opportunities and college independently or with assistance from family, friends or support providers will be encouraged and expected to do so.

The Council will allocate travel arrangements in the most cost-effective manner. Where a number of individuals are accessing the same or close by services the provision of shared travel arrangements should always be considered. Service users will be expected to travel with other service users attending the same, or nearby centre, unless there are compelling reasons for individual travel arrangements, (eg no sharing or community based options available, significant challenging behaviour and/or significant medical needs).

The Council has an ongoing responsibility to ensure value for money. Therefore the mode of travel assistance offered will be regularly reviewed, and will not necessarily remain the same for the duration of eligibility.

The assessment and provision of travel assistance should be reviewed on a predetermined basis, e.g. at the annual review.
Concessionary Travel

Individuals who qualify for concessionary travel will be expected to apply for and use this as and when appropriate according to assessed needs. Where the Council decides to issue a travel card, it will be available for collection from the establishment that the service user attends. In order to collect a travel card, the service user and/or parent/carer must present a current photo card.

3.6 Risk Assessment

Service users who are assessed and successfully travel trained will only be expected to travel independently if the Council considers it is appropriate and safe for them to do so. The capacity to travel independently will always be subject to a risk assessment and the service user and or carer may decide to travel independently and disagree with the assessment made by the Council.

When assisted travel is provided the Council will ensure that providers are on an approved list of contractors, drivers have enhanced DBS clearance and have received passenger assistance training and any other training necessary for travel, in particular, in respect of service users with very specialist needs. As the Council continually strives to achieve value for money, transport providers change. However any change will only be made after consultation with the service user , carer and care manager.

3.7 Personal Budgets

The assessed travel need will make up part of the service user's personal budget. This can be taken as a direct payment or as a Council managed service. Service users can pool their budgets to meet their travel needs. The personal budget can be used to purchase travel assistance options.

4 Travel assistance options for children, young people and adults

Where travel assistance is agreed, it may take one of the following forms:

a) An allocated **Personal Budget** for parent to arrange travel assistance themselves

b) **Support Worker/Escort** to provide travel assistance

c) Provision of a **bus pass for a parent or responsible adult** (of parent choice) to accompany the child to/from school.

d) **Travel Training** – to be supported to gain confidence and independence; is a gradual process which finishes with unaccompanied journeys.

e) **Travelmate** – peer accompanied journeys

f) **Walking Bus** - A community walking bus scheme led by a volunteer or parent(s) taking groups of people to their destination where it is practical and local.

g) **Reimbursement of mileage costs** for parents who are deemed able to transport their children to school in accordance with Her Majesty's Revenue & Customs (HMRC)directions.

h) **Car Share Scheme.** A lift may be provided through a car journey matching service where a parent already driving a similar route, has room and is willing to provide a lift to someone else. In these circumstances the driver may be paid a mileage rate in line with HMRC's directions.

l) **ZipCar scheme** is a car club that gives the driver access to the car or van s/he needs when s/he needs it.

j) **Passenger Transport Service** (PTS) coordinates home-to-school travel for children, and for young people up to 25 years with special educational needs and disabilities, as long as the passenger is able to walk unaided or with support, is a wheelchair [or buggy] user or can transfer to a seat It also provides transport for children looked after by the Council, irrespective of where the child lives (in or out of borough).

k) **Pooled Budget/Individual Service Fund** – using personal budgets jointly for example to hire a Minibus.

l) **Community Ride** scheme (along the lines of the community ambulance schemes) provided through a commissioned voluntary agency

m) **Dial-a-Ride** membership is open to people with a permanent or long-term disability which prevents them using scheduled public transport services.

n) **Taxicard** is a service that allows Haringey residents, with a mobility impairment that prevents them from using buses or trains, to travel in licensed radio taxis or black cabs at lower rates.

o) **Licensed Taxi** - In exceptional circumstances, travel assistance may be provided by licensed taxi with or without a passenger assistant.

5 Quality and Performance of the Policy

The effectiveness of the delivery of the policy will be measured through some Key Performance Indicators (KPI's) focusing on:

1. Improved range of travel assistance options
2. Take up of travel assistance options
3. Usage of Freedom Pass
4. Reduction in money spent on higher cost travel assistance
5. Amount of concessionary travel
6. Numbers travelling in integrated groups
7. Measurement of improvement in Levels of travel independence (5 point scale with criteria).

7. Reviews, Appeals and Complaints

Children and Young People

The SEN Transport Team, in discussion with colleagues in SEN, will keep under review the eligibility criteria for travel assistance and/or the type of travel assistance which is provided. Reviews will occur:

a) Annual Review. Every pupil with a Statement of SEN or EHC Plan will have an Annual Review, held at the school, to discuss progress towards targets and support requirements. Travel assistance will form part of this discussion.

b) When a pupil makes progress towards independence and is deemed capable of independent travel by school/college staff and/or parents.

c) When there is a significant change to the pupil's SEN, since the time of first application, rendering them no longer eligible for travel assistance.

d) If the Council decides to cease to maintain a Statement of SEN or EHC Plan . Travel assistance will be ceased.

e) At the Passenger Access Transport Services' annual review of transport routes. Prior to the start of each academic year, existing transport routes will be reviewed and where necessary changes will be made.

f) If a child moves from one education establishment to another. Travel assistance will not automatically continue, and parents must reapply.

g) if there is a change in other circumstances that affect eligibility.

h) If there is a change of home address. Distance between the home address and the school will be recalculated and may change eligibility for travel assistance.

Appeals

The Council will write to parent/carers to tell them if travel assistance will be given and what arrangements will be made. If parents are not satisfied with the decision, in whole or in part, , they have the right to appeal.

Appeals should be made within 15 working days of receipt of the decision from the Council.

Parents who would like to seek support and information from an independent source in preparing evidence to present in their appeal will be put in touch by the Council with community based support.

During an appeal, travel assistance will not be initiated (although it will continue for those pupils where travel assistance currently exists and a change is being recommended).

Stage 1

Parents who wish to appeal should first write to;

Head of Integrated Service SEN and Disabilities
Haringey Council Children and Young People's Service
Haringey Council
40 Cumberland Rd
Wood Green
London N22

Parents should provide further information/clarification as to why travel assistance is required, if they are appealing against the refusal of travel assistance and why they feel unable to undertake this responsibility themselves. If they are appealing against the decision concerning what arrangements will be made they should explain why they consider these arrangements inappropriate. They should give details of any personal and/or family circumstances they believe should be considered when the appeal is heard.

On receipt of an appeal, the Head of Integrated Service SEN and Disabilities will present the case to the SEN Panel for re-consideration. Parents will be informed of the outcome by letter or e-mail . If the parent is still dissatisfied they may make further appeal to the SEN Transport Appeals Panel.

Stage 2

Any Parent still dissatisfied with the outcome of a stage 1 appeal should write again to;

Feedback and Information Team
6th Floor
River Park House
225 High Road
Wood Green
N22 8HQ

within 15 working days of receipt of the stage 1 appeal outcome decision.

Parents should explain writing in why they are dissatisfied with the stage 1 appeal decision
Stage 2 appeals will be considered independently of Haringey Council's SEN service. A letter detailing the outcome will be sent to the parent. Decisions at this stage are final.

Passenger Transport Service (PTS) Complaints should be made to:

Passenger Transport Service (PTS)
Alexandra House [Level 6]
10 Station Road
Wood Green
London
N22 7TR

Corporate complaints procedure

If you would like to make a complaint please complete our online feedback form at http://www.haringey.gov.uk/contact/council-feedback/complaints-about-council

The Council's corporate complaints procedure has two stages:

Service investigation
When we receive your complaint, we will try to sort out the problem straight away. If we can't:

- we will write to you within two working days to let you know who is dealing with your complaint
- a senior manager will reply to you in writing within 15 working days

If we need more time we will let you know and give you a new date for our response.

Independent review
If you are not happy with the response you received, please contact the Feedback and Information Governance Team (FIG) to explain why. FIG is independent of the service departments and Homes for Haringey and their investigations are impartial and on behalf of the Chief Executive. FIG will try to resolve the matter, but may investigate further, in which case they will:

- write to you within two working days to let you know who is dealing with your complaint
- reply to you in writing within 25 working days
- usually offer you escalation to the Local Government Ombudsman

If they need more time they will let you know and give you a new date for their response.

Adults: Complaints

When an annual review of a care and support plan is carried out, travel needs will be taken into account.

Where a review/re-assessment identifies that assisted travel is no longer the best way to meet an eligible need, a time limited transition period of up to one month will be allowed so that alternative arrangements can be made according to needs and circumstances if required.

In all other circumstances, provided all other travel options have been considered, evidenced and recorded, assisted travel will then be considered.

All requests for assisted travel will be approved as part of the service package by Team Manager, Service Manager or Head of Service according to delegated responsibilities.

Where clients move from Children's to Adult Social Care services, then their needs will be reassessed by Adult Social Care in relation to the new services required with no assumptions made regarding automatic continuation of any assisted travel.

Appeals

The Council will write to the service user to inform them if travel assistance will be given and what arrangements will be made. If the service user is not satisfied with the decision , in whole or in part, or travel arrangements proposed by the Council, they have the right to appeal.

Appeals should be made within 15 working days of receipt of the decision from the Council. Service users who would like to seek support and information from an independent source in preparing evidence to present in their appeal will be put in touch by the Council with community based support. During an appeal, travel assistance will not be provided (although it will continue for those service users where a change is being recommended when travel assistance currently exists).

Stage One
Service Users who wish to appeal should first write to the relevant area's Head of Service at:-

Haringey Council Adult Social Services
Haringey Council
River Park House
225 High Road
Wood Green
London
N22 8HQ

Service Users should provide further information/clarification as to why travel assistance is required , if they are appealing against the refusal of travel assistance, and why they feel unable to undertake this responsibility themselves. If they are appealing against the decision concerning what arrangements will be made they should explain why they consider these arrangements inappropriate. They should give details of any personal and/or family circumstances they believe should be considered when the appeal is heard.

On receipt of an appeal, the Head of Service will present the case to the Service Area Panel for re-consideration. Service Users will be informed of the outcome by letter or e-mail . If the service user is still dissatisfied they may make further appeal to the Adults Travel Appeals Panel.

Stage Two
Any service user still dissatisfied with the outcome of a stage 1 appeal should write again to:-

Haringey Council Adult Social Services
Haringey Council
River Park House
225 High Road
Wood Green
London
N22 8HQ

within 15 working days of receipt of the stage 1 appeal outcome decision

Service users should explain in writing why they are dissatisfied with the stage 1 appeal decision. Stage 2 appeals will be considered independently of Haringey Council's Adult service. A letter detailing the outcome will be sent to the service user. Decisions at this stage are final.

Passenger Transport Service (PTS) Complaints should be made to:

Passenger Transport Service (PTS)
Alexandra House [Level 6]
10 Station Road
Wood Green
London
N22 7TR

Corporate complaints procedure
If you would like to make a complaint please complete our online feedback form at http://www.haringey.gov.uk/contact/council-feedback/complaints-about-council

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- a senior manager will reply to you in writing within 15 working days

If we need more time we will let you know and give you a new date for our response.

Independent review
If you are not happy with the response you received, please contact the Feedback and Information Governance Team (FIG) to explain why. FIG is independent of the service departments and Homes for Haringey and their investigations are impartial and on behalf of the Chief Executive. FIG will try to resolve the matter, but may investigate further, in which case they will:

- write to you within two working days to let you know who is dealing with your complaint
- reply to you in writing within 25 working days
- usually offer you escalation to the Local Government Ombudsman

If they need more time they will let you know and give you a new date for their response.

Equality Impact Assessment

Name of Project	Travel Policy	**Cabinet meeting date** ***If applicable***	13/12/2016
Service area responsible	Commissioning		
Name of completing officer	Sebastian Dacre	**Date EqIA created**	October 2016
Approved by Director / Assistant Director	Charlotte Pomery	**Date of approval**	28/11/2016

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

- **Eliminating discrimination, harassment and victimisation and any other conduct prohibited under the Act**
- **Advancing equality of opportunity between those with 'protected characteristics' and those without them**
- **Fostering good relations between those with 'protected characteristics' and those without them.**

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

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

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

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

Stage 1 – Names of those involved in preparing the EqIA	
1. Project Lead - Sebastian Dacre	5.
2. Equalities / HR - Ben Ritchie	6.
3. Legal Advisor (where necessary)	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.

The Council currently funds supported travel arrangements for over 500 children and young people needing assistance to travel to their educational establishment. The Council also currently provides supported travel to around 150 adults who need assistance in travelling to adult care services.

Supported travel arrangements can include (i) Haringey's in-house transport service, (ii) commissioned transport services from external providers, (iii) provision of an escort, and (iv) support with travel arrangements on public transport.

The Council has a statutory requirement to have a Sustainable Modes of Travel Strategy and a Transport Policy Statement in place. The Travel Policy is intended to provide clarity for service users and their parents and carers as to the circumstances when access to supported travel will be considered, and to ensure that those with particular and significant needs are appropriately supported.

The Travel Policy outlines how the Council will move towards a more consistent and equitable way of supporting people in the provision of Council funded travel. It is set out in two main sections: Children and Young people (0 to 18 years) (including continuing learners who started their programme of learning before their 19th birthday) and Adults with Learning Disabilities and Disabilities (with the exception of adults aged 18 to 24 with a special educational need and/or disability who are in education or training (18 and older +).

References in this document to "parents" is to parents, carers or legal guardinas

Key Stakeholders

- Those who have a special educational need and/or disability (SEND) and require travel assistance to access school or other educational services
- Users of adult social care that require supported transport to access care settings
- Parents of those children and young people with SEND or carers of those eligible for adult social care

- Residential homes/supported living

The Travel Policy intends to advance equality of opportunity by promoting independence and ensuring that all those who have a need for travel assistance are able to access the educational establishment or care service that meets their needs.

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	**What does this data include?**
List of those currently using supported travel services in Haringey	Age break down of children and young people accessing supported travel: • 5- 9 year olds 19% • 10- 14 year olds 36% • 15 – 18 year olds 30% • 19 -25 year olds 15% List of those using SEND transport • Learning disabilities /Autistic 31% • Wheel chair user 13% • Cerebral palsy 7% • Down Syndrome 4% • Blind/visually impaired 4% • Various other disabilities 41% List of those using Transport accessing adult social Care • Learning disabilities 71.5% • Dementia 28.5%
Haringey Joint Strategic Needs	http://www.haringey.gov.uk/social-care-and-health/health/joint-strategic-needs-assessment/health-mothers-children-and-young-people/disabled-children-and-young-people

Assessment	http://www.haringey.gov.uk/social-care-and-health/health/joint-strategic-needs-assessment/adults-and-older-people/dementia http://www.haringey.gov.uk/social-care-and-health/health/joint-strategic-needs-assessment/adults-and-older-people/jsna-learning-disabilities

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 Travel Policy is deemed to have no adverse impact on gender, as the policy is needs based and applies equally irrespective of sex.	X
Gender Reassignment			The Travel Policy is deemed to have no adverse impact for residents who have undertaken gender reassignment, as the policy is based on needs and applies equally irrespective of gender characteristics. There is no indication that residents who have undertaken gender reassignment are treated differently under the terms of this policy or are disadvantaged compared to other groups by this policy, although we will continue to keep this under review.	X
Age	X		The Travel Policy applies differently to children and young people who are in education from adults aged 18 or above eligible for Adult Social Care. This is because of the statutory duty on the Council to ensure that all children and young people can access education locally, and to ensure that complex disabilities or other factors do not present a barrier to this. For adults, the Council's Travel Policy is there to assist those adults who cannot independently travel to adult care services.	
Disability	X		The Travel Policy is deemed to have a positive impact upon residents with	

			disabilities as it ensures that they are able to access schools/services which meet their needs and are not discriminated against by being unable to access them due to not being able to get there.	
Race & Ethnicity			The Travel Policy is deemed to have no impact on residents of different races and ethnicity as the policy is based on needs and applies equally irrespective of ethnicity. There is no indication that residents of different races and ethnicity are treated differently under the terms of this policy or are disadvantaged compared to other groups by this policy, although we will continue to keep this under review.	X
Sexual Orientation			The Travel Policy is deemed to have no impact on residents of different sexual orientations, as the policy is based on needs and applies equally irrespective of sexual orientation. There is no indication that residents of different sexual orientation are treated differently under the terms of this policy or are disadvantaged compared to other groups by this policy, although we will continue to keep this under review.	X
Religion or Belief (or No Belief)	X		The Travel Policy takes into consideration children, young people and parent's choice to apply for admission to a particular faith school, even if this is not the closest school to them by travel distance. This will ensure that those children and young people who want to attend a faith school because of their religion/beliefs are not indirectly prevented from doing so because of proximity	

			restrictions on travel support.	
Pregnancy & Maternity			The Travel Policy is deemed to have no impact on residents who are pregnant or on maternity, as the policy is based on needs and applies equally irrespective of pregnancy/maternity. There is no indication that residents who are pregnant are treated differently under the terms of this policy or are disadvantaged compared to other groups by this policy, although we will continue to keep this under review.	X
Marriage and Civil Partnership (note this only applies in relation to eliminating unlawful discrimination (limb 1))			The Travel Policy is deemed to have no impact on residents who are married or in civil partnerships, as the policy is based on needs and applies equally irrespective of marital status. There is no indication that residents who are married or in civil partnerships are treated differently under the terms of this policy or are disadvantaged compared to other groups by this policy, although we will continue to keep this under review.	X

Stage 6 - Initial Impact analysis	Actions to mitigate, advance equality or fill gaps in information
The policy will not result in any direct or indirect discrimination to any of the protected groups. In particular, the policy will help to advance equality of opportunity between those with disabilities and those without by continuing to ensure that those with disabilities are able to access services that they would otherwise be unable to access without travel assistance. There were however a number of concerns raised during the consultation around potential changes to the delivery of supported travel arrangements in the future (see Stage 7 below). Identified to the right is how we intend to address some of these concerns and mitigate risks.	**1) Managing any future transition to alternative travel options** There may be a risk of disruption if alternative travel options are not fully established before potential future changes to in-house travel services**.** We will therefore ensure alternative travel options are identified and fully phased in **before** changing any of the current in-house supported travel services. We are actively engaging with the market around identifying broader range of transport options **2) Factoring in the inidividaul circumstances of carers and families** Some concerns were raised during the consultation that changes to travel support may create undue burden on carers and families. Therefore we will ensure that carers and families' situations will be an active part of the assessment around travel assistance We will also take into account families' financial situation when making future travel decisions. We will look at introducing a discounts policy should charging for some services be considered in the future. We will ensure that we do not charge groups who can't afford but require travel assistance **3) Appeals process** The new Travel Policy also introduces an objective **appeals process** for both children and young people and adults so that a travel decision can be challenged if service users or their carers believe it has been wrongly made. **4) Information, advice and guidance (IAG) around travel options.** The IAG service will be able to signpost to travel options. This will be through: • IAG Drop in • IAG Pop ups • IAG Outreach Travel options will be listed on the Council's service directory: Haricare **5) Safeguarding duties and ensuring risk assessment process is adequate** We will ensure there are high standards governing travel risk assessments. We will ensure that those carrying out the assessments have the rights

	skills and experience. We will also monitor the consistency of the assessment approach taken **6) Monitoring and evaluation** Travel assistance will be monitored to ensure that there is enough capacity in the market to meet the demand. This will be done by the service as a matter of course and will also be monitored annually to ensure that all protected group where eligible are receiving travel assistance and that there is no inconsistency in who receives this support.

Stage 7 - Consultation and follow up data from actions set above	
Data Source (include link where published)	**What does this data include?**
A full round of pre-consultation engagement was carried out with a wide range of stakeholders prior to carrying out statutory consultation on the draft Travel Policy over the summer. This pre-consultation period resulted in significant changes to the draft Policy so that the draft which was consulted on already reflected a range of stakeholder views. The consultation ran for a period of 90 days from 7th of July 2016 to 4th of October 2016. As well as organising specific consultation workshops for parents, carers and users which were attended by only 6 people, officers brought the Policy for discussion to a range of established forums, reaching about 150 people and gaining valuable feedback. The consultation pack was sent out to all users of SEND Transport and all in-house Day Centre Users. There was also an electronic questionnaire and hard copies available at Wood Green Library. This was shared with as a wide a group as possible through established forums. There were 39 written responses in total, which equates to a response rate of 6%.	From reading all the responses to the consultation (a low return rate of 6%), the perception was that most people who responded are service users/carers/ parents who have /care for high complex need cases, and are had concerns that travel assistance would be taken away from them. Most people stated in various forms that that **travel arrangements should take individual circumstances into account.** Also, most respondents felt that the drive of the draft policy was to make further budget savings, rather than offer a wide range of alternative travel arrangements, which would be tailored to each individual's needs and outcomes to be met. Key issues raised during the consultation were as follows: • Parking – concerns were raised about the sufficiency of disabled parking bays and whether there would be a greater reliance on use of personal cars, which could contribute to further congestion. • Travel assistance – whilst there was support for greater reliance on travel assistance, it was also questioned whether there would be sufficient assistance available for everyone requiring this. • Carers – carers expressed a risk that they would be required to provide travel for the people they care for, where currently they may not • Charging for travel – people were concerned that disability related and other benefits would be used to pay for travel charges • Reduced provision – some respondents were anxious that existing supported travel would be taken away from them or the people they care for • Scope and eligibility – feedback highlighted that the draft policy did not offer sufficient clarity on

	who was eligible for travel support • Care Act compliance – further feedback suggested that there were areas where the Policy did not meet Care Act requirements particularly with regard to maximising independence **Following this feedback and other points raised during consultation, the draft Policy has been amended.**

Stage 8 - Final impact analysis

The Council currently funds supported travel arrangements for over 500 children and young people needing assistance to travel to their educational establishment. The Council also currently provides supported travel to around 150 adults who need assistance in travelling to adult care services.

This equality impact assessment (EqIA) finds that the new Travel Policy does not discriminate against protected groups. It aims to adopt a more consistent approach to supported travel based on an assessment of service user needs. The Travel policy intends to advance equality of opportunity by promoting independence and ensuring that all those who have a need for travel assistance are able to access the educational establishment or care service that meets their needs.

The EqIA also identifies a number of mitigating actions to help address some of the concerns raised during the consultation over the fairness and future structure of supported travel arrangements:

- We will monitor the consistency of the assessment approach taken under the new Travel Policy, including across different protected characteristics .We will also ensure there are high standards governing supported travel risk assessments and that those carrying out the assessments have the rights skills and experience.
- The new Travel Policy introduces an objective appeals process for both children and young people and adults so that a travel decision can be challenged if service users or their carers believe it has been wrongly made
- Carers and families' situations, including where appropriate their financial position, will be an active part of the assessment around supported travel assistance
- Haringey's Information, advice and guidance services will be updated to incorporate the new Travel Policy, ensuring that children, young people and adults know about the criteria and options available
- Should we change any of the current in-house supported travel services, we will ensure alternative travel options are identified and fully phased in to avoid risks of disruption.

Stage 9 - Equality Impact Assessment Review Log

Review approved by Director / Assistant Director	Charlotte Pomery	Date of review	30/11/2016
Review approved by Director / Assistant Director		Date of review	

Stage 10 – Publication

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

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Appendix 3 – Consultation results

Annex1	Policy consultation document
Annex 2	Analysis of responses
Annex 3	Comments on Questionnaires
Annex 4	Response to Haringey Council's Consultation *Promoting independence, enabling mobility: Haringey's draft Travel Policy 2016 from* Save Autism Services Haringey (SASH)
Annex 5	Travel Policy Consultation Feedback

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Haringey's new Travel Policy Consultation:

Closing date 4th October 2016





www.haringey.gov.uk

Haringey LONDON

Background

We want your views on our proposed new Travel Policy. We are consulting on the policy, which covers travel arrangements to facilitate attendance at schools, colleges and services for all eligible:

- **Children and young people with a special educational need and/or disability**
- **Adults in receipt of social care and support**

The policy is intended to provide clarity for parents/carers and service users in a wide range of circumstances, and to ensure that those with particular and significant needs are appropriately supported.

The Policy is divided into two main sections: Children and Young People (0 to 18 years); and Adults (18+) in receipt of social care and support.

Why are we consulting?

It is our practice that when there is a change in policy that affects our residents, we consult them at the earliest opportunity.

We want to ensure that all of our service users are aware of what the council is able to provide or assist with in terms of travel.

We are consulting on three key proposals in the new travel policy that we are asking specific questions on:

1) The independent travel model

2) The assessment process

3) Paying for travel arrangements

We also want your views on the policy as a whole.

By giving your views we will be able to make sure we have a greater understanding of what you consider is important.

Who are we consulting with?

We want to hear the views of Special Educational Needs and Disabilities (SEND) service users, Adult Social service users, their carers, families and any other interested parties.

This policy will impact a wide range of stakeholders from across the borough.

In order to encompass the views of our wide range of stakeholders we will:

- Run focus groups with service users and parents/carers
- Develop and execute online surveys
- Write a letter explaining our policy change to service users
- Publish a draft a policy on our corporate website

How will the proposals affect you?

The policy offers a single approach to travel assistance for children and young people attending school or college. The aim is to ensure that the service received and the user experience are consistent and that the most efficient, effective and suitable travel assistance is provided.

The council expects all pupils to travel to their education provision by walking where possible, wheel chairing or making use of the free travel available on London Transport unless the criteria set out in the travel policy apply.

The council also provides travel arrangements through a variety of options to people with learning disabilities, mental health needs, physical disabilities, frailty and dementia across the borough.

This policy outlines how we will move towards a consistent and equitable way of supporting such people in the provision of council funded travel.

What happens next?

After the council's Cabinet has considered the results of this consultation and agreed the policy it is anticipated that the new travel policy will be put into effect during the autumn of 2016.

You can let us know what you think by:

- Completing our online questionnaire – visit **www.haringey.gov.uk/travel-policy-consultation**
- Collect a booklet from Wood Green library, or one can be requested by emailing **travelpolicyconsultation@haringey.gov.uk**
- Attend one of our consultation meetings. Information about when and where these meetings are taking place can be found on the website.

The results of the consultation will be made publically available and will inform the final policy.

Travel Policy Questionnaire

Thank you for taking part in our consultation on the new Travel Policy. Please let us know your feedback on the following questions below. Please submit your response no later than 4th October 2016.

Q1 **Do you agree with the principle of the policy 'to encourage more independent travel' through accessing the range of travel assistance options identified in the policy?**

- Strongly agree ☐
- Agree ☐
- Neither agree or disagree ☐
- Disagree ☐
- Strongly Disagree ☐

Comments: .....

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Q2 **Alternative options to travel assistance - The policy suggests a range of alternatives to the typical travel assistance options which are summarised below. Please tick the options you would use.**

Travel option alternatives to the in-house Haringey buses (provided by Passenger Transport Service.) Tick as many as you would be interested in using:

a) **Freedom Pass** or **free Oyster photocard** for all under 18s from Transport for London (train, tube, DLR in addition to use of bus and tram currently available via Transport for London). ☐

b) Provision of a **bus pass** for a parent/carer or responsible adult (of parent/carer choice) to accompany the child to/from school. ☐

c) **Reimbursement of mileage costs** for parents/carers who are deemed able to transport their children to school. ☐

d) An allocated **personal budget** for parent/carers to arrange transport themselves. ☐

e) **Car Share Scheme.** A lift may be provided through a car journey matching service where a parent or carer already driving a similar route has room and is willing to provide a lift to someone else. In these circumstances the driver maybe paid a mileage rate in line with HMRC's directions. ☐

f) **Walking Bus** - A community walking bus scheme led by a volunteer or parent(s) taking groups of pupils to their destination where it is practical and local. ☐

g) **Travelmate** – peer accompanied journeys. ☐

h) **ZipCar or DriveNow** scheme is a car club that gives you access to the car or van you need when you need it, perfectly maintained but with none of the hassle or expense or ownership. ☐

i) **Dial-a-Ride** membership is open to people with a permanent or long-term disability which prevents them using scheduled public transport services. **https://tfl.gov.uk/modes/dial-a-ride/** ☐

j) Taxicard is a service that allows Haringey residents with a mobility impairment that prevents them from using buses or trains, to travel in licensed radio taxis or black cabs at lower rates. **http://www.haringey.gov.uk/environment-and-transport/travel/passes-and-concessions/taxicard**. ☐

k) Travel Training- provides support to gain confidence and independence; It is a gradual process which finishes with unaccompanied journeys. ☐

Other options you would use (please state)

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Q3 **If you currently use transport what are your main reasons for using travel assistance? (1 for highest and 5 for lowest priority)**

	1	2	3	4	5
To achieve the quickest travel time from A to B	☐	☐	☐	☐	☐
For the convenience of the carer	☐	☐	☐	☐	☐
To develop the independence of the service user	☐	☐	☐	☐	☐
To reduce the costs of the service user/carer	☐	☐	☐	☐	☐
To improve the health of the service user	☐	☐	☐	☐	☐
To access services	☐	☐	☐	☐	☐

Other (please describe)

.....

Q4 **When deciding who should be entitled to free travel assistance which of the following do you think should be assessed? Please rank the below options in order of importance, 1 being the most important and 8 being the least.**

Rank between 1 to 8

Person has the potential to benefit from travel training and travel independently ☐

Whether suitable public transport is available for the journey ☐

Whether other modes of travel are available (for example access to a family car or a vehicle funded through the Motability Scheme) ☐

Whether the service user is able to walk or ride on public/community transport due to ability, behaviour or health ☐

Whether it places an unreasonable additional responsibility on the family or other carer ☐

Whether transport is identified as part of an Education Health and Care Plan ☐

Whether the reason for the journey is to attend routine health and/or social care appointments ☐

Other criteria (please state)

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Q5 **The Travel Policy mentions that travel assistance will be reviewed regularly. How long do you think is a reasonable time frame to review your travel needs?**

- Under a month ☐
- Every 3 months ☐
- Every 6 months ☐
- Annually ☐

Other (please state)

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Comments: .....

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Q6 **Do you agree that young people with statements or Education Health Care Plans, who move from schools to Further Education colleges at age 16 will have their travel needs reviewed?**

- Agree ☐
- Neither agree or disagree ☐
- Disagree ☐

Q7 **Do you agree that Haringey Council is not responsible for providing transport for young people, who have been placed by Haringey Children and Young People's Services with fostercarers in another borough?**

- Agree ☐
- Neither agree or disagree ☐
- Disagree ☐

Q8 **Some people are eligible for concessionary fares. Do you think people in receipt of concessionary fares should not be entitled to further travel assistance from Haringey Council?**

- Strongly agree ☐
- Agree ☐
- Neither agree or disagree ☐
- Disagree ☐
- Strongly Disagree ☐

Comments: .....

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Q9 **Do you think that people receiving a mobility benefit should use this to pay for travel assistance from the local authority?**

- Strongly agree ☐
- Agree ☐
- Neither agree or disagree ☐
- Disagree ☐
- Strongly Disagree ☐

Comments: .....

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Q10 **Do you agree or disagree that people in residential or supported housing who are charged a contribution for transport should have their travel assistance costs paid for by their provider?**

- Strongly agree ☐
- Agree ☐
- Neither agree or disagree ☐
- Disagree ☐
- Strongly Disagree ☐

Comments: .....

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Q11 **If you are a carer would you be interested in any of the following:**

	Yes	**No**
Attending travel training so that you could train the person you care for?	☐	☐
Attending travel training so that you could train other carers?	☐	☐
Attending travel training so that you could train other service users?	☐	☐
Would you be willing to car share your car?	☐	☐
Would you be willing to share a ride in someone else's car?	☐	☐
Would you be interested in using something like Zipcar or DriveNow car schemes?	☐	☐

Comments: .....

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Q12 **Overall do you agree with the purpose of the Travel Policy?**

- Strongly agree ☐
- Agree ☐
- Neither agree or disagree ☐
- Disagree ☐
- Strongly Disagree ☐

Q13 **Do you have any other comments about the Travel Policy overall?**

About You

The council is required to collect equality information to ensure we are reaching all diversity groups. This information helps us to see how our activities are affecting various sections of our communities. We will be grateful if you could take a little time to complete this section of the questionnaire. Please go through it and tick all the categories that most accurately describe you.

The information you provide on this form will be held in the strictest confidence and only be used for the purpose stated above.

Please tick which best describes you:

A child or young person with SEND

An adult social services user

A carer

Other, please specify:

.....

Are you or the person you care for in receipt of any mobility benefit?

Yes ☐

No ☐

Don't know ☐

Do you, or the person you care for live in residential or supported housing?

Yes ☐

No ☐

Not applicable ☐

What is your age? (Tick only one)

16-24 ☐

25-44 ☐

45-64 ☐

65+ ☐

Prefer not to say ☐

Do you have a physical or mental health condition or illness lasting or expected to last 12 months or more?

Yes ☐

No ☐

Prefer not to say ☐

What is your gender? (Tick only one)

Male ☐

Female ☐

Prefer not to say ☐

What is your sexual orientation? (Tick only one)

Homosexual (Gay) ☐

Homosexual (Lesbian) ☐

Heterosexual (Straight) ☐

Bisexual (Attracted to both sexes) ☐

Prefer not to say ☐

What is your ethnic group? (Tick one box)

White ☐

British ☐

Irish ☐

White Other

Greek / Greek Cypriot ☐

Turkish ☐

Gypsy / Roma ☐

Turkish/Cypriot ☐

Kurdish ☐

Irish Taveller ☐

Other ☐

Please write in the box

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Mixed

White and Black Caribbean ☐

White and Asian ☐

White and Black African ☐

Other ☐

Please write in the box

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Asian or Asian British

Indian ☐

Bangladeshi ☐

Pakistani ☐

East African Asian ☐

Other ☐

Please write in the box

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Black or Black British

African ☐

Caribbean ☐

Other ☐

Please write in the box

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Chinese or other ethnic group

Chinese ☐

Other ☐

Please write in the box

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Prefer not to say ☐

Thank you for completing this questionnaire. Please submit your completed form by 4th October 2016 to:

Travel Policy Consultation
Haringey Council
Commissioning
River Park House
255 High Street
Wood Green
London
N22 8HQ

Closing date: 4th October 2016

Thank you for completing this questionnaire

If you have any further enquiries please contact
travelpolicyconsultation@haringey.gov.uk

2799.107 Camden Creative Sevices 2016.

Travel Policy Consultation
Analysis of responses to
Travel Policy Questionnaire

28.10.2016

Response Rate

- We carried out pre-consultation work for both adults and children's services
- The consultation ran from 7th of July 2016 to 4th of October 2016.
- We organised various workshops for parents, carers and users.
- We sent the consultation pack to all users of SEND Transport and all Day Centre Users.
- We got 39 responses to the consultation which equates to a response rate of 6%

Q1. Do you agree with the principle of the policy ‘to encourage more independent travel’ through accessing the range of travel assistance options identified in the policy ?

a) Strongly Agree -8%
b) Agree – 20%
c) Neither Agree or disagree -18%
d) Disagree -20%
e) Strongly Disagree -34%
f) No Reply – 0%

In general people capable of using public or independent transport would not be asking or requiring council transport

My daughter is 5 years old with cerebral palsy and requires equipment plus no interventions. Uses a wheel chair buggy. Parent agrees with independence but this should start with secondary school.

This wouldn't apply as my child goes to school far away. Not my choice where he was placed

It has to be proportionate to the service users ability to travel independently and not solely reliant on the carer who may be taking free time

I agree but only with full support in place

As long as people travelling more independently are supported in this by Haringey Council, and they do not end up deprived of any practical transport provision.

My son can not travel independently and as a working single mother, it will be difficult to manage him if he has to travel on public transport.

I agree but only with full support in place

I think you need to carry out independent travel needs to be assessed individually, according to the user's needs.

Not if you are a child and physical disabled like my daughter who is 5 year old and has cerebral palsy uses a buggy. How is this possible making her more independent

I agree but only with full support in place

Q2. Alternative options to travel assistance. Please choose all that you would like to use:

a) Freedom pass or free Oyster photo card for all under 18's from Transport for London – 49%
b) Provision of a bus pass. – 39%
c) Reimbursement of mileage costs for parents/carers – 23%
d) Personal Transport Budget– 41%
e) Car Share – 10 %
f) Walking bus – 15%
g) Travel Mate 10%
h) Zip Car – 8%
i) Dial a ride – 38%
j) Travel Training – 18%

With a freedom pass I would need someone younger to travel with me, A support worker or similar. In my experience dial-a-ride don't always turn up.

Please remember that not only mobility impairment persons are unable to take public transport. A child with autism finds it difficult to take public transport. They become anxious because of sounds, unable to get a seat and as simple as if one bus stop is close and they have to go to the other can be a real challenge.

My daughter is 5 years old and uses a buggy as well as additional equipment that goes with her to school. The practicalities of using public transport at peak times is not ideal

NONE of the above are possible at all INSANE to think this is an option for my young person

Door to door service which my son has used all along. He is now at the stage where it is a bigger step towards his independence travelling on the minibus to and from 6th Form

None other than school buses.

I have 4 children at different schools. 1 in Camden, 1 in Barnet, 1 in Essex 1 in Haringey. None of these options would work for my children.

Q3. If you currently use transport what are your main reasons for using travel assistance? (1 for highest and 5 for lowest priority)

	No reply	1	2	3	4	5
Total	44%	16%	10%	9%	3%	18%
To achieve the quickest travel time from A to B	46%	18%	14%	2%	2%	18%
For the convenience of the carer	44%	10%	14%	4%	2%	26%
To develop the independence of the service user	41%	14%	15%	10%	2%	18%
To reduce the costs of the service user/carer	54%	8%	8%	8%	4%	18%
To improve the health of the service user	46%	10%	10%	24%	2%	8%
To access services	39%	37%	4%	4%	0%	16%

My daughter is 5 - cant walk and needs additional equipment that goes with her to school

At present I could walk to the day centre but Haringey would have to pay more money to provide a support worker.

I have another child at another school I cannot do school runs at the same time in different parts of the borough

Q4 . When deciding who should be entitled to free travel assistance which of the following do you think should be assessed? (rank from 1 to 7)

Person has the potential to benefit from travel training and travel independently	Whether suitable public transport is available for the journey	Whether other modes of travel are available (eg. access to a family car or a vehicle funded through the Motability Scheme)	Whether the service user is able to walk or ride on public/community transport due to ability, behaviour or health	Whether it places an unreasonable additional responsibility on the family or other carer	Whether transport is identified as part of an Education Health and Care Plan	Whether the reason for the journey is to attend routine health and or social care appointments
116	112	122	47	87	81	113

I'm a service user and whatever way I travel I will need to have a support worker to accompany me

I use transport to go to and from day centre

We have an adapted mobility car but I cannot drive my disabled daughter to school in Tottenham at the same time as I drop my other child to school in Crouch End.

Can travel but does not need total support and assistance to travel safely

I have 3 children below/in primary how would that work?

Anyone who reaches the criteria to have a freedom pass and free travel for their carer should be able to travel for quality of life and equality. Also safety. Haringey is a dangerous place.

Q5. The Travel Policy mentions that travel assistance will be reviewed regularly. How long do you think is a reasonable time frame to review your travel needs?

a) Under a month -2%
b) Every 3 months – 13%
c) Every 6 months -8%
d) Annually -57%
e) Other -5%
f) No Reply – 15%

Never. If I see yet another required assessment I will go crazy.

Adults with high needs should only be reassessed as part of their regular care review.

Flexible approach depending on child s diagnosis. If a child has long term disability, LD this is not going to change so why review annually

Every five years. But with the option for the service-user to make it sooner if independence has increased

You need flexibility as everyone's circumstances are different

Not reviewed. My necessity is for life. Cannot travel independently

Q6- 7

Q6. Do you agree that young people with statements or Education Health Care Plans, who move from schools to Further Education colleges at age 16 will have their travel needs reviewed?

No reply	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly Disagree
8%	10%	39%	15%	13%	15%

Q7. Do you agree that Haringey Council is not responsible for providing transport for young people, who have been placed by Haringey Children and Young People's Services with fostercarers in another borough?

No reply	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly Disagree
8%	5%	21%	28%	28%	10%

Q8. Some people are eligible for concessionary fares. Do you think people in receipt of concessionary fares should not be entitled to further travel assistance from Haringey Council?

a) Strongly Agree -13%
b) Agree – 10%
c) Neither Agree or disagree -21%
d) Disagree -21%
e) Strongly Disagree -28%
f) No Reply – 7%

Depends on disability as they might not be able to access public transport

I am really concerned that young and vulnerable service-users are being forced into situations that will cause them a great deal of distress. Everyone wants to be as independent as they can be, but trying to ram everyone into a one-size-fits-all approach will not work. Many service-users require a lot longer than a few weeks to build up to gradually more independent way to travel. My real objections are to the bus-stop style pick-ups which do not make anyone more independent, indeed they make service-users more dependent, create complications for households with more than one service user or those with very young children who will have to get their entire families out in the morning to wait at a bus stop with the service user and then repeat the whole performance, whatever the weather, again in the evening.

The Motability scheme and provision of the vehicle is every five years; however people should have access to transport if needs worsen or other circumstances change

Children with long term disabilities will still need the same provision so I'm not sure that it's necessary

Some people need travel assistance to access services such as health, visiting family

Again Safety is an issue. You need to take so many things into account. Have you ever tried to get an electric wheelchair onto a public bus or get a cab when you need it.

Q9. Do you think that people receiving a mobility benefit should use this to pay for travel assistance from the local authority?

a) Strongly Agree -0%
b) Agree – 7%
c) Neither Agree or disagree -19%
d) Disagree -21%
e) Strongly Disagree -51%
f) No Reply – 2%

Children with special needs have multiple appointments in multiple settings to attend and I don't think above will cover all of this. Also going to school 5 days a

These questions cannot be answered in a blanket way like this! There is far too much that depends on an individual's own abilities and needs. If you take away part of the mobility benefit to pay for travel assistance to access education or services during the week, then those using the Motability scheme would have to give up the scheme in order to fund the travel assistance they need during the week leaving them without a vehicle for the evenings, weekends and holidays. Is that what Haringey wants.

I disagrre because it depends how much you get in benefit. Also what needs a person has are different.

My daughters mobility component goes towards a car which is needed for her to travel anywhere. If I took her to the day service it would take at least 3 hours of her time away from home. I could not cope without this time to do all that is necessary before 3pm when she leaves the centre.

What Haringey fail to remember is that mobility rate ranges from low to high. A person getting low rate cannot afford to pay for transport from it so this needs to be more specific. People use their mobility allowance to purchase convenient means of equipment to ensure their children are fully equipped. These things are not provided by the LA. The mobility rate is not a lot of money so it cannot pay for transport at all

A proportionate charge may be appropriate, but some of the mobility allowance should be available to meet the person's wider travel needs.

Q10. Do you agree or disagree that people in residential or supported housing who are charged a contribution for transport should have their travel assistance costs paid for by their provider?

a) Strongly Agree -21%
b) Agree – 30%
c) Neither Agree or disagree -21%
d) Disagree -8%
e) Strongly Disagree -15%
f) No Reply – 5%

Without more information I can't answer this question properly. If, for example, the people in residential or supported housing are paid an adequate contribution then my answer would be 'Agree'. If, however, the contribution was inadequate to meet all the costs of the transport needs, then my answer would be 'Disagree'.

I don't feel I know enough about this.

Assistance should be paid for by the Council.

That would depend on whether the contribution paid to the provider was a true reflection of the cost of meeting the person's travel needs.

Depends on circumstances

Depends on circumstances

Q11. If you are a carer would you be interested in any of the following:

	No reply	Yes	No
Attending Travel Training so that you could train the person you care for?	26%	18%	56%
Attending Travel Training so that you could train other carers?	28%	10%	62%
Attending Travel Training so that you could train other service users?	28%	8%	64%
Would you be willing to Car share your car?	26%	8%	66%
Would you be willing to share a ride in someone else's car?	26%	13%	61%
Would you be interested in using something like Zipcar or DriveNow car schemes?	26%	13%	61%

My daughter needs an adapted wheelchair car not able to car share Zipcar

As carer life is so hard looking and caring for the loved ones. This is more responsibility for carer and they don't get paid for any hard work that they do.

As we are both working parents of disabled child who uses the school bus to get to school safely I do not understand why change, I can see this being more costly in the long run

In principle training the carer is a good idea. However, in practice most carers are parents of the service-users and of course are already doing everything they can to prepare their young people for an independent life including using their common sense and training them to travel independently as far as possible. For many of these young people it is not just a case of "get on a couple of buses and push your wheelchair between bus stops, the provision and home", it is how exhausting that would be and the fact that they would be too tired to access the provision once they reached it after having undertaken such a journey. On a separate note, you also need to be very careful about suggesting car-sharing to users of Motability vehicles as they could potentially be in breach of their lease agreement under the scheme.

Q12. Overall do you agree with the purpose of the Travel Policy?

a) Strongly Agree -0%
b) Agree – 21%
c) Neither Agree or disagree -13%
d) Disagree -20%
e) Strongly Disagree -36%
f) No Reply – 10%

I agree with the principles of sustainable transport and greater independence but am frankly insulted that the council is couching its cuts and money saving in this way. As I said before, if the authority really wants to help our young people to gain greater independence in travelling, more time and work individually with carers, provision and the young people themselves is required.

As previously stated, the Travel Policy tries to mix up the development needs of the people with disabilities with environmental concerns and a drive to save money. These are separate issues and should be addressed separately. Some people with high needs would benefit from accompanied travel on public transport, even though they may not be able to progress to fully independent travel.

If the individuals could be independent then they would have been, there is no point in trying to give independence to children it will only bring more problem to their life.

Promoting independence, enabling mobility. Does Haringey like seriously understand the wide vast of disability. You see, we try to make sure our children live as independent as possible but sometimes it is just hard and causes more distress than what we expect. Our children being happy is so important and they just cannot cope. It is so hard to now force a child to go take public transport and other means that will take them in a melt down, makes them so distress and then the carer parent is unable to manage. I strongly disagree with this and I hope there can be some other purpose or elaborate more on this purpose but definitely not for our children.

Equalities

No Reply	5%
A child or young person with SEND	10%
An adult social services user	10%
A carer	54%
Parent	21%

White	British	Irish
14	12	2
35%	30%	5%

White Other	Turkish/Cypriot	Kurdish
3	2	1
7%	5%	2%

Mixed	White and Black Caribbean	White and Asian	White and Black African	Other
5	1	1	1	2
11%	2%	2%	2%	5%

Asian or Asian British	Indian
3	3
8%	8%

Black or Black British	African	Caribbean
4	3	1
11%	8%	3%

Chinese	Chinese
3	3
8%	8%

Prefer not to Say
8
20%

Are you or the person you care for in receipt of any mobility benefit?

No reply	Yes	No	Don't know
5%	62%	31%	2%

Do you, or the person you care for live in residential or supported housing?

No reply	Yes	No	Not applicable
5%	8%	82%	5%

What is your age

No reply	16-24	25-44	45-64	65+	Prefer not to say
0%	2%	28%	46%	10%	14%

Do you have a physical or mental health condition or illness

No reply	Yes	No	Prefer not to say
0%	21%	64%	15%

What is you gender?

No reply	Male	Female	Prefer not to say
-	18%	72%	10%

What is your sexual orientation?

No reply	Homosexual (Gay)	Homosexual (Lesbian)	Heterosexual (Straight)	Bisexual (Attracted to both sexes)	Prefer not to say
10%	0%	2%	63%	2%	23%

General summary

- From reading all the responses to the consultation (a low return rate of 6%), the perception was that most people who responded are service users/carers/ parents who have /care for high complex need cases, and are afraid that the Travel Policy will take travel assistance away from them.
- Most people stated in various form that this should not be a blanked policy (which is not) and that travel arrangements should take individual circumstances into account (which Haringey does).
- Also, most respondents feel that the drive of the policy is to make further budget savings, rather than offer a wide range of alternative travel arrangements, which would be tailored to each individuals needs and outcomes to be met.

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Literal Comments:

Q1

Comments:

My young person CANNOT. Absolutely ridiculous
This is not an appropriate and safe option for many of the most vulnerable. This transportation is provided for only the most vulnerable. The question could be rephrased : do you agree with the principle that work makes you free?
If the council were serious about this being a policy to encourage more independent travel then it would have carried out a consultation BEFORE introducing some of these measures. Instead the council is striking fear into some of its most vulnerable residents and patronising service-users hiding behind the premise that it is helping them towards independence when all this is really about is making cuts and saving money.
Investing in developing skills for people with a disability is a good thing, but this needs to be separated from changes to save money, otherwise those affected will feel anxious and vulnerable.
The principle is a good one but realistically, some people need support for travel.
Carer's plates are already full this new travel policy will bring more hassle into people's lives. The best and safest way to carry children to school is already in place, which is school bus. Council should focus on more useful things.

I think the ability to carry out independent travel needs to be assessed individually, according to the user's needs.

Parents are not given enough time to fully read the document. It was only seen in the summer and so little time before closing date. The policy is not helping our children who have rigid and routine behaviours
Not if you are a child and physicall disabled like my daughter who is 5 year old and has cerebral palsy uses a buggy. How is this possible making her more independant
My son can not travel independently and as a working single mother, it will be difficult to manage him if he has to travel on public transport.
As long as people travelling more independently are supported in this by Haringey Council, and they do not end up deprived of any practical transport provision.
A lot of service users are not capable of independent travel
In general people capable of using public or independent transport would not be asking or requiring council transport

Complained about not receiving the actual policy and not having access to the internet

This is not about enhancing independence this is about withdrawal of services and saving money
Parent requested for no changes to be made in her home to school travel arrangements

Not all the young people and adults can travel on their own

I agree but only with full support in place
It has to be proportionate to the service users ability to travel independently and not solely reliant on the carer who may be taking free time

My daughter is 5 years old with cerebral palsy and requires equipment plus no interventions. Uses

a wheel chair buggy. Parent agrees with independence but this should start with secndary school

This is not a well phrased question. Independence should always be encouraged but practicalities are challenging. If I took my child by bus to college get her up and ready this would take me two hours. This would not be manageable.

It puts everyone in a neat and tidy box. Safety is the biggest thing to consider for a lot of students a school bus is what they need

This wouldn't apply as my child goes to school far away. Not my choice where he was placed

I agree on the principle of independent travel but public transport is not safe. There are not enough community transport police. Adults with LD get abused assaulted and robbed it is not safe to travel or walk around in Haringey.

About children there is n o local school to attend for many parents so it is not possible for children by walking at all. Children with additional needs it is possible to travel depends on any public transport. Any policy short not affect children with need.

People who are normal can travel by themselves but people with disability who does not have any sense of travel also who have hearing impairment and cannot communicate cannot travel independent. Also with sever disabilities always need assistant or escort can take them to their day centre.

My mum is very old and she wont take me around on buses

Q2

Other Options you would use (please state)

NONE of the above are possible at all INSANE to think this is an option for my young person

Door to door service which my son has used all along. He is now at the stage where it is a bigger step towards his independence travelling on the minibus to and from 6th Form and then letting himself in at home using his own (adapted) keys than it would be for him to have to rely on a parent wheeling him up and down the hill in his wheelchair at the start and finish of each day.

Non other than school buses.

Student transport

Please remember that not only mobility impairment persons are unable to take public transport. A child with autism finds it difficult to take public transport. They become anxious because of sounds, unable to get a seat and as simple as if one bus stop is close and they have to go to the other can be a real challenge.
My daughter is 5 years old and uses a buggy as well as additional equipment that goes with her to school. The practicalities of using public transport at peak times with this even if get a space is not ideal

None of the above will be suitable for my son.

I am a carer for adults with learning disabilities, and so this question does not apply to me.

It is not clear which option applies to which group of customers

Would need three buses for appointments for medically unstable child. Non of these would work for us as my daughter is medically unstable and would need 24 hours care. Taxi card scheme is good and we use it but allowance is for only 2 journsys per day. We have different carers each day but only 2 people, can be insured on a mutability car and they need to live within 5 miles.

Day Centre Transport

Person uses the centre transport 5 days in a week
Have you tried using public transport at peak time with a wheelchair and additional equipment.
Public transport is s limited option

Non of the above would help me take my daughter to college
Working parent with disabled children need consistency and to know their children arrive to school/college safely
I have 4 children at different schools. 1 in Camden, 1 in Barnet, 1 in Essex 1 in Haringey. Non of these options would work for my children.
People with LD need to be accompanied as it is not safe or you need to have guards upstairs on busses and at the stations or trams. CCTV onn trains at bus stops make Haringey safe.

Day Centre own Transport

With a freedom pass i would need someone younger to travel with me, A support worker or similar. In my experience dial-a-ride don't always turn up.

Q3
Other, please describe:

this does not make sense there are 6 options and 5 priority scores, there should be 6

My daughter is 5 - cant walk and needs additional equipment that goes with her to school

I have another child at another school i cannot do school runs at the same time in different parts of the borough

To access day services
At the day centre

I use day centre transport
At present I could walk to the day centre but Haringey would have to pay more money to provide a support worker.

Q4
Other, please describe:

The Childrens Act and the Care Act
My understanding is that health appointment transport is covered by the hospital

Does child need equipment or is the age to be independant with travel. is child physically disabled

We have an adapted mobility car but i cannot drive my disabled daughter to school in tottenham at the same time as I drop my other child to school in Crouch End

Can travel but does not need total support and assistance to travel safely

I have 3 children below/in primary how would that work
Anyone who reaches the criterea tio have a freedom pass and free travel for their carer should be able to travel for quality of life and equality. Also safety. Haringey is a dangerous place.

use transport to go to and from day centre
I'm a service user and whatever way I travel I will need to have a support worker to accompny me

Q5

Other, please specify:

Never. If I see yet another required assessment I will go crazy.

Every five years

But with the option for the service-user to make it sooner if independence has increased

Adults with high needs should only be reassessed as part of their regular care review.

Really if travel assistance has been assessed as necessary i think the question of whether the persons condition could possibly improve

You need flexibility as everyones circumstances are different

Long term disability we need support cannot travel independently assessed by GP annually

Flexible approach dependimng on child s diagniosis. If a child has long term disability, LD this is noyt going to change so why review annually

With so many of the options things can go wrong or may not work out.

It cannot be done any less because it takes too long to review anything and sort things out

Children with additionla neds are always vulnerable to be affect in all the ways. As a result the travel assistanvce is very important for them and their parents. I think it is very important to review childrentravel needs and TRAVEL ASSISTANCE CAPACITY.

Not reviewed. My necessity is for life. Cannot travel independently

Q8

Comments:

The Motability scheme and provision of the vehicle is every five years; however people should have access to transport if needs worsen or other cicumstances change
I am really concerned that young and vulnerable service-users are being forced into situations that will cause them a great deal of distress. Everyone wants to be as independent as they can be, but trying to ram everyone into a one-size-fits-all approach will not work. Many service-users require a lot longer than a few weeks to build up to gradually more independent way to travel. My real objections are to the bus-stop style pick-ups which do not make anyone more independent, indeed they make service-users more dependent, create complications for households with more than one service user or those with very young children who will have to get their entire families out in the morning to wait at a bus stop with the service user and then repeat the whole performance, whatever the weather, again in the evening.

I'm not happy with the way this travel policy is created away from giving parents enough time to let their voices be heard. The document is big and was only known in the summer holidays when parents did not have enough time to read it in detail. This need to be extended so forums can have a proper consultation with their parents

As long as Haringey Council ensures that these reviews are conducted in the agreed timescale. In my experience 'Annual' Reviews may take place every 2 or 3 years.

Some people need travel assistance to access services such as health, visiying family

Depends on disability as they might not be able to access public transport

Children with long term disabilities will still need the same provision so I'm not sure that it’s necessary
Again Safety is an issue. You need to take so many things into account. Have you ever tried to get an electric wheelchair onto a public bus or get a cab when you need it.

Q9

Comments:

So who's going to pay for the Motability vehicle, petrol, insurance excess payments, taxis if no Carer able to drive, etc etc??????? There is NO spare money.

If people have been assessed as having needs and those needs have not changed and the law has not changed then they should recieve the help they require, otherwise the council is being negligent in their duty. When a child with special needs whose transport has been removed dies on the roads of Haringey do we finaly get to say its social workers who kill disabled children not their parents.

These questions cannot be answered in a blanket way like this! There is far too much that depends on an individual's own abilities and needs. If you take away part of the mobility benefit to pay for travel assistance to access education or services during the week, then those using the Motability scheme would have to give up the scheme in order to fund the travel assistance they need during the week leaving them without a vehicle for the evenings, weekends and holidays. Is that what Haringey wants.

A proportionate charge may be appropriate, but some of the mobility allowance should be available to meet the person's wider travel needs.

The LA should provide travel assistance to ensure those that need it can access all elements of a 'normal' life independently.

What Haringey fail to remember is that mobility rate ranges from low to high. A person getting low rate cannot afford to pay for transport from it so this needs to be more specific. People use their mobility allowance to purchase convenient means of equipment to ensure their children are fully equipped. These things are not provided by the LA. The mobility rate is not a lot of money so it cannot pay for transport at all

Children with special needs have multiple appointments in mutiple settings to attend and I dont think above will cover all of this. Also going to school 5 days a week AM and PM the above will not be able to cover this

In my experience working with adults with learning disabilities, we should overcome all obstacles to prevent isolation among this vulnerable group. If this entails a bit of 'overlap funding' to achieve this, it is well worth doing as the longer-terms health benefits will far outweigh any short-term savings.

My daughters mobility component goes towards a car which is needed for her to travel anywhere. If I took her to the day service it would take at least 3 hours of her time away from home. I could not cope without this time to do all that is necessary before 3pm when she leaves the centre.

Depends on circumstances

Not for transport to school, health or statutory appointment

I disagree because it depends how much you get in benefit. Also what needs a person has are different.

Possible a small charge but not for school as this is everyday

not if it is for school or college

Not to attend part of their care package or health or training, only leisure

Does not get enough benefit to pay for transport.

Q10

Comments:

How? They're going to different places of a morning. Impossible for the providers Madness

See above

I don't feel I know enough about this.

That would depend on whether the contribution paid to the provider was a true reflection of the cost of meeting the person's travel needs.

Without more information I can't answer this question properly. If, for example, the people in residential or supported housing are paid an adequate contribution then my answer would be 'Agree'. If, however, the contribution was inadequate to meet all the costs of the transport needs, then my answer would be 'Disagree'.

Depends on circumstances

Should be assessed on needs

Assistance should be paid for by the Council.

Q11

Comments:

Motability scheme is there for a reason Who is going to drive? Who is going to escort? Carers are legally entitled to work themselves and have a life They are not free unpaid travel trainers They cannot take on transporting twice a day on top of everything else Did a single man with no experience of being a Carer come up with this unworkable crazy policy?

Arw Motability vehicles insured for car share schemes. If there is an accident whilst we are a passenger in a car in which we have been placed by the coucil who is liable? The driver or the council? Who do we sue?

In principle training the carer is a good idea. However, in practice most carers are parents of the service-users and of course area already doing everything they can to prepare their young people for an independent life including using their common sense and training them to travel independently as far as possible. For many of these young people it is not just a case of "get on a couple of buses and push your wheelchair between bus stops, the provision and home", it is how exhausting that would be and the fact that they would be too tired to access the provision once they reached it after having undertaken such a journey. On a separate note, you also need to be very careful about suggesting car-sharing to users of Motability vehicles as they could potentially be in breach of their lease agreement under the scheme.

I don't drive

I'm so shock at these questions. Is Haringey thinking about our children. Some disabilities you just cannot tell a child to share a car. People are from different backgrounds and sharing car with someone will not work at all. The training mentioned will have to be specific as to provide training for carers in the borough is a lot of money and then it is not used. Why? it is not needed as the person is not able to use public transport or any other means mentioned.

I dont drive

This question is not applicable to me.

I could not share a car as my daughter as my daughter does not accept having others in the car

My daughter needs an adapted wheelchair car niot able to car share zipcar

As we are both working parents of disabled child who uses sthe school bus to get to school safely I do not understand why change, I can see this being more costly in the long run

My children are autistic + in special schools. Would be very difficult to car share

Can't drive

As carer life is so hard looking and caring for the loved ones. This is more responsibility for carer and they don't get paid for any hard work that they do.

I'm a service user

Q13

Do you have any other comments about the Travel Policy...

Madness Unworkable A lot of kids, adults and young people absent from school, Appts and placements, and colleges etc You may as well stop paying for all those too

I think I have made most of my views clear at various points in this consultation so far already. I was truly dismayed to hear of this policy for the first time when I was invited to attend a consultation meeting at Haringey Sixth Form with very little notice. I was even more dismayed to learn that although the consultation only opened on July 6 and runs to October 4, my son, a service-user, could potentially be expected to travel to sixth form under the bus-stop-style scheme when he returns to college in the first week of September! I agree with the principles of sustainable transport and greater independence but am frankly insulted that the council is couching its cuts and money saving in this way. As I said before, if the authority really wants to help our young people to gain greater independence in travelling, more time and work individually with carers, provision and the young people themselves is required.
As previously stated, the Travel Policy tries to mix up the development needs of the people with disabilities with environmental concerns and a drive to save money. These are separate issues and should be addressed separately. Some people with high needs would benefit from accompanied travel on public transport, even though they may not be able to progress to fully independent travel.

If the individuals could be independent then they would have been, there is no point in trying to give independence to children it will only bring more problem to their life.

The policy is to provide clarity - does that mean guidance on who is eligible for what service? I find this question confusing. I also felt that several of your questions didn't have a clear purpose as to why you would consult on such specific issues
Promoting independence, enabling mobility. Does Haringey like seriously understand the wide vast of disability. You see, we try to make sure our children live as independent as possible but sometimes it is just hard and causes more distress than what we expect. Our children being happy is so important and they just cannot cope. It is so hard to now force a child to go take public transport and other means that will take them in a melt down, makes them so distress and then the carer parent is unable to manage. I strongly disagree with this and I hope there can be some other purpose or elaborate more on this purpose but definitely not for our children.
One policy does not fit all inter ms of age, disability ect

I think that this is a desperate money-saving exercise rather than trying to meet the transport needs of people who need this support.
Keep the service in house directly funded and provided by Haringey. Take the service users needs and wishes as the basis for any changes and not cost
I think that the travel policies being proposed will affect the elderly and disabled probably more than other service users. Implementing independent travel for these groups will impact carers and the families involved. It may be the difference in being able to attend an activity and deciding not to take part due to difficulties in getting to the chosen destination. It will need meticulous planning in advance which may not suit everyone.
I know that this policy is to save money. It must be considered that carers are already stretched to the limit. Many older pension years. They have many health problems themsleves. In the longg run this policy will not save money as nthe cared for will have to go into care.

Adults in receipt of socisl care with debilitating PD and MH need to be escortedc evrywhere day opps for those people suffering from dementia provide stimulation for the clients and respite for their carers. If a carer has to orgnasie transport and act as an escort a large chunck o
f that respite will have been taken away. Many carers of the elderly are themselves elderly if they do not recieve adequate support they may give up sooner rather than later or their health will collapse. In which case it may cost the council a lot more to pick up the pieces. Dial -a -ride say they bcannot accomodate evrey reuest to day centres or schools. taxi card has a limit on the number of trips if you want people to use private transport you need to amke sure that enough blue badge parking. How does a policy which includes the use of private transport fit in with policy of encoraging everyone to give up their cars and get on their bikes.
My daughter wheelchair bound non verbal tube fed and needs 24 hour care. Carers can't take my youngest daughter to school either

Parent raised concerns about single collection points during winter or rain. Howevre, acknowledges the importance of independence

I have to deal with two people with disabilities one who is a wheelchaoir users and needs total support.
The person I care for is a wheel chair user and needs full assistance to travel anywhere
I think you need to consider needs of different users. Called equality! Your under 12 not independent. Those unable to walk or behavioural issues - public transport issue at peak times. Cost of travelling to school daily is too high.
Parent currently likes there home to school travel arrangements. Understyands the principles of the policy but does not think these apply to her daughter as she is severely disbled. Parent also makes comment around parents who have more than one child to care for around the diffuculty of taking them to school especially if one is disabled.
Parent acknowledges that everybody is different and expresse the difficulties around caring for a severly disabled child. Happy with school bus and mentioned difficulty of getting wheelchair on public transport. Will the car share be CRB checked.
The TP is all about cost and saving money. Please do not treat parents/carers as we are being helped by these changes it's all about cost. How about reducing some of the mangers and supervision. How about reducing the amount of money wasted? It's a disgrace and you all well know it. but please traet us with the respect we deserve. I use your services because I have to not because I want to. Transport is a massive stress.
Non of this takes into account the safety or care of residents in the borough. Pavements are unsafe.

Do not like the idea at all as carer has too much work looking after their loved ones and do notn get enough break at all.
Leave it as it is. Don't change anything. I get picked up in a minibus and taken to my day centre.

Response to Haringey Council's Consultation
Promoting independence, enabling mobility: Haringey's draft Travel Policy 2016

Save Autism Services Haringey (SASH)

This response focuses on the implications of the draft policy for adults with autism and learning disabilities and their family carers.

Recommendations

1. *The scope of the policy including the range of different adults covered by the policy would benefit from further clarification.*

2. *The draft policy should be scrutinised by a lawyer specialising in care law and amended according to their advice.*

3. *The priority given to the principle of promoting independence over other principles sends out a wrong message to council staff and service users that provision or non-provision can be justified by this principle alone.*

4. *The policy expressly rejects the notion that some people have a right or entitlement to assisted travel. This statement does not comply with the Care Act and should be removed from the policy.*

5. *Throughout the policy promoting independence is out of kilter with promoting needs-entitlement leading to a gross imbalance – indeed ideological imbalance in view of the council's wide ranging cuts – in the direction travel policy is taking in the Borough*.

6. *The final policy should state expressly how charging for travel assistance works.*

7. *The final policy should remove the assumption that carers and family members are willing and able to take over the council's duty to transport users with care plans to their services.*

8. *When making requests of family carers to undertake duties previously done by the council, council staff should make clear in a written statement that this undertaking is based on the carer's willingness and ability.*

Scope (p13)
The scope of the policy including the range of different adults covered by the policy would benefit from further clarification. The policy excludes children and adults up to 25 who have a SEND. Does this mean that individuals in this group who have moved from SENDs to EHC Plans are likewise excluded?

The policy applies "specifically to travel arrangements required to access services or support identified as part of an adult social service funded care package". Presumably most members of this group have a care and support plans under the Care Act, but they are not exempt from the policy. It is not clear why the first group is exempt but not the second.

Moreover the group most affected by the policy appears to be adults who are covered by the Care Act - as the following shows - and benefit from the Act's entitlements,

The draft recognises that the Care Act is central to the policy with its "wider focus on promoting wellbeing, preventing, reducing or delaying need and information, advice and guidance". But the Act is mentioned only twice in the entire policy. Apart from the principle of promoting independence, there is no account of how other principles promulgated by the Act govern the policy. Further the draft makes no references to the role of other statutes placing duties on the council in how it exercises its travel policy.

The draft policy should be scrutinised by a lawyer specialising in care law and amended according to their advice. If the draft has been seen by the Council's legal department, their advice should have formed part of the consultation documentation.

General principle (p13)
The policy is based on the general principle that "service users will meet their own needs for travel to access and take advantage of existing services or support" in order to "develop[ing] the service user's independence, social and life skills". This is intended to apply to all aspects of the assessment and provision of travel support.

This principle is expressly used without reference to the Care Act principle that people with assessed needs are entitled to a broad range of provisions funded by local authorities, including travel assistance. Reference to people who have a need for travel assistance is referred to in the draft only as an *exception* (eg para 3.3, see below).

There are service users who will benefit from being encouraged to travel independently, and whose assessed needs point to this potential. However *the priority given to the independence principle over other principles sends out a wrong message to council staff and service users that provision or non-provision can be justified by this principle alone,* without regard to the principle of entitlement applying to both users and carers. 'Need' is given a lesser status as just one consideration in a list of Care Act principles, eg "The overriding principle is that the decision to provide transport is based on needs, risks and outcomes and on promoting independence" (13). Need is not articulated as a guiding principle in its own right. Rather, the principle of promoting independence is articulated as a guiding principle throughout the policy and organises the way travel provision is allocated to users. Likewise the principle of risk is also given a role - albeit a lesser role - in articulating provisions in para 3.6.

Using the independence principle alone has two consequences.

1. The draft policy contravenes the Care Act duty to meet need
The centrality given independence in the policy undermines the importance the Care Act places on assessed needs and the user's and carer's own statements of the outcomes they want to achieve in seeking to meet their needs. Indeed *the policy expressly rejects the notion that some people have a right or entitlement to assisted travel.* To say in a blanket statement that "Travel arrangements are not a service in its own right" is wrong and contrary to the Care Act. There are people with assessed needs who *do* have a right to council-assisted travel. *This statement should be removed from the policy.* If it remains it could be used to justify actions by council officers that would questionably lead to legal challenge.

The concept of need figures merely as a condition for *exempting* people from the principle of independence, rather than as a general principle to promote wellbeing. For example, para. 3.3 on eligibility lists considerations for exempting users from the policy which reference the needs of users and carers. One of which is:

- The client is not able to use public or community transport for health or other identified reasons.

Throughout the policy promoting independence is out of kilter with promoting needs-entitlement leading to a gross imbalance – indeed ideological imbalance in view of the council's wide ranging cuts in adult services – in the direction travel policy is taking in the Borough.

Charging
Para. 3.4, on charging for travel assistance fails to state what the policy is. *The final policy should state expressly how charging for travel assistance works.*

Process
Para. 3.7 refers to the Care Act principle of need but only as a secondary principle "after all travel options including an individual's use of Personal Independence Payment (PIP) (mobility component) and other transport concessions have been considered".

Recommendation
The policy would benefit from a closer examination of the governing principle of need as it operates in the Care Act and should incorporate this core principle into the policy. Under the heading 'Needs which meet the eligibility criteria: adults who need care and support', regulation 2(i) of *The Care and Support (Eligibility Criteria) Regulations 2015* refers to "making use of necessary facilities or services in the local community including public transport…". Assistance in making use of public transport to access services in the community – including council services and council-funded services – is stated as an outcome to enable users to meet their assessed needs. Such assistance would include council-provided or -funded alternatives to public transport, such as taxi or bus services where appropriate on the basis of need, as well as assistance in using public transport, eg by providing council-funded care assistants to accompany users on public transport. Regulation 2 in its entirety supports the governing principle of need in the Care Act and lists some of the outcomes that secure need.

2. The policy ignores the needs of carers under the Care Act
In the Act the principle of need applies equally to the needs of carers as well as service users. This points to a second consequence of prioritising the independence principle: that the policy gives only passing recognition to *carer's* needs. For example, the policy repeats the assumption that family members are available and expected to use their own cars to transport adult users to services: "Travel arrangements will *not* be provided if…Other modes of travel are available for example walking, access to a family car or a vehicle funded through Motability". Whilst the rider – providing "it doesn't place an unreasonable additional responsibility on family or other carer" – is added, examples have come to the attention of SASH of families with Motability cars being required by transport staff (located in Children & Families) to use their Motability cars to transport adult children to daycentres and colleges,

without establishing whether family members were willing and able to do this. Previously these users had been transported by council-funded bus and taxi services. If the user's care plans had not recorded a reduction in assessed need, which might have permitted a change in transport provision, this practice was possibly unlawful.

The Care Act is clear about what expectations can be placed on family carers. In general terms the assessment of an adult in need must not assume the type and amount of care provided by the carer. Para 6.113 of the Care Act Statutory Guidance, says "Authorities must only take consideration of whether the adult has a carer, or what needs may be met by a carer *after* the eligibility determination when a care and support plan is prepared" (stress added). S10(5) of the Act requires that assessments must take into account the extent to which the carer is 'willing, and is likely to continue to be willing' to provide care. Para 2.49 of the Guidance states that LAs "should not assume that others are willing or able to take up caring roles".

The final policy should remove the assumption that carers and family members are willing and able to take over the council's duty to transport users with care plans to their services. When making requests of family carers to undertake duties previously done by the council, council staff should make clear in a written statement that this undertaking is based on the carer's willingness and ability to undertake these tasks.

Other points – travel assistance options, p16
The policy should consider and cost the viability of employing a team of drivers to drive service users' Motability cars to transport users to services. This should be considered as a further travel assistance option that would contribute to saving on costs already subsidised by the Motability scheme such as insurance and petrol. It would also avoid placing additional responsibilities on family members to drive their adult children to services.

Conclusion
Whilst promoting independence is itself a human need, the primacy given to this principle over others raises questions about the policy's compliance with the Care Act, in particular in meeting all needs arising from disability.

(Save Autism Services Haringey – 3 October 2016)

SAVE AUTISM SERVICES HARINGEY is a group of parents and carers of adults with autism in Haringey (including some with learning disabilities, mental health problems, epilepsy and other complex needs) who are campaigning to save services from cuts.

Travel Policy Consultation Feedback

The Council consulted widely over the 90 day consultation period from July to October.

This including engaging with stakeholders at Partnership Boards, Reference Groups, Forums, Steering Groups and focus groups. There were alos three specific workshops held going in depth into the Travel Policy.

The feedback from these various engagements is as follows:

- There was a pervading perception that the Travel Policy is about the Council taking away transport from people where it is currently working for them.
- Some people felt that the sole purpose of the policy was for the Council to save money. Was about cuts; not about promoting independence.
- Some people felt that overall the clarity of the policy needed looking at.
- For example it was felt that there needed to be more clarity about who will receive travel assistance.
- Some found it difficult to understand the difference between the specific sections and which parts referred to CYP and which to Adults
- There was a view that the policy did not give clarity around the fact that children and young people are assessed individually. That the priority needed to be the outcome of the child.
- There was a feeling that there should be collaboration with parents around choices which needed to be made.

Issue regarding using family Cars

- The cost of purchasing cars was raised.
- They are expensive to buy, insure, tax, MOT, service and run.
- There is also the issue of the need in some cases for an escort separate from the driver.
- Mobility vehicles are also a very expensive option. The mobility car grant provided does not cover the total cost.
- Not feasible for a low income family

- Issue around the fact of having a family car and therefore being responsible for travel to the activity or service.

- The Travel policy was deemed to be contrary to the Council's policy to reduce traffic congestion and pollution. The view was that the travel policy would lead to an increase in traffic usage if people needed to use their own transportation.

Issue around Parking

- The lack of disabled parking at schools/services was raised.

- This has been a long running issue and the view was that it was difficult enough to have this provided without an increase in car journeys to schools or services.

- A suggestion was made to stagger start times for classes at school therefore easing congestion at the school and allowing for better use of the limited disabled parking.

- The law requires a minimum of 2 disabled bays in public car parks

- Infrastructure audit for wheel chair accessible

Issues around Payments

- Concerns around payments for travel. How much would it be? What about how the mobility benefits were currently being used. Would these be taken into account? Or would they be impacted upon.

- The legality of DLA being used for travel assistance was raised.
- It was felt that how welfare benefits were used was not the business of the Council

Travel assistance options

- Agreement that a broad range of options were being made available
- Concerns about safety for example unsure about DBS checks if car sharing

- View about travel training being more prominent in the policy as something that should be explicitly encouraged.

- Not everyone understood that these are options and are not compulsory.

- Concerns Insurance for driving Zip cars – does this cover having a disabled person in the car
- Questions around the number of zip cars available in Haringey.
- Experience of using Dial-a-ride was that you might have to wait around.
- Difficulty of using public transport especially at busy times like in the morning.

- Difficulty of those with challenging behaviour or those using wheelchairs to be able to safely access public transport.
- The issue of inclement weather. What to do when weather conditions made it more difficult to get about.

- No suggestions were made for any auxiliary travel options.

Carers

- There were concerns around the impact of the travel policy on carers. Some carers felt that the focus of the policy was on the promoting the users independence without taking into account the needs of the carer.

- It was felt that the policy didn't take into account the extra burden that might be placed upon carers having to arrange travel assistance.

- There was also the issue of the amount of extra time this may take. Also the issue of having more than one child who went to different schools. Would this be taken into account?

Care Act Compliance

- The issue of whether the travel policy is Care Act compliant was raised.

- The Care Act puts carers on an equal footing with those who have care needs. Some carers raised the issue about whether the Travel Policy was Care Act compliant in regards to carers.

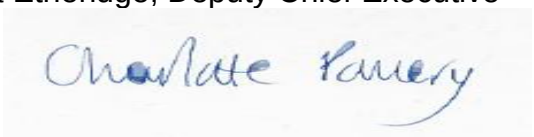
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Report for: Cabinet on 13 December 2016

Item number: **12**

Title: Contract award for the Shared Lives Service

Report authorised by : Zina Etheridge, Deputy Chief Executive



Lead Officer(s): Charlotte Pomery, Assistant Director, Commissioning
Sanjay Mackintosh, Head of Strategic Commissioning

Ward(s) affected: All

Report for Key/ Non Key Decision: Key Decision

1. Describe the issue under consideration

1.1 Priority 2 in Haringey's Corporate Plan seeks to enable adults to lead healthy, fulfilling lives, whilst promoting and maximising independence and delivering high quality outcomes for people. Haringey's existing Shared Lives Scheme delivers on this objective and currently enables 40 local people to live with families and carers in their own home providing the accommodation, care and support that they need. Not only does Shared Lives provide good outcomes for people, it is also more cost effective than other forms of care and support, so the Council is committed to growing the scheme by recruiting more Shared Lives carers and providing more long term placements to local people.

1.2 To achieve this growth, Cabinet took a decision in November 2015 to find an alternative provider to deliver the current in-house scheme. This report presents the outcome of implementing that decision and deals with two things:

a) **Investment model –** approval of the proposed investment model for Shared Lives over the next 5 years, namely leveraging social investment with ongoing support from a 'Shared Lives Incubator' made up of four organisations – Social Finance, Shared Lives Plus, Community Catalysts and Shared Lives Investments Limited Partnership

b) **Contract award –** following a procurement process, the approval to award a contract to an alternative provider using the proposed investment model

2. Cabinet Member Introduction

2.1 Increasing our Shared Lives provision is part of our efforts to enable more people to continue to live in their community and to try and achieve sustainable

social care at a time when health and social care are facing unprecedented demand and budgetary pressures

2.2 The Haringey community have supported Shared Lives for many years, opening their homes and providing high quality care. They have supported vulnerable adults to continue to live independently and be an active part of the community. The partnership with the Shared Lives Incubator will enable us to provide investment and support to the new provider to build on the established service and grow it further so that more people can feel the benefits of Shared Lives.

3. Recommendations

3.1 Cabinet is asked to do the following:

a) Approve the proposed social investment model with the Shared Lives Incubator (SLI), which includes a 'growth premium payment' paid together with the weekly management fee through a new provider.

b) In accordance with Contract Standing Order (CSO) 9.06.1(b)(i) and CSO 9.06.1(d), to approve the award of a contract to Ategi Ltd, a not-for-profit Shared Lives provider, to deliver Haringey's Shared Lives Scheme from April 2017

c) Award the contract to Ategi Ltd for a period of five years with an option to extend for two further periods of one year each at a fixed weekly management fee as identified in Part B (exempt information) of this report. The estimated contract value for managing the Shared Lives service could be £1.85million over the 5 year contract term. The value of each extension year could be £500,000.

d) Note the TUPE transfer of 4 staff (3.6 FTE) to Ategi concurrent with the commencement of the contract.

e) Delegate authority to the Deputy Chief Executive to approve the total amount of the social investment required and the corresponding growth premium payment, which will not exceed £35 per week, once it has been finalised.

4. Reasons for decision

<u>Investment model</u>

4.1 At a time of limited financial resources, the Council continues to seek innovative solutions to fund schemes that deliver good outcomes for local people. For Shared Lives, social investment provides such an option, as it:

a) Leverages funds from investors who want to put their money into causes that improves people lives, particularly vulnerable people
b) Ensures investment is only paid back to investors when outcomes are achieved
c) Provides a 'catalyst' to schemes to grow and deliver good outcomes by providing additional funding up front, alongside existing investment from the local authority

4.2 As part of seeking an alternative provider for Haringey's Shared Lives scheme, the Council has worked with the Shared Lives Incubator (SLI) – a group of four organisations comprising Social Finance, Shared Lives Plus, Community Catalysts and Shared Lives Investments Limited Partnership – who are specifically focused on supporting the growth of Shared Lives schemes across the country. Working in partnership with SLI enables the Council to leverage investment, expert advice and business support to help achieve growth of the Shared Lives service whilst repayment is on the basis of achievement of outcomes. All of this is a critical component to helping Haringey's Shared Lives Service grow.

4.3 The contract itself is a payment by results delivery model. The Council pays the Provider a fixed weekly management fee for each arrangement supported. This model is enabled by the social investment. It is estimated that the social investment requirement will be £190,000. This is made up of £150,000 worth of cash investment paid directly to the Provider, together with expert advice and business support valued at £40,000 over the 5 years. The risk on this investment is borne by the social investors. The Council will repay the investment via a fixed 'growth premium payment' on top of the weekly management fee for each placement. This has been calculated at £35 per week. The social investors share in the success of the scheme, but will only receive a return in the event that at least 70% of the target is reached. The total investor return is expected to be around 4%. More details are set out in section 6 of this report.

Contract award

4.4 This contract award, and related procurement process, is the implementation of the November 2015 Cabinet decision to deliver the Council's in-house Shared Lives Scheme through an alternative provider. The purpose of seeking an alternative provider is to grow the scheme so that the benefits – both improved outcomes and as a more cost-effective care option – can be felt throughout the system. It is part of Haringey's objective to keep people healthy and living in their own communities for longer and to see a greater emphasis on promoting independence, dignity and choice - with care and support shifting away from institutional care towards community and home based support.

4.5 As a result of the procurement exercise, which was carried out in accordance with the Procurement Code of Practice, it is now recommended that the successful tenderer be awarded a contract as outlined in 3.1 in accordance with CSO 9.06.1(b)(i) and CSO 9.06.1(d).

4.6 The recommendations as outlined above in 3.1 are based on the provider which scored the highest on a most economically advantageous (MEAT) basis and therefore would offer the best value to the Council in terms of quality and price.

4.7 The successful tenderer, Ategi Ltd, are a not-for-profit, co-operative company, who have managed a number of Shared Lives services since 2001. They have successfully nurtured and grown Shared Lives schemes in South Wales, Herefordshire and Buckinghamshire, including a number which were previously

local authority run schemes. They will be able to draw on this experience to ensure a smooth transition for the staff, carers and service users. For more details see 6.40-6.42.

5. Alternative options considered

5.1 An options appraisal was undertaken, in consultation with representatives from UNISON, that evaluated the best option for growing the Shared Lives service. The alternative options considered as part of this are set out below:

a) **Do nothing (as is)** – keep the service in house and provide no extra investment to increase the size of the staff team. The number of new placements established through the service has slowed and the total number of placements has remained roughly the same for a number of years. This suggests that without additional investment an increase in the number of placements is unlikely and would result in failure to achieve the target of growing the scheme and delivering efficiency savings as a more cost effective form of care with good outcomes.

b) **Enhanced as is** – this would require significant investment from the Council to invest in more staff and expert support to help the service to improve and grow with no guarantee of an increased number of placements. The risk of the investment would be fully borne by the Council. The social investors that are part of the Shared Lives Incubator are not able to invest directly into the public sector.

c) **Alternative Provider (without the Shared Lives Incubator)** – it is unlikely that without the support of social investment an alternative provider would be able to achieve the rapid growth whilst also operating a payment by results delivery model. In addition we believe that the expert support offered by the Incubator is critical to the success of growing the service in a sustainable way.

5.2 Two further suppliers were considered as part of the procurement process. The scores for these bidders are presented in this report (see 6.37).

6. Background information

6.1 In November 2015 Cabinet decided that the in-house Shared Lives Service should be delivered through an alternative provider to increase capacity. This report details the chosen provider model and the outcome of the subsequent open tender process and recommendation for the award of the contract.

6.2 Shared Lives is a model of social care that has been used within Haringey for over 36 years and is well established nationally. The scheme offers a form of care that centres on sharing home, family and community life, in supporting people to lead fulfilling and active lives. Uniquely, it enables people from all kinds of backgrounds to draw on their families, friends and neighbours in supporting some of our most isolated and vulnerable people, using the Shared Lives carer's own family home. Shared Lives is an alternative to home care and residential care for people in need of support. Carers share their lives and often

their homes with those they support. The service is used by around 15,000 people in the UK.

6.3 Haringey Council currently manages an in-house Shared Lives scheme that employs 4 staff, working through 44 carer households to deliver 40 long term arrangements as well as providing respite, short breaks and day care services. The majority of service users are currently adults with learning disabilities as well as those with mental health needs and young people leaving care. The service will continue to work with adults with learning disabilities but to also grow provision for other user groups, particularly adults with mental health needs, but also those with physical disabilities, the frail and elderly, and younger people leaving care.

6.4 The purpose of seeking an alternative provider is to grow the scheme, so that the benefits – both improved outcomes and a more cost-effective care option – can be felt throughout the system as part of Priority 2 in the Corporate Plan. It is part of Haringey's objective to keep people healthy and living in their own communities for longer and to see a greater emphasis on promoting independence, dignity and choice - with care and support shifting away from institutional care towards community and home based support.

6.5 This contract will see Haringey Shared Lives supported to achieve sustainable growth with social investment and expert advice, through an innovative partnership model between the 'Shared Lives Incubator', led by Social Finance, and the Council.

6.6 The new service is scheduled to mobilise between January and March 2017, and commence full service delivery on 1st April 2017.

National Context

6.7 The implementation of the Care Act 2014 represents a major shift in the way adult social care is delivered to people across the country. The Council has a duty to commission a wide range of services to improve the general health and wellbeing of its local population. This includes encouraging a genuine choice of service type. Statutory guidance stipulates that this should involve "not only a selection of providers offering similar services, encouraging, for example, a variety of different living options such as shared lives, extra care housing, supported living, support provided at home, and live-in domiciliary care as alternatives to homes care, and low volume and specialist services for people with less common needs".

6.8 Research[1] undertaken by the University of Worcester on behalf of Shared Lives Plus in 2013 (The State of Shared Lives in England, 2014) demonstrates that the Shared Lives approach is highly valued by individuals, their families and by those commissioning social care. Its focus on the individual helps to meet the personalisation agenda by giving individuals more control and choice and developing the capacity of the whole community to support its more vulnerable members. Shared Lives arrangements have been found to offer so much more than traditional forms of residential care particularly for people with learning

[1] http://www.scie-socialcareonline.org.uk/the-state-of-shared-lives-in-england/r/a11G0000003irxVIAQ

disabilities or mental health problems. Anecdotal evidence suggests that Shared Lives carers are much more successful at helping disabled people to join in with their communities and access training and employment.

Partnership with the Shared Lives Incubator

6.9 The previous Minister of State for Care and Support, Norman Lamb launched the Shared Lives Social Investment Project in July 2013 and spoke about his support for Shared Lives, “Shared Lives is in the vanguard of driving change in many respects … it provides an innovative, alternative model of care to home care or residential homes for disabled adults and older people. And it does that by seeing the positives in people, not the negatives”.

6.10 Over six months in 2013, with the support of the Cabinet Office, Social Finance, Shared Lives Plus and Community Catalysts worked closely with four local authorities – Lambeth, Leeds, Manchester and Newham – to explore a model for expanding Shared Lives with social investment. This led to the establishment of the Shared Lives Incubator (SLI) to provide practical support for the growth of Shared Lives schemes, enabling a greater number and variety of vulnerable adults to access high quality community care.

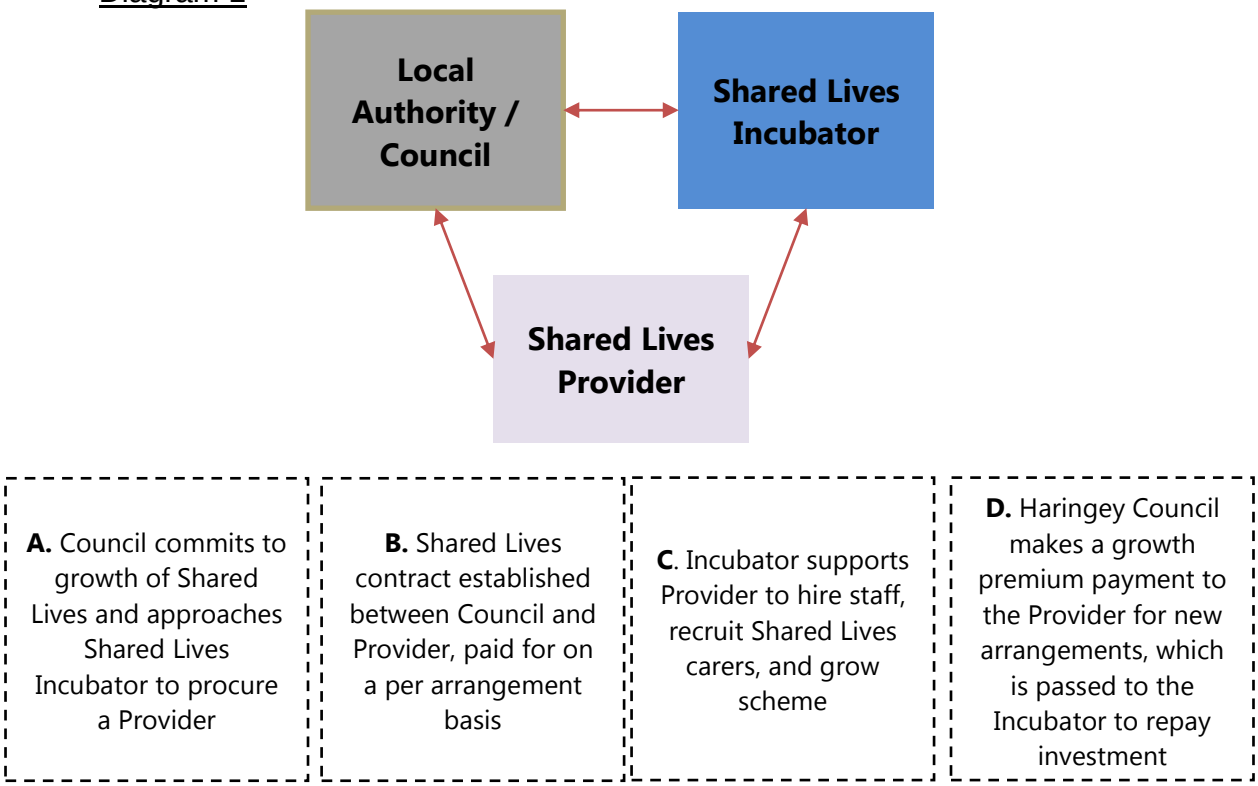
6.11 Haringey Council have been working together with Social Finance and Community Catalysts since February 2016 on the process to find an alternative provider for the Shared Lives service.

6.12 The SLI comprises the following organisations: Community Catalysts, Shared Lives Plus, Social Finance and the Shared Lives Investments Limited Partnership (LP). There are four socially motivated investors in the Shared Lives Investments LP: the John Ellerman Foundation, Esmée Fairbairn Foundation, Joseph Rowntree Foundation and Big Society Capital.

6.13 The SLI will provide investment, through the Shared Lives Investments LP to the Provider to enable the sustainable expansion of the service as well as provide expert advice and business support to enable the Provider to deliver high quality growth.

6.14 The SLI will work in partnership with the Provider as set out in the diagram below:

Diagram 1



6.15 £150,000 of social investment will be paid directly to the Provider, in addition to receiving expert advice and business support valued at £40,000. The total social investment requirement will not exceed £190,000 however the final amount will be finalised following detailed discussions with the provider.

6.16 The Council will repay the investment via a fixed 'growth premium payment' on top of the weekly management fee for each placement. Based on a social investement requirement of £190,000 this has been calculated as £35. The social investors share in the success of the scheme, but will only receive a return in the event that at least 70% of the target is reached. The total investor return is expected to be around 4%.

6.17 The social investment will be used to pump prime the new provider and cover initial operating losses. The Council and the SLI are committed to supporting the new Provider to establish a sustainable scheme that will survive beyond the contract period.

Objectives for the new service

6.18 Haringey Council will require the provider to manage the current scheme and rapidly grow the service, whilst maintaining existing arrangements, so that more people can benefit from Shared Lives. The aim is for the provider to support 110 long term arrangements by the end of the 5 year contract period. This is an objective which the Council believes is challenging but achievable, and contingent on both the performance of the provider and activities by the Council to ensure suitable and sufficient referrals.

6.19 The new provider will have the following objectives:

- To become sustainable and continue beyond the 5 year contract period.
- To ensure individuals are supported to achieve their goals and that those in long-term arrangements are able to be involved in meaningful day time activities, tailored to their requirements.
- To recruit, manage and support the carers who are part of the scheme and deliver Shared Lives.

6.20 The provider will collect data and information as evidence to support the achievement of these objectives and the Council will use this to evaluate and manage the service. The SLI will also be closely involved in monitoring the service.

Savings

6.21 It is estimated that growing the Shared Lives service could realise savings for the Council of up to £780,000 over the 5 year period. The savings are achieved as a result of Shared Lives being more cost effective than alternative forms of care.

6.22 The potential savings are based on an average weekly unit cost for Shared Lives (weighted according to placement type) of £609 over the 5 years compared to an average of £838 for alternative forms of provision. The unit cost for Shared Lives includes the carer fee, cost of 5 weeks respite, day care, management fee and the growth premium payment.

6.23 A number of assumptions have been made to calculate the potential savings, including:

- That approximately 2 out of 3 placements are adults with learning disabilities, where the most significant savings are made.
- A weighted average carer fee has been used, based on rates for existing placements.
- Costs of alternative provision based on June 2016 data.
- That respite will be provided by Shared Lives, except in a small number of cases.
- That 15 stable long term placements are made in year 1 steadily rising to 22 by year 5, but also allowing for some attrition.
- That the growth premium payment is a fixed amount of £35 for the duration of the contract.

6.24 The numbers are contingent on both the Provider being able to recruit carers and make successful matches, but just as importantly a steady number of quality referrals from the Council.

6.25 The contract and the savings are focussed on increasing the number of long term arrangements however savings could also be realised from increasing Shared Lives respite provision, particularly for adults with learning disabilities.

Stakeholder engagement

6.26 The Council currently employs 4 staff (3.6 FTE), who it is anticipated will transfer to the incoming provider under TUPE regulations. Staff have been regularly briefed on progress during the procurement process and consultation will be initiated upon contract award.

6.27 Seperately, commissioners have engaged with UNISON representatives throughout the process, in line with the 2000 protocol on outsourcing. Shared Lives staff and a union representative attended the market event held in March 2016 and UNISON have commented on the options appraisal, the draft tender documents and were present at the clarification meetings with potential providers as an observer. They have also had the opportunity to submit written questions to the potential providers as part of the tender process.

6.28 Carer representatives and staff were consulted as part of preparing the service specification. Three carers formed a carer panel and were a formal part of the evaluation process, asking providers specific questions during the clarification meetings. Their views were taken into account in the scoring of bids.

6.29 Commissioners also held an evening Q&A session for all carers to brief them on the process and the potential impact on them and provide an opportunity for them to ask any questions they had.

Procurement process

6.30 In February 2016, a Prior Information Notice (PIN) was placed in Official Journal of the European Union (OJEU) which sets out the Council's purchasing intentions and informs the market that they should expect a procurement to be commenced within the next 12 months.

6.31 Following publication of PIN a 'Market Enagement' event was held on 15 March 2016. This event was intended to communicate and share information with potential providers to help them understand the commissioning intentions and offer opportunities to network and forge partnerships.

6.32 The 'Market Enagement' event indicated that this is a specialist service and the nature of the market for this type of service is limited. Therefore, the 'Open' tendering process was selected as the most efficient route to market.

6.33 The procurement process started on 19 July 2016 with placing a contract notice in Official Journal of the European Union (OJEU) and Contract Finder. The tender advert was also published on Haringey's website and Delta E-sourcing portals.

6.34 The Invitation to Tender (ITT) and supporting documents were uploaded on Delta (e-tendering portal) where following a registration process, the potential tenderers can access the tender documents and submit their tenders electronically.

6.35 By the closing date of the tender (3 October 2016), 6 organisations registered their interest on Delta E-sourcing portal. Out of 6, three organisation submitted

the tenders. Tenderers who submitted tender(s) are listed in Part B (Exempt Information) of this report.

6.36 The tenders were evaluated using the Most Economical Advantageous Tender (MEAT) which included a split of 40% Price and 60% Quality as set out in the ITT documentation.

6.37 The table below details the outcome of the tender evaluations and respective scores of the tenders.

Tenderers	***Quality Scores (out of 600 points)***	***Price Scores (out of 400 points)***	***Total scores (out of 1000 points)***
Ategi Ltd	370	400	770
Company B	368	368	736
Company C	363	257	620

6.38 All tenderers were invited for clarification meetings. The evaluation panel was comprised of two representatives from the SLI, Council commissioners and a senior representative from the Haringey Learning Disability Partnership (HLDP). The Shared Lives service is currently part of the HLDP.

6.39 The Council received internal and external legal advice (provided by TLT Solicitors LLP) throughout the process.

Preferred bidder

6.40 The evaluation panel recommends that Ategi Ltd be appointed as the provider for the Haringey Shared Lives Service. In their tender submission, Ategi were able to provide strong evidence of how they would deliver on the key outcomes for the service and support the in-house team through the transition, including the TUPE transfer.

6.41 Ategi Ltd, are a not-for-profit, co-operative company, who have managed a number of Shared Lives schemes since 2001. They have successfully nurtured and grown quality Shared Lives schemes in South Wales, Herefordshire and Buckinghamshire and have experience of taking over local authority services.

6.42 Their experience of managing multiple schemes that are geographically spread means that they have established management and service support structures that are designed to effectively manage, support and empower their local Shared Lives teams. They will draw on their experience to work with the staff team, the Council and the SLI to sustainably grow Shared Lives in Haringey.

Transition and Contract Management

6.43 Key Performance Indicators and methods of measurement are integrated within the service specification and will be monitored through contract monitoring meetings and reports.

6.44 Contract monitoring meetings will be held monthly for the first six months and quarterly thereafter. The purpose of monthly monitoring meetings will be to

examine the implementation of the service, monitor delivery of the service at an operational level and to foster partnership working to facilitate early resolution of problems and/or issues.

6.45 The provider will commence a pre-mobilisation period in January 2017 for a period of 3 months, before service commencement on 1 April 2017.

7. Contribution to strategic outcomes

7.1 This decision is in line with Priority 2 in the Council's Corporate Plan, which focuses on ensuring adults lead healthy, fulfilling lives and are able to maximise their independence.

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

Finance

8.1 The Shared Lives outsourcing is part of the Councils overall redesign for Adults Social care and aims at improving the choices and quality of services available to clients. It is also a key vehicle to achieving value for money in providing of quality services. The report is seeking the approval to award the contract to an alternative provider. Ategi is the preferred provider, based on the fees outlined in Part B (exempt information) of the report, and a weekly growth premium payment of £35, the potential average savings per client is estimated at £229 per week. This is expected to realise up to £780k savings over 5 years.

8.2 The savings are contingent on the provider recruiting increased number of carers and making successful matches and the council making steady, good quality referrals.

8.3 There is some risk associated with the payment by results delivery model, however this is mitigated by the social investment and support the provider will receive from the Shared Lives Incubator.

Procurement

8.4 The report relates to services which are subject to the new Light Touch Regime under the Public Contract Regulations 2015. As such they are required to be advertised in the Official Journal of the European Union (OJEU) although there is greater flexibility in the tender procedure followed than under the standard EU tender regime.

8.5 The procurement process has been carried out in line with the Procurement Code of practice. Central procurement has been involved in this process and supports the recommendation.

8.6 Contract management will be put in place to ensure contract compliance and ensure quality outcomes.

Legal

8.7 The contract which this report relates to has been procured in accordance with the Light Touch Regime as set out in the Public Contracts Regulations 2015.

8.8 This is a key decision and the Service have confirmed this is on the Forward Plan.

8.9 The Assistant Director of Corporate Governance is not aware of any legal reasons preventing Cabinet from approving the recommendations in the report.

Equality

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

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

8.11 An updated Equality Impact Assessment (EQIA) is attached to this report [Appendix 1].

8.12 Under the proposed new arrangements, the Shared Lives staff that are currently in-house will be transferred to the contracted alternative provider on equivalent terms under the TUPE process. The staff have been briefed throughout the process and there will be further consultation with staff once the preferred bidder has been decided.

8.13 The Shared Lives scheme offers family and community placement options for adults eligible for care. The majority of those using the current scheme are adults with learning disabilities. The new provider will be expected to both maintain the quality of existing placements, and to significantly expand the service, including creating placements for adults with mental health needs, physical disabilities, those frail and elderly, and younger people leaving care.

8.14 The Council will work closely with the new provider towards creating more Shared Lives placements, including how this interlinks with referral practice in adult social care. Contract management arrangements will be put in place, focused on the quality of placements, safeguarding and aims to expand the service.

8.15 The new provider will be expected to demonstrate a strong commitment to fairness and equality in its service delivery and work practices, and comply fully with duties under the Equality Act 2010. Equality considerations will form part of ongoing monitoring and oversight arrangements.

9. Use of Appendices

Appendix 1: Equality Impact Assessment

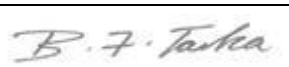
10. Local Government (Access to Information) Act 1985

10.1 This report contains exempt and non exempt information. Exempt information is contained in the exempt report and is not for publication. The exempt information is under the following category: (identified in the amended schedule 12 A of the Local Government Act 1972 (3)) information in relation to financial or the business affairs of any particular person (including the authority holding that information).

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Haringey Council

Equality Impact Assessment

Name of Project	Shared Lives	**Cabinet meeting date** ***If applicable***	16/12/2014 10/02/2015 16/06/2015 10/11/2015 15/12/2016
Service area responsible	Adult Social Services		
Name of completing officer	Christine Mosedale	**Date EqIA created**	Draft October 2015
Approved by Director / Assistant Director		**Date of approval**	02/11/2015

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. Commissioning Officer – Christine Mosedale	5.
2. Policy & Equalities Officer – Katherine Booth / Ben Ritchie	6.
3.	7.
4.	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.

The delivery of the Council's in-house Shared Lives Service through an alternative provider, following a procurement process

Shared Lives is a well established scheme within Haringey Council and nationally. The scheme relies on the participation of the local community, where a family or an individual share their family home with someone who needs support.

The scheme offers a Shared Lives placement option for adults with a learning disability, mental health needs, a physical disability or who are frail and older. Such placements offer the opportunity for people with social care needs who cannot live alone independently to live in a family environment in the community, where they could otherwise require supported living or residential care. Currently, the service has 39 adults in long term arrangements, 31 of whom have a learning disability, 4 of whom have a mental health need, 2 are young people leaving care and 2 have a physical disability. There are an additional 10 users currently placed with a Shared Lives carer for a short break or for day care.

In November 2015, Haringey Council's Cabinet decided to go out to tender for an alternative provider to take over the delivery of the in-house Shared Lives Service. The introduction of an alternative provider is intended to enable the growth of the Shared Lives scheme across the borough, and deliver this growth in the most cost-effective way. Following a tender process the Cabinet in December 2016 is being asked to approve Ategi Ltd as the preferred alternative provider.

The aim for the new Shared Lives service is to maintain the quality of the existing arrangements, whilst also expanding the service so that it supports 110 long-term arrangements over a 5 year contractual period. A payment by results mechanism, supported through a proposed social investment agreement, will help facilitate this growth. The award of the contract to Ategi will entail the transfer across of 4 members of staff who are currently in-house, under the agreed TUPE process.

This is an updated version of the equality impact assessment that accompanied the Cabinet decision to proceed with the procurement back in November 2015. It assesses the potential impact of the proposed changes on service users of Shared Lives, as well as staff directly affected. Section 6 puts forward actions that will help to mitigate adverse impacts and to promote equality going forward.

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?**
Human Resources records Jun/Jul 2015	Staff profiles of in-house Shared Lives workers

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?**
Service Data on Shared Lives clients Data of people using Shared Lives from April 2015 to March 2016	There are currently 39 long term users of Shared Lives and 10 service users who receive respite support (in the form of short breaks or day care). The data is service data and provides a profile of both the carers who deliver Shared Lives and the service users who are placed with them.

Stage 5a – Considering the above information, what impact will this proposal have on the following groups in terms of impact on residents and service delivery: **Positive and negative impacts identified will need to form part of your action plan.**				
	Positive	**Negative**	**Details**	**None – why?**
Sex	X			The proposal is to transfer to a

	Service users (%)	Carers (%)
Female	53	73
Male	47	27

Gender Reassignment
Data is not available

Age

	Service users (%)	Carers (%)
16-24	29	0
25-39	27	6
40-49	10	19
50-64	16	47
65 +	18	28

Disability

	Service users (%)
Learning Disability	84
Physical Disability	4

No known disabilities amongst carers.

Religion or Belief (or No Belief)

	Service users (%)	**Carers (%)**
Christian	45	62
Hindu	6	14
Jewish	0	1
Muslim	10	11
Other Religion	0	2
No Religion	8	4
Not Stated	31	6

				new service provider. Whilst the nature of the service provided means a high proportion of service users are in protected groups, the proposed change is intended to result in improvements to the way that the service is provided which should have a positive impact on all groups of service users. The specification for the service is not changing as a result of this proposal. It is therefore not anticipated that the proposal will have any negative impact on users of the service.
	X		Increasing the number of older people supported by Shared Lives is a target for the expanded service.	
	x		Service users with a learning disability will continue to be the predominant user group. However increasing the number of service users with a physical disability is a target group for the expanded service. The service also intends to increase the number of service users with a mental health need.	
	x			

Race & Ethnicity

	Service users (%)	Carers (%)
White	43	32
Mixed	9	1
Asian	9	25
Black	30	35
Not Stated	2	0
Other Ethnic Group	7	7

x

Sexual Orientation

	Service users (%)	Carers (%)
Bi-Sexual	2	0
Gay Man	2	0
Heterosexual	94	2
Lesbian	2	98
Prefer not to say	0	0
Not Declared	0	0

Pregnancy & Maternity
Data unavailable

Marriage and Civil Partnership
Data unavailable

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 **Sex:** / **All LBH staff** / **%** / **Shared Lives team%** **All people** / **2,727** **Males** / 887 / 32.5% / 50.0% **Females** / 1,840 / 67.5% / 50.0%			The proposal concerns moving the shared lives service to a new provider. It is anticipated that the service specification will remain the same. The impact of any changes to working arrangements for staff, such as location and hours of the service, for particular groups of staff will be assessed at the point of choosing a preferred bidder. There will be a process of consultation with staff once a preferred bidder has been chosen. This is likely to take place in February/March 2017. This EqIA will be updated to pick up any impacts for particular groups of staff highlighted through the consultation and agree any actions to be taken in response. Staff will be covered by TUPE legislation.	
Gender Reassignment **Data is not available** **Gender Reassignment**			The proposal concerns moving the shared lives service to a new provider. It is anticipated that the service specification will remain the same. The impact of any changes to working arrangements for staff, such as location and hours of the service, for particular groups of staff will be assessed at the point of choosing a preferred bidder. There will be a process of consultation with staff once a preferred bidder has been chosen. This is likely to take place in February/March 2017. This EqIA will be updated to pick up any impacts for particular groups of staff highlighted through the consultation and agree any actions to be taken in response. Staff will be	There will be an opportunity for staff to raise any impacts arising for this characteristic during the consultation

<table>
<tr><td></td><td></td><td></td><td>covered by TUPE legislation.</td><td></td></tr>
<tr><td>Age
<table><tr><th>Age:</th><th>All LBH staff</th><th>%</th><th>Shared Lives Team %</th></tr><tr><td>All people</td><td>2,727</td><td></td><td></td></tr><tr><td>16-24</td><td>34</td><td>1.2%</td><td>0.0%</td></tr><tr><td>25-39</td><td>681</td><td>25.0%</td><td>25.0%</td></tr><tr><td>40-49</td><td>822</td><td>30.1%</td><td>25.0%</td></tr><tr><td>50-64</td><td>1,138</td><td>41.7%</td><td>50.0%</td></tr><tr><td>65 +</td><td>52</td><td>1.9%</td><td>0.0%</td></tr></table></td><td></td><td></td><td>The proposal concerns moving the shared lives service to a new provider. It is anticipated that the service specification will remain the same. The impact of any changes to working arrangements for staff, such as location and hours of the service, for particular groups of staff will be assessed at the point of choosing a preferred bidder. There will be a process of consultation with staff once a preferred bidder has been chosen. This is likely to take place in February/March 2017. This EqIA will be updated to pick up any impacts for particular groups of staff highlighted through the consultation and agree any actions to be taken in response. Staff will be covered by TUPE legislation.</td><td></td></tr>
<tr><td></td><td>Positive</td><td>Negative</td><td>Details</td><td>None – why?</td></tr>
<tr><td>Disability
<table><tr><th>Disability:</th><th>All LBH staff</th><th>%</th><th>Shared Lives team %</th></tr><tr><td>All people</td><td>2,727</td><td></td><td></td></tr><tr><td>Disabled Staff</td><td>282</td><td>10.3%</td><td>25.0%</td></tr><tr><td>Non Disabled Staff</td><td>1,775</td><td>65.1%</td><td>75.0%</td></tr><tr><td>Not Stated</td><td>670</td><td>24.6%</td><td>0.0%</td></tr></table></td><td></td><td></td><td>The proposal concerns moving the shared lives service to a new provider. It is anticipated that the service specification will remain the same. The impact of any changes to working arrangements for staff, such as location and hours of the service, for particular groups of staff will be assessed at the point of choosing a preferred bidder. There will be a process of consultation with staff once a preferred bidder has been chosen. This is likely to take place in February/March 2017. This EqIA will be updated to pick up any impacts for particular groups of staff highlighted through the consultation and agree any actions to be taken in response. Staff will be covered by TUPE legislation.</td><td></td></tr>
</table>

Race & Ethnicity

Race & Ethnicity:	All LBH staff	%	Shared Lives team %
All people	**2,727**		
White	1,219	44.7%	25.0%
Mixed	100	3.7%	20.0%
Asian	263	9.6%	0.0%
Black	1,009	37.0%	75.0%
Not Stated	59	2.2%	0.0%
Other Ethnic Group	77	2.8%	0.0%

The proposal concerns moving the shared lives service to a new provider. It is anticipated that the service specification will remain the same. The impact of any changes to working arrangements for staff, such as location and hours of the service, for particular groups of staff will be assessed at the point of choosing a preferred bidder. There will be a process of consultation with staff once a preferred bidder has been chosen. This is likely to take place in February/March 2017. This EqIA will be updated to pick up any impacts for particular groups of staff highlighted through the consultation and agree any actions to be taken in response. Staff will be covered by TUPE legislation.

	Positive	Negative	Details	None – why?

Sexual Orientation

Sexual Orientation:	All LBH staff	%	Shared Lives team %
All people	**2,727**		
Bi-Sexual	8	0.3%	0.0%
Gay Man	12	0.4%	0.0%
Heterosexual	528	19.4%	0.0%
Lesbian	4	0.1%	0.0%
Prefer not to say	188	6.9%	100.0%
Not Declared	1,987	72.9%	0.0%

The proposal concerns moving the shared lives service to a new provider. It is anticipated that the service specification will remain the same. The impact of any changes to working arrangements for staff, such as location and hours of the service, for particular groups of staff will be assessed at the point of choosing a preferred bidder. There will be a process of consultation with staff once a preferred bidder has been chosen. This is likely to take place in February/March 2017. This EqIA will be updated to pick up any impacts for particular groups of staff highlighted through the consultation and agree any actions to be taken in response. Staff will be covered by TUPE legislation.

Religion or Belief (or No Belief) **Religion or Belief (or No Belief):** / **All LBH staff** / **%** / **Shared Lives team%** **All people** / **2,727** **Christian** / 335 / 12.3% / 0.0% **Buddhist** / 2 / 0.1% / 0.0% **Hindu** / 16 / 0.6% / 0.0% **Jewish** / 5 / 0.2% / 0.0% **Muslin** / 52 / 1.9% / 0.0% **Sikh** / 7 / 0.3% / 0.0% **Other Religion** / 16 / 0.6% / 0.0% **No Religion** / 152 / 5.6% / 0.0% **Not Stated** / 2,142 / 78.5% / 100.0%			The proposal concerns moving the shared lives service to a new provider. It is anticipated that the service specification will remain the same. The impact of any changes to working arrangements for staff, such as location and hours of the service, for particular groups of staff will be assessed at the point of choosing a preferred bidder. There will be a process of consultation with staff once a preferred bidder has been chosen. This is likely to take place in February/March 2017. This EqIA will be updated to pick up any impacts for particular groups of staff highlighted through the consultation and agree any actions to be taken in response. Staff will be covered by TUPE legislation.	
	Positive	**Negative**	**Details**	**None – why?**
Pregnancy & Maternity **Pregnancy & Maternity** **Data is unavailable**			The proposal concerns moving the shared lives service to a new provider. It is anticipated that the service specification will remain the same. The impact of any changes to working arrangements for staff, such as location and hours of the service, for particular groups of staff will be assessed at the point of choosing a preferred bidder. There will be a process of consultation with staff once a preferred bidder has been chosen. This is likely to take place in February/March 2017. This EqIA will be updated to pick up any impacts for particular groups of staff highlighted through the consultation and agree any actions to be taken in response. Staff will be	

<table>
<tr><td></td><td></td><td></td><td>covered by TUPE legislation.</td><td></td></tr>
<tr><td>Marriage and Civil Partnership
(note this only applies in relation to eliminating unlawful discrimination (limb 1))

<table>
<tr><th>Marriage and Civil Partnership:</th><th>All LBH staff</th><th>%</th><th>Shared Lives Team</th></tr>
<tr><td>All people over 16 years old</td><td>2,727</td><td></td><td>5</td></tr>
<tr><td>Single</td><td>550</td><td>20.2%</td><td>0</td></tr>
<tr><td>Married</td><td>253</td><td>9.3%</td><td>1</td></tr>
<tr><td>Separated</td><td>2</td><td>0.1%</td><td>0</td></tr>
<tr><td>Divorced</td><td>24</td><td>0.9%</td><td>0</td></tr>
<tr><td>Widowed</td><td>2</td><td>0.1%</td><td>0</td></tr>
<tr><td>Same-sex civil partnership</td><td>0</td><td>0.0%</td><td>0</td></tr>
<tr><td>Not Stated</td><td>1,896</td><td>69.5%</td><td>3</td></tr>
</table></td><td></td><td></td><td>The proposal concerns moving the shared lives service to a new provider. It is anticipated that the service specification will remain the same. The impact of any changes to working arrangements for staff, such as location and hours of the service, for particular groups of staff will be assessed at the point of choosing a preferred bidder. There will be a process of consultation with staff once a preferred bidder has been chosen. This is likely to take place in February/March 2017. This EqIA will be updated to pick up any impacts for particular groups of staff highlighted through the consultation and agree any actions to be taken in response. Staff will be covered by TUPE legislation.</td><td></td></tr>
</table>

Stage 6 - Initial Impact analysis	Actions to mitigate, advance equality or fill gaps in information
Service - The nature of the service provided means a high proportion of service users are in protected groups. The proposed change is anticipated to improve management of the service and should not therefore impact negatively on any service users. Were the transition to the new provider to result in any changes for individual service users these would be mitigated through normal service management. Staff – Any specific changes to the working arrangements for staff, such as location and hours of service, will become clear following discussions with the preferred bidder. There will be a process of consultation with staff once a preferred bidder has been chosen. This is likely to take place in February/March 2017. This EqIA will be updated to pick up any impacts for particular groups of staff highlighted through the consultation and agree any actions to be taken in response.	The following actions will be put in place to mitigate risks and advance equality: **1) Target groups for an expanded Shared Lives service** All vulnerable adults are eligible for the service, but those with learning disabilities, a mental health need, a physical disability or older people with frailty are specific target groups for the expanded service. **2) Contract specifications and expectations on the provider** As part of the contract we will clearly specify the type and quality of service which we want to be provided and the new provider will deliver the service in line with that specification. We will monitor the provider to ensure compliance with our requirements including the provision of high quality support. **3) TUPE process and equalities protections** The contract requires the service provider to comply with the 2010 Equality act to the same extent as a public authority and, in particular, comply with the public sector equality duty under Section 149. The staff who transfer will do so under TUPE. This means that they will transfer over to the new provider on the same terms and conditions. They will carry with them their continuous service from the outgoing employer, and should continue to enjoy the same terms and conditions of employment with the incoming employer. **4) Monitoring and oversight** Council officers, along with representatives from the Shared Lives Incubator will meet with the new service provider for regular contract monitoring meetings. This will happen at least quarterly, and more frequently if needed. The servide provider will be required to capture equalities data and undertake an annual user satisfaction survey to carers and service users.

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

The proposal was part of Proposal 2 of the adult social care public consultation. The consultation was undertaken from 3 July to 1 October 2015. This was a wider consultation on changes to adult social care services and as such it is difficult to draw out what users thought specifically about the proposed change to this service. We will communicate with service users about the change to an alternative provider and reassure them that this shouldn't impact upon their service provision.	This proposal had a relatively low number of responses (37). 57% of respondents were strongly opposed to the proposals however 32% were neutral. Staff and carers are naturally anxious about the change to an alternative provider. The staff and Shared Lives carers have been engaged during the tender process. Feedback from staff and carers fed into the tender documents and carer representatives were on the evaluation panel. Staff and carers have been regularly briefed throughout the process to allay concerns as far as possible and keep them informed. The Trade Unions have been consulted and involved throughout the tender process and will enter into negotiations with the preferred bidder on behalf of the staff, following the contract award.

Stage 8 - Final impact analysis

Shared Lives is open to all vulnerable adults, but is currently predominantly used by younger people with a learning disability. The Council are looking to expand the service to support more people with a mental health need, older people and those with a physical disability as it promotes independence within a supportive family environment.

The service provider will be required to adhere to the public sector equality duty under the Equality Act 2010, and will be expected to have non-discriminatory recruitment and human resource policies.

The service proposal is to transfer the service to an external provider to increase capacity without incurring increased costs. We do not consider there will be any adverse impact on service users on the grounds of a) their sex, b) their gender reassignment status, c) religion or belief, d) race and ethnicity e) sexual orientation f) pregnancy & maternity status, g) marriage and civil partnership status, h) their age, i) disability.

We acknowledge the concerns raised through the consultation responses regarding the quality of services provided by an alternative provider. To mitigate this we shall have a commissioning relationship with the new provider. This means that we will specify the type and quality of service which we want to be provided and the new provider will deliver the service in line with that specification. We will closely monitor the provider, including regular contract monitoring meetings and user satisfaction survey, to ensure compliance with our requirements including the provision of high quality support.

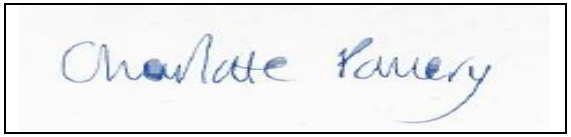
Additionally:

1) Officers will (i) carefully monitor the development of these proposals; (ii) continue to have "due regard" to the Public Sector Equalities Duties during the implementation process;

2) There will be monitoring and oversight of the implementation of the recommendations through i) the Strategic Healthy Lives Priority Board (which has oversight of the strategic and operational delivery of the various service proposals), ii) Transformation Group (which provides scrutiny and challenge to the delivery of the Transformation proposals/plans and ongoing monitioring of quality and performance), iii) the Director and Lead member for Health and Wellbeing. In addition the transformation is subject to scrutiny by the Council's overview and Scrutiny Committee and the Adults and Health Scrutiny panel.

There will be consultation with staff and a further equalities analysis for the impact on the workforce will be carried out following the selection of preferred bidder.

Stage 9 - Equality Impact Assessment Review Log

Review approved by Director / Assistant Director		Date of review	21/11/2016
Review approved by Director / Assistant Director		Date of review	

Stage 10 – Publication

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

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Report for: **Cabinet – 13 December 2016**

Item number: **13**

Title: **Setting up of London Regional Adoption Agency**



Report authorised by : **Jon Abbey, Director Children's Service**

Lead Officer: Neelam Bhardwaja, Assistant Director, Safeguarding & Social Care (Neelam.bhardwaja@haringey.gov.uk)

Ward(s) affected: All

Report for Key Decision:

1. DESCRIBE THE ISSUE UNDER CONSIDERATION

1.1 Following the publication of the DfE paper, *Regionalising Adoption* (June 2015), the Department invited councils and Voluntary Adoption Agencies to submit Expressions of Interest in becoming part of new regionalised arrangements. In response, the Association of London Directors of Children's Services (ALDCS) submitted a London proposition, which was approved for development in 'scope and define' phase. Through the development of regional agencies, the DfE and ALDCS aspire to speed up matching, improve adoption support and achieve cost efficiencies.

1.2 A number of possible models for the London Regional Adoption Agency have been explored. ALDCS have recommended the creation of a new local authority owned entity operating in a hub and spoke approach. The model is expected to retain a strong local link. It is recognised that local knowledge and relationships will be essential.

1.3 Haringey Council will need to formally agree whether they wish to join the ALDCS Regional Adoption Arrangements, or seek other arrangements to join. The final detailed operational arrangements are expected to be developed by September 2017. This report seeks Cabinet approval for the Council to work collaboratively with other London boroughs to continue to develop the London Regional Adoption Agency with the intention of joining the agency, when it becomes operational in 2017/18. The approval of Cabinet is required to enable the Council to participate in negotiations about the delivery model for the adoption services through the London Regional Adoption Agency.

1.4 The main report has been prepared by London Councils for London Boroughs to seek Executive approval. However, minor amendments have been made by Haringey Council officers. London Council are leading on the arrangements for the London Regional Adoption Agency.

2. CABINET MEMBER INTRODUCTION

2.1 In accordance with the Department for Education's ambition to establish regional adoption services, the Education and Adoption Act 2016 requires all local authorities to join a regionalised adoption agency by 2020.

2.2 The proposals for the London Regional Adoption Agency, developed by the Association of London Directors of Children's Services, represent a major step towards a London-wide approach to adoption, which aims to speed up matching and improve outcomes for adopted children, improve adoption support and achieve cost efficiencies.

2.3 This in-principle decision to join the London Regional Adoption Agency follows and builds on Haringey's existing work with local authorities and voluntary adoption agencies across London. Working in partnership across London will help us in our aims to find safe and secure homes for all our young people, and ensure every child is given the best start in life.

3 RECOMMENDATIONS

3.1 That Cabinet agrees to the development of the London Regional Adoption Agency, a not-for-profit corporate entity, jointly owned by the founding London boroughs and working in partnership with Voluntary Adoption Agencies to deliver adoption services and as set out in paragraph 15 of this report;

3.2 That Cabinet agrees in principle to join the proposed London Regional Adoption Agency subject to the detailed business case and financial analysis; and

3.3 That there be a further report to Cabinet on the details of the proposed arrangement including the business case, financial analysis, arrangement for consultation with staff and other stakeholders and related legal documentation and for a final decision on joining the London Regional Adoption Agency.

4 REASONS FOR DECISION

4.1 The Cabinet approval is required for the Council to work collaboratively with other London boroughs to continue to develop the London Regional Adoption Agency with the intention of joining the agency, when it becomes operational in 2017/18.

5 ALTERNATIVE OPTIONS CONSIDERED

5.1 The London Regional Adoption Agency has been developed to meet the needs of London boroughs. It would operate in a similar manner to the London Admissions and London Grid for Learning Teams, with governance through ALDCS and London Councils.

5.2 The DfE require all local authorities to join a regional agency by 2020, therefore 'do nothing' is not an available option within the current policy and political landscape.

5.3 Alternatives to the London option would be to join another developing regional agency or create a new model. Other developing regional agencies have not been developed with the involvement of London boroughs. No other regional agencies have proposed a model linked to the governance of London local authorities. The London model is

being developed with the complexity of the borough and provider landscape in mind. Many of the models being developed in other regions e.g. single LA host, would not be appropriate to meet this complexity of need.

5.4 Any new agency being developed would have the same timescale requirements and would need to access development funding independently. ALDCS identified that using existing arrangements (e.g. consortia) would not remove the performance and service variation across London and most current consortia regions would not achieve the DfE aims for scale. A sub-divided London would lose the benefit of the wider pool of adopters and the standardisation of service offering.

5.5 Given the policy drive from the Government and examples of good joint working in other areas of children's services, a Regional Adoption Agency as described in this paper is considered to be the only viable option at present.

6 THE POLICY BACKGROUND TO REGIONALISATION

6.1 Adoption is a way of providing new families for children who cannot be brought up by their biological parents. It is a legal process in which all parental rights and responsibilities are transferred to the adoptive family. Once an adoption has been granted, it cannot be reversed. Alternative permanency options include special guardianship orders (SGOs) and long term fostering.

6.1 Successive governments have raised concerns that children in care may experience poorer outcomes due to a low rate of adoption as well as delays in the process. Children in care are more likely to be unemployed, to experience mental health problems, to become homeless and to have their own children removed from them. It should be noted that children in care often arrive in care with significant issues that contribute to poor outcomes and a poor care experience can exacerbate rather than remedy these issues. Conversely, a well-timed and good placement match can make a significant and positive difference to the long-term outcomes of children who have difficult and damaging pre-birth and early year's experiences which lead to an adoptive placement.

6.2 In order to improve outcomes for children in care, the then Coalition Government introduced *An Action Plan for Adoption: tackling delay*[1] with legislative changes to the monitoring of the adoption process through an Adoption Scorecard. This set targets for Local Authorities to speed up the adoption process. In many authorities, those targets have not been met and the speed of adoption remains a local corporate parent and central government concern.

6.3 The Department for Education (DfE) paper, *Regionalising Adoption*[2] proposed the move to regional adoption agencies in order to:

a) Speed up matching
b) Improve adopter recruitment and adoption support
c) Reduce costs.
d) Improve the life chances of vulnerable children.

6.5 The government has reinforced their policy ambition through provisions in the Education and Adoption Bill. The DfE's ambition is for all local authorities to be part of a regionalised service by 2020.

6.6 Through *Adoption: a vision for change*[3], the Department highlighted the need to draw on the best of both the statutory and voluntary sectors to ensure that systems are designed around the needs of children. It also reinforced the vision to ensure that the voice of children and adopters is at the heart of policy making and service delivery.

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[1] An Action Plan for Adoption: tackling delay (DfE, 2012)
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/180250/action_plan_for_adoption.pdf

[2] Regionalising Adoption (DfE, 2015)
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/437128/Regionalising_adoption.pdf

[3] Adoption: a vision for change (DfE, 2016)
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/512826/Adoption_Policy_Paper_30_March_2016.pdf

6.7 There has been no ministerial change following the changes in government during July and the DfE has, since those changes, reaffirmed a commitment to this policy. A communication from the DfE to DCSs on 15th September 2016 stated *'RAAs will make an enormous difference to some of our most vulnerable children. We and the team would welcome any further feedback on how we can best work together to deliver the great potential which RAAs have to offer...'.*

Working together to improve adoption services in London

6.8 London boroughs and VAAs have a history of working together to improve adoption services.

Pan-London joint working

6.9 In 2013, the London Adoption Steering Group was set up to enable pan-London good practice sharing and development. This group transitioned to the London Adoption Board in 2014. The London Adoption Board includes London boroughs and voluntary adoption agencies (VAAs) and is sponsored by the CVAA. The London Adoption Board has supported the collection of adoption data, facilitated best practice showcase events, advocated with external groups on behalf of London, and enabled the development of standards for adoption services.

Consortia arrangements

6.10 All London boroughs belong to an adoption consortium. These consortia allow best practice sharing between local authorities and enable joint working on some aspects of the service. In some cases, services are carried out jointly between boroughs via these consortia arrangements. Examples of service areas that are carried out jointly include adopter training, recruitment activity, and joint subscriptions. There is a range of levels of integration within the different consortia. Figure 1 shows the current consortia regions.

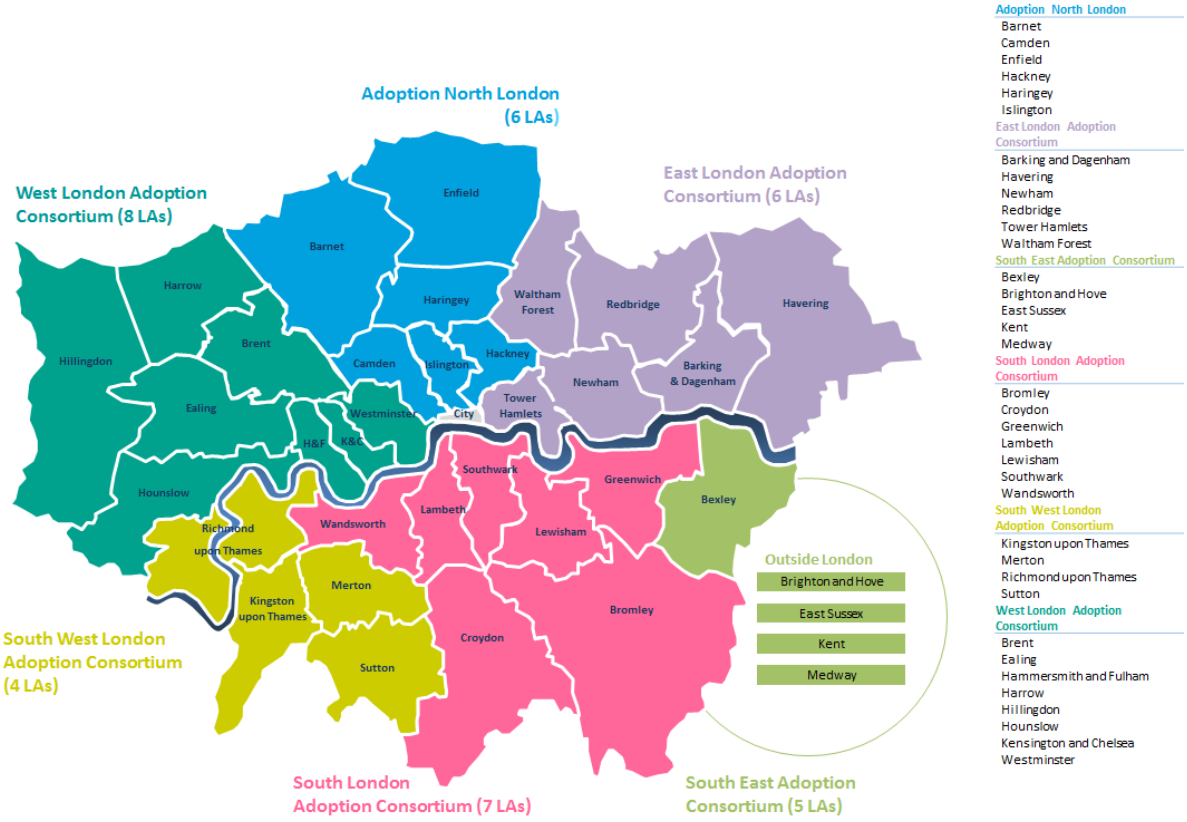


Figure 1. London adoption consortia arrangements

The engagement between boroughs and VAAs ranges from individual service contracts and spot purchase arrangements with VAAs to outsourcing the full adoption service. Many VAAs are involved in the consortia arrangements shown above.

The London Regionalised Adoption Project

Governance

6.11 Following the publication of this paper (i.e London Regionalised Adoption Project), the Department invited Councils and Voluntary Adoption Agencies to submit Expressions of Interest in becoming part of new regionalised arrangements. In response, the Association of London Directors of Children's Services (ALDCS) submitted a London proposition in late 2015. The DfE subsequently approved the ALDCS proposition as a "scope and define" project.

6.12 ALDCS set up and chair a Regionalisation Project Steering Group that has driven the development of the initial recommendations outlined in this document. The Regionalisation Steering Group sits under the governance of ALDCS and makes operational decisions to drive the project forward. An ALDCS reference group (5 DCS members) has also been set up to support the Regionalisation Steering Group Chair with ensuring that the views of London as a whole are represented at a senior level. A diagram of the governance arrangements is shown below.

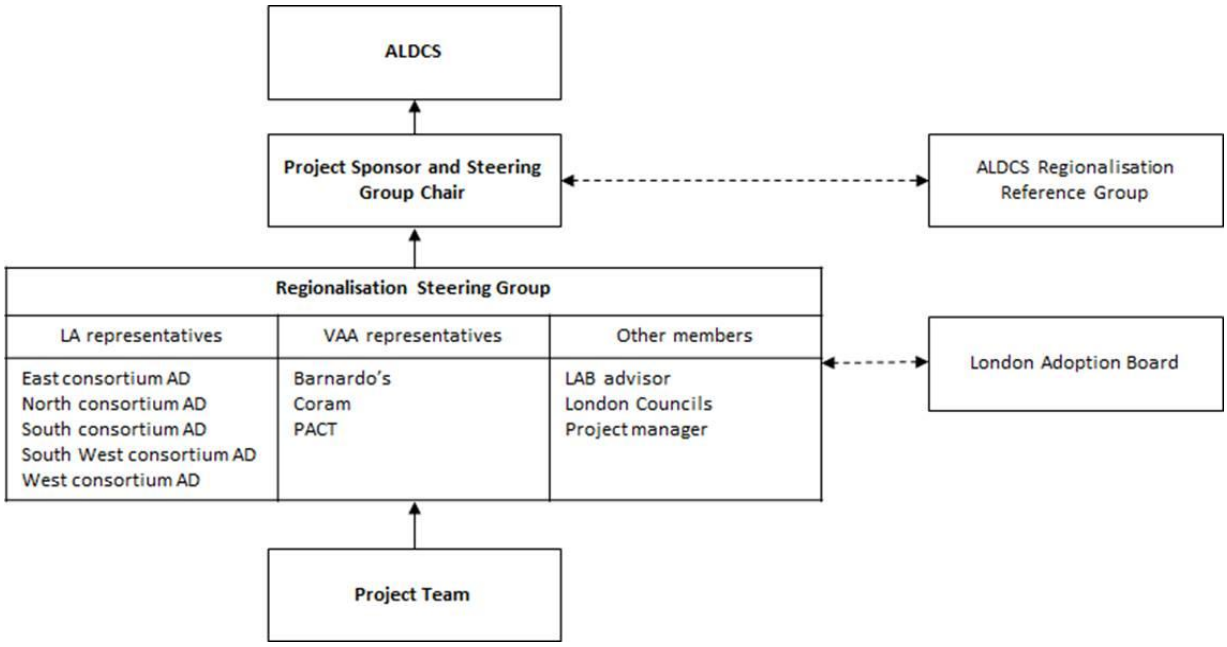


Figure 2. London Regional Adoption project governance and membership.

The vision for London

6.13 The development and assessment of models for the London Regional Adoption Agency was preceded by the development of a vision for London. This vision was agreed by Directors and engaged upon with stakeholder groups.

6.14 The core of this vision is to ensure that all London's children who require adoptive families receive excellent services that meet their needs leading to excellent outcomes for them and their adoptive family. See **Appendix 1** of the vision statement.

Opportunity for London

6.15 The vision highlighted a focus on achieving the best outcomes for all London's children in need of an adoptive placement and reducing any current postcode lottery of provision across the capital.

Outcome performance for children and adoptive families

6.16 With regards to the current outcome performance, the majority of London boroughs do not achieve the national average waiting time from entry to care to moving in, and there is wide variation in performance on this metric and the timeline from placement order to matching.

6.17 An activity survey carried out in the first phase of the project showed variable practice regarding the use of adopters approved by other agencies (other LA or VAA), and variation in the use of the adoption support fund. These practice differences may influence the placement timelines.

6.18 Adopter focus groups reinforced the need to improve equality in service provision across London. In particular, they raised concerns that training availability was limited in some areas and there was inconsistent access to adoption support.

6.19 Within these performance metrics, there is some clustering of performance seen within some consortia groups. This suggests that there is opportunity to improve through closer integration, but may also be influenced by the cohorts of adopters and children in these regions.

Cost and efficiency performance

6.20 For Local Authorities, the vision cites a need to support cost efficient and effective delivery that enables future flexibility. Figure 2 shows the variation in adoption numbers by borough during 2015-16. This shows that adoption is a very small service within many boroughs, which may result in inefficiencies and may reduce focus on this area within staff training and development.

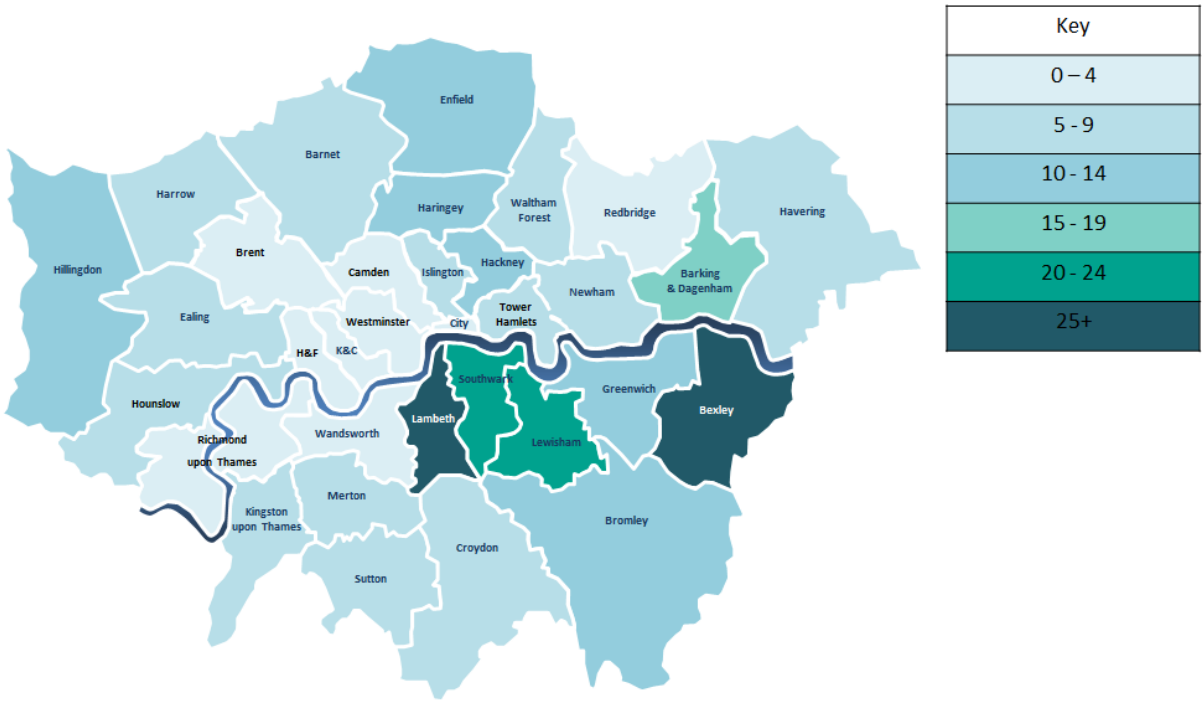


Figure 3. Number of children adopted from care Q1-3 2015/16, ALB data set (unrounded)

6.21 There is also significant variation in cost per adoption, which partially relates to the efficiency aspects described above, but also reflects savings opportunities. An economic analysis during the first phase of work estimated the average cost per adoption in local authorities was £58,900, based on submissions from 21 local authorities, compared to an interagency fee average spend of £33,300. This does not include indirect costs, adoption allowances, Adoption Support Fund spend, and third party payments. Further analysis is required to confirm the data and identify which tasks are carried out by local authorities and not by external agencies. This will provide an indication of the window of opportunity for efficiency improvement.

6.22 The greatest area of saving potential was identified within staffing, but the potential models are hypothetical and need further testing in the context of the service design. Further analysis is required of local authorities with low cost per adoption and good performance on timeliness and quality to identify whether these achievements are possible to extend to other areas. The London Regional Adoption Agency will measure performance against Adoption Leadership Board statistics, quality metrics including breakdowns, process efficiency and satisfaction required of local authorities with low cost per adoption and good performance on timeliness and quality to identify whether these achievements are possible to extend to other areas. The London RAA will measure performance against Adoption Leadership Board statistics, quality metrics including breakdowns, process efficiency and satisfaction. Proactive tracking and problem solving processes will be a core function of the RAA.

Development of the Service and Delivery Model

6.23 The Regionalisation Steering Group considered a number of options for the delivery model, and recommended two for further investigation. In order to be able to advise Boroughs, ALDCS has sought legal advice regarding the proposed London scheme. In addition, there have been two events for lead members, as well as engagement with adopters, prospective adopters, and adopted young people.

Development of the high level service model

6.24 To create a London Regional Adoption Agency that best meets the needs of children and adopters in line with the expected Government guidance there was a need to consider the types of delivery vehicles and models that would make the difference in improving our specified outcomes. In January 2016, the project team held an options development workshop with LA, VAA and adopter representatives. Participants were provided with information collated from throughout the project engagement to date, and asked to identify the outcomes expected from each aspect of the adoption journey in order to achieve the vision. Groups then identified the commissioning and delivery scale required to achieve the outcomes. A diagram showing the outcomes identified in this workshop can be seen in **Appendix 2.**

Options analysis on the delivery model

6.25 Building on this service design, the workshop participants were introduced to the potential delivery vehicles and structures. They agreed the desirability and feasibility criteria for scoring these vehicle/ structure combinations. These criteria were agreed by ALDCS.

Delivery vehicles considered

6.26 The following delivery vehicles were considered as part of the options appraisal process at either the pan-London level or the creation of multiple regional agencies:

- Single LA hosting on behalf of other LAs.
- New LA owned entity.
- LA-VAA joint venture.
- Outsourcing to existing London VAAs.

6.27 Within the above delivery models, a number of structures were considered:

- Fully centralised: a single London body;
- Hub and spoke: central hub for London-wide co-ordination, commissioning and delivery, with sub-regional spokes for delivery and local commissioning under the same organisation.
- Tiered approach: top strategic tier, second strategic/ operational tier, third delivery tier.
- As-Is+: current arrangement with more formalised partnerships.

Recommendation on preferred models

6.28 The Regionalisation Steering Group carried out scoring of desirability and feasibility criteria and held a discussion of the available options based on engagement with stakeholders and other data captured. The group recommended the following options for further investigation:

6.29 LA trading company delivery model with a strategic VAA partnership operating in a hub and spoke structure (Option 1).

6.30 LA-VAA joint venture operating in a hub and spoke structure (Option 2).

6.31 A summary of the assessment of the individual options can be found in **Appendix 3.**

6.32 At the March meeting of ALDCS, Directors received a report of stakeholder engagement in respect of the potential delivery models which could form the model for a future regionalised offer. Those preferences, based on guidance from stakeholders including VAAs, were a local authority trading company and a joint venture. Directors supported this recommendation.

London Councils legal advice on the potential delivery models

6.33 On the direction of ALDCS, legal advisors were appointed by London Councils to produce detailed advice report on the two preferences.

6.34 An Executive Summary of the legal advice report is attached as **Appendix 4**.

Recommended model

6.35 The report received from the legal advisors recommends that the Agency would be a not-for-profit community benefit society which is jointly owned by all of the LAs (Option 1) who wish to participate in the project from the outset (Founding Councils). The figure below shows the structure of the recommended model.

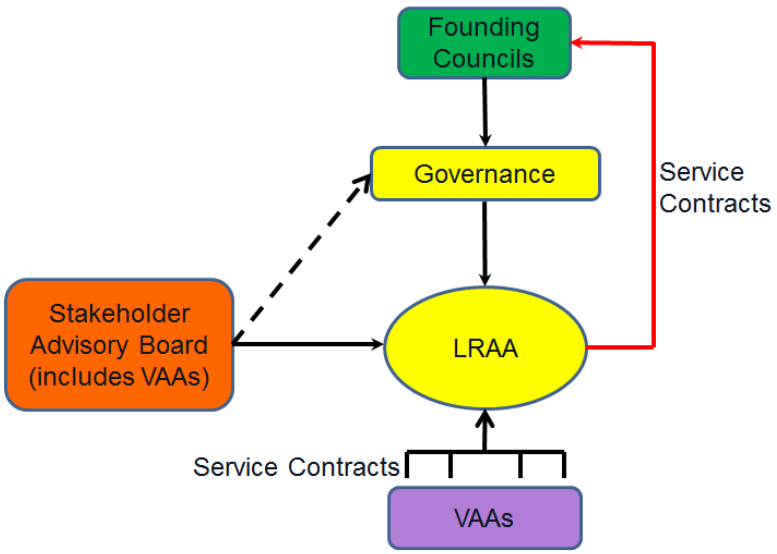


Figure 4. A multi-LA owned corporate entity working in partnership with VAAs to deliver adoption services

6.36 The Founding Councils' involvement in the Agency would be governed by a Members' Agreement. The Agency would be managed by a board of directors including officers of the Founding Councils, with places reserved for elected VAAs, and potential for other service user or stakeholder involvement. This model is quicker and cheaper to set up, and retains close VAA partnership working.

Engagement and Consultation

London-level member engagement

6.37 In July 2015, London Councils published a Member Briefing[4] on the Department's regionalisation policy platform and informed members that ALDCS had submitted an Expression of Interest. This was followed by a report to London Councils' Executive in October 2015 setting out regionalisation project in high level terms and seeking Executive's in principle support, which was agreed.

6.38 In November 2015, a London Councils Member Event[5] was hosted by the project team. The feedback from members subsequently informed the project vision and detailed project plan. In July 2016, a further London Councils Member Event was held to share the initial options analysis and the report on legal implications of the potential models.

Other stakeholder engagement

6.39 The Project Development Group has engaged with voluntary adoption agencies, adopters and prospective adopters, and children and young people during the development of the recommendations. A list of these engagement sessions can be found in **Appendix 5.**

7. CONTRIBUTION TO STRATEGIC OUTCOMES

7.1 This proposal links to Priority One of the Corporate Plan "Best Start in Life" by ensuring that adoptive families are provided as soon as possible for children who can not be brought up by their biological parents.

8. STATUTORY OFFICERS' COMMENTS (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)

8.1 Finance and Procurement

This paper seeks support for joining the future London Regional Adoption Agency subject to detailed financial analysis. Until this analysis is undertaken, it is not clear whether the new adoption new adoption arrangements will be more or less likely to provide suitable and sufficient adoptive families at a reasonable price for Haringey children than the current local arrangements. Neither is it clear that the balance between the overall costs of the adoption service and the savings from having children looked after for less time (ie because more will be adopted or will be adopted sooner) will be generally beneficial for the authority, compared to current practice.

8.2 Legal

The report at this stage is seeking Cabinet's support to the the development of a London Regional Adoption Agency as the preferred pan London model. The -legislative basis for the arrangement is set out in Section 15 of the Education and Adoption Act 2016 *("Local authority adoption functions: joint arrangements")* which provides the

[4] http://www.londoncouncils.gov.uk/members-area/member-briefings/children-and-yound-people-member-briefing/regionalising-adoption

[5] Reforming Adoption in London. Nov 6th 2015.

Secretary of State with the power to direct the transfer of adoption functions of a local authority to another local authority or adoption agency. The functions specified are: a) the recruitment of persons as prospective adopters; b) the assessment of prospective adopters' suitability to adopt a child; c) the approval of prospective adopters as suitable to adopt a child; d) decisions as to whether a particular child should be placed for adoption with a particular prospective adopter; and e) the provision of adoption support services. A direction from the Secretary of State is necessary.

8.2.2 The registration with Ofsted of the London Regional Adoption Agency as a registered adoption society or an adoption agency is central to the proposals as it enables the participating local authorities to delegate their own adoption agency functions to it.

8.2.3 The external Legal Advisers commissioned by London Counciils have in their Executive Summary report in Appendix 4 identified legal and other issues that should be addressed when the details of the arrangement are fully developed and before Cabinet makes the final decision on whether to join the London Regional Adoption Agency.

8.3 Equality

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

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

8.3.2 The Council aims for those vulnerable children and young people who cannot remain with their own families to be offered the best possible care. A well timed and good matched adoption placement can make a significant difference to the long-term outcomes of children who have difficult and damaging early year's experiences. Adoption can therefore be a key intervention to reducing inequality.

8.3.3 There are known inconsistencies across London over adoption practice and placement matching. The average length of time it takes from entering care to moving in with adopted parents in Haringey (and many other London boroughs) is above the national threshold. The exploration of a London wide Regional Adoption Agency is intended to help improve the timeliness, consistency and quality of adoption practice and placement matching, contributing to positive outcomes for some of the most vulnerable children.

8.3.4 The development of a Regional Adoption Agency is still at an elemental stage, and this Cabinet report is to endorse officers to continue to collaborate in exploring viable options. At a later stage, an equality impact assessment should be undertaken to inform a future final decision on whether to enter into a Regional Adoption Agency, considering the anticipated impact on both service users and staff.

8.4 **Staffing Issues**

Adoption staff and trades unions will need to be consulted as arrangements develop and proposals for staff become clearer. It is, however, currently assumed that those staff involved in delivering the Adoption Service will transfer via TUPE (Transfer of Undertakings (Protection of Employment) Regulations 2006, as amended) and that the LRAA would join the Local Government Pension Scheme (LGPS) thereby ensuring that staff are able to maintain current pension arrangements.

9. USE OF APPENDICES

1. *ALDCS (Nov 2015) Regionalising Adoption: A vision for London Councils*
2. *Adoption journey outcome summary (Jan 2016)*
3. *ALDCS (March 2016) London Adoption Regionalisation – Project Update – Section 2*
4. *ALDCS (July 2016) London Adoption Regionalisation – Project Update*
5. *ALDCS (May 2016) London Adoption Regionalisation – Project Update*

10. Local Government (Access to Information) Act 1985

Appendices above.

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Appendix 1 – Vision for London

Regionalising Adoption
Vision for London

Background

The DfE paper *Regionalising Adoption* proposes the move to regional adoption agencies in order to speed up matching, improve adopter recruitment and adoption support, reduce costs, and improve the life chances of London's most vulnerable children. London is committed to ensuring that regionalisation delivers the best, most timely outcomes and experiences for both children and adopters.

This paper sets out the vision for London based on extensive consultation.

Vision

Our vision is to ensure that all London's children who require adoptive families receive excellent services that meet their needs leading to excellent outcomes for them and their adoptive family.

For children where adoption is the best option, we will:

- Ensure that the child and the child's journey is foremost in the new service design.
- Maximise the opportunity to find a loving family as quickly as possible.
- Provide support from the start of their journey through to adulthood, with a proactive and flexible offer to meet their educational, health and emotional needs.
- Involve children and young people in the development of the regionalised service.

For prospective adopters and adopters, we will:

- Provide clear, realistic and welcoming communication from first enquiry to post-adoption.
- Ensure that they are equipped to meet their children's current and future needs through high quality training and guidance.
- Deliver evidence-based assessment and approval processes within a consistent timeframe.
- Reduce time taken from approval to matching.
- Provide consistent post-adoption support across the region.
- Increase the diversity of adoptive parents.
- Engage with potential adopters and adoptive parents in the design of the regionalised service.

For birth parents of children being adopted, we will:

- Provide consistent access to support throughout London e.g. counselling and contact.

For local authorities (LAs), we will:

- Share learning across the region, and between the local authority and voluntary sector.
- Achieve savings and cost efficiencies, making the best use of public money.

- Match the supply of adopters to the children awaiting adoption across the region.
- Minimise complexity and ensure that barriers are not created between organisations.
- Be adaptable and responsive to manage future changes e.g. demand, legislation.
- Develop a model that allows flexibility in the level of service for individual LAs.
- Engage with universal services to enable consistent provision of adoption support.
- Identify opportunities for regionalised services to support other routes to permanence.
- Involve practitioners working in adoption services in the development of the model.
- Engage with VAAs and ASAs throughout the development of the regionalised model.

For voluntary adoption agencies **(VAAs) and adoption support agencies (ASAs)**, we will:

- Create an organisation that recognises and utilises the expertise within the voluntary sector.
- Recognise and respond to demand and funding challenges in the voluntary sector.
- Engage with VAAs, ASAs and LAs throughout the development of the regionalised service.

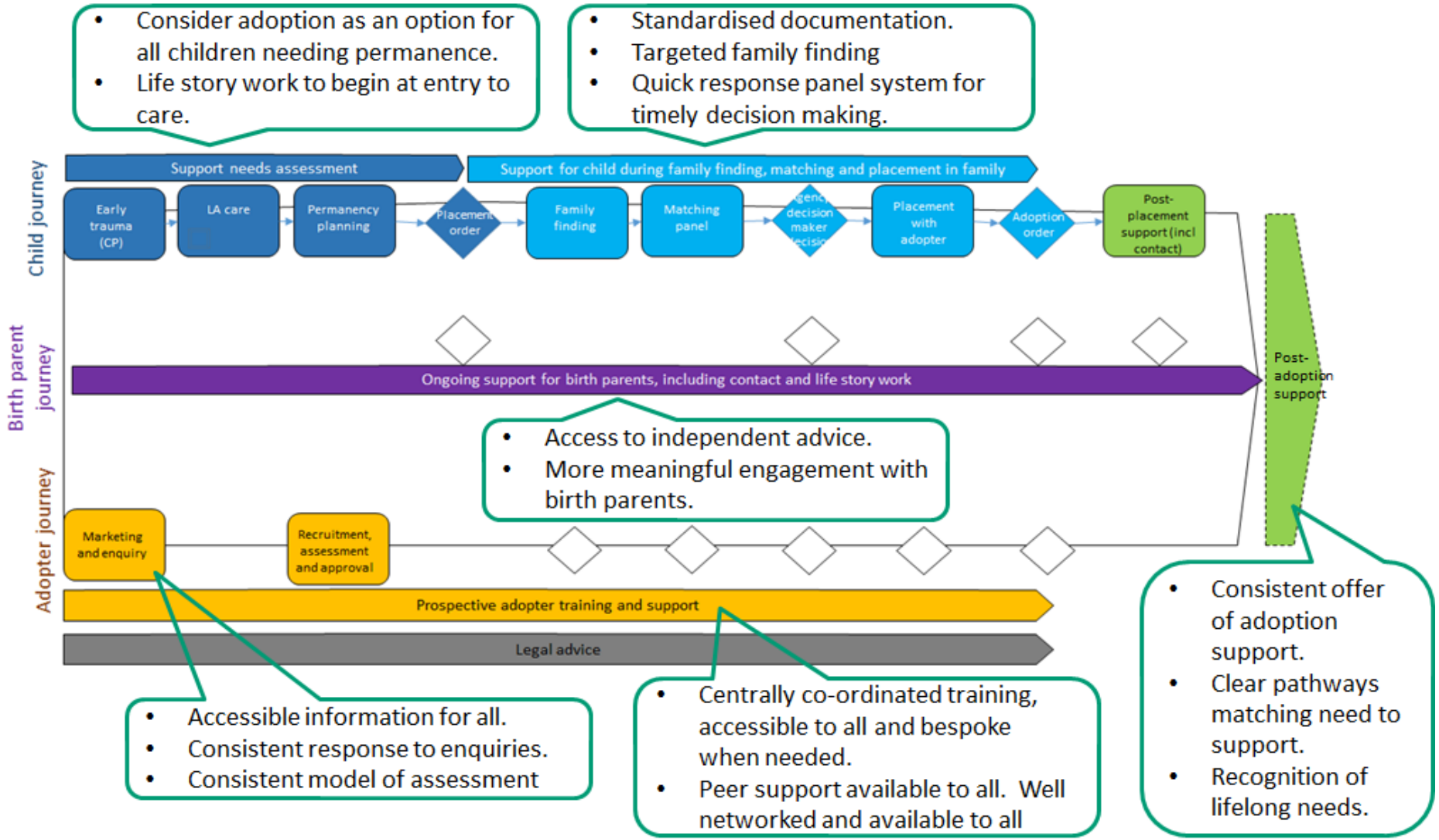
Key Design Criteria of model

- Child-centred, focussed on achieving the best outcomes for all London's children in need of an adoptive placement.
- Pan-London solution ensuring sufficient numbers of children and reducing any "postcode lottery" of provision across the capital and improving support for adopters.
- Regional focus on capacity and sufficiency ensuring equality of provision.
- Effective and high quality delivery of all statutory duties in relation to adoption and adoption support across London, utilising "Freedoms and Flexibilities" available to local authorities enshrined in amendments to the Children and Young Persons Act 2008.
- Creates an ability to work flexibly around a new London offer.
- Encompasses aspects of other permanency options into the future.
- Commits to close collaboration between all stakeholders.
- Considers the options for pooling resources and sharing responsibilities, including the legal functions currently performed by individual boroughs.
- Maintains and builds a clear relationship with London boroughs who remain responsible for the journey of the child.
- Works closely with VAA partners.
- A cost efficient and effective delivery approach enabling local authorities to deliver significant cost savings in adoption services whilst maintain high quality provision to children and families.
- The majority of funding for the regionalised model will go towards direct work to increase stable, secure, adoptive families for London's children.

Governance

Partners will work together under the strategic leadership of ALDCS, LAB as the multi-agency responsible body, and an executive steering group made up of representatives from LAs, VAAs and London Councils.

Appendix 2 – Adoption journey outcome summary



Appendix 3 – Assessment of potential delivery models

2. Preferred Delivery Models

The Regionalisation Steering Group meeting held on 24th February used scoring of the models and information collected throughout the phase to drive a discussion on the preferred models. The models were considered as combinations of delivery model (entity type) and structure (organisational configuration).

1. Delivery Models

The following delivery models were considered as part of the options appraisal process:

Model	Key points
Single LA hosting on behalf of other LAs	Steering group agreed that this option was not viable due to: • Scale and complexity is too large for a single LA to manage. • Organisational culture would be strongly influenced by the individual LA identified. • Likelihood of limiting membership of some LAs for political and geographical reasons.
LATC – a new LA owned entity	The steering group agreed that this model should be explored further. Key areas of discussion included: • Potential for strategic partnership with VAAs in a new LA-owned entity. • Lower procurement risk in this model.
LA-VAA joint venture	The steering group agreed that this model should be explored further. Key areas of discussion included: • VAAs would prefer to be around the table. • The commissioning income stream is vital to VAAs. • Greater potential for competition and income generation.
Outsouce to existing London VAA	This was eliminated prior to scoring as VAAs attending stakeholder forum identified significant concerns with this model as indicated in the single LA host commentary.

2. Structures

Within the above delivery models, a number of structures were considered:

Structure	Key points
Fully centralised: single London body	Steering group agreed that this option was not viable due to: • Inability to deliver the adoption journey as mapped • Reduces benefit of local knowledge and relationships.

Hub and spoke: Central hub for London-wide co-ordination, commissioning, and delivery. Sub-regional spokes for delivery and local commissioning under the same organisation (not necessarily using current consortia).	Steering group agreed preference for this structure. Key points of discussion were: • Local enough to maintain relationship with child and adopter at centre. • Good balance of delivery at scale while retaining clear organisational structure. • Configuration flexibility – elements to be commissioned or delivered in hubs or spokes • Long term contract options for providers servicing spokes.
Tiered approach: top strategic tier, second strategic/ operational tier,	Steering group agreed that this option was not viable due to: • Similarity to current arrangements likely to lead to continuation of postcode lottery. • Additional tiers adding complexity to management and funding arrangements.
As-Is+: current arrangement with more formalised partnerships	This was eliminated prior to scoring as DfE learning events identified that this would be viewed as insufficient change.

3. Recommendation

The steering group recommends the following preferred models for further investigation with regards to their governance, legal implications, procurement and financial implications:

- LA trading company delivery model with a strategic VAA partnership operating in a hub and spoke structure
- LA-VAA joint venture operating in a hub and spoke structure.

Please see appendix 1 for further summary regarding the identification of these models.

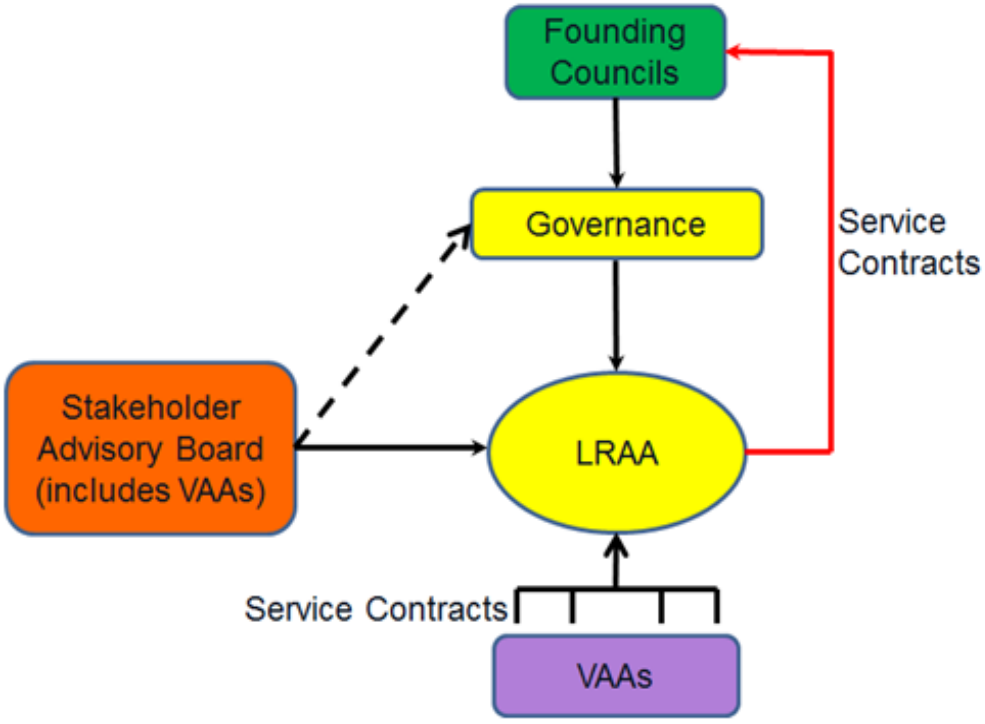
Appendix 4: Legal Advice Report Executive Summary

1 **Objectives**

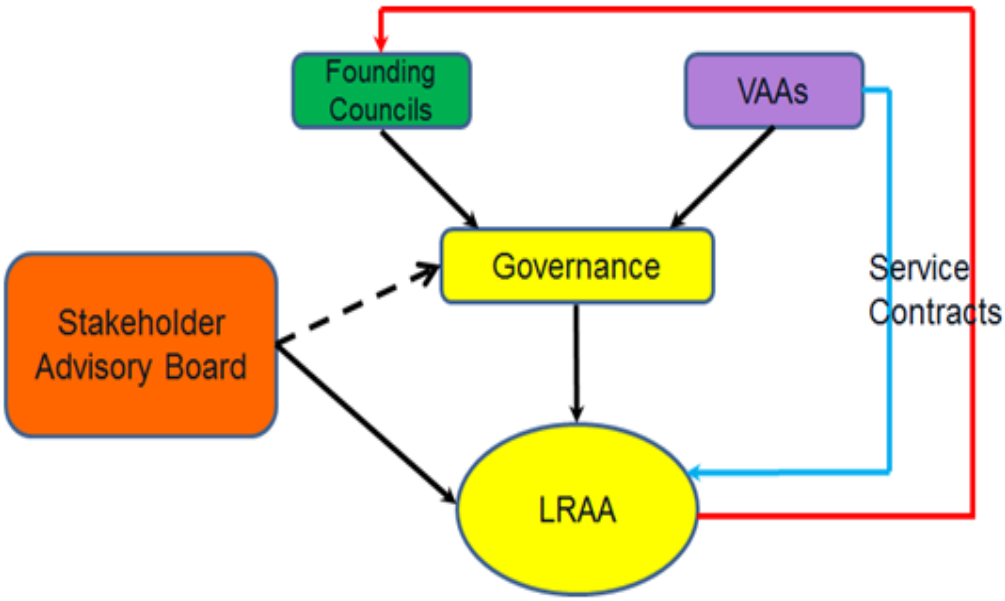
1.1 This report has been prepared for London Councils (**LC**) acting as a host for the Association of London Directors' of Children's Services (**ALDCS**) on behalf of the 33 London Local Authorities (**LAs**) and the Voluntary Adoption Agencies (**VAAs**) working in London in relation to the legal issues concerning potential delivery models for a pan-London Regionalised Adoption Agency (**LRAA**).

1.2 This report builds on the work previously undertaken by the LC project team including consultation with stakeholders and users of the existing adoption services. In particular, the report focuses on the following two potential delivery options:

Option 1 – the development of a multi-LA owned corporate entity working in partnership with the VAAs to deliver adoption services;



Option 2 – the development of a corporate entity involving both the LAs and VAAs as members/shareholders to deliver adoption services.



In each case, the LRAA delivery model is expected to operate on a 'hub and spoke' basis with a central hub for London-wide co-ordination, commissioning and delivery. In addition, the LRAA would organise and/or commission between 3 and 5 sub-regional spokes for local delivery and local commissioning.

1.3 The key objectives of the project are to ensure that all London's children who require adoptive families receive excellent services that meet their needs leading to excellent outcomes for them and their adoptive family (as further detailed in the Vision for London document incorporated at Appendix 1).

1.4 Our approach to the project has been:

1.4.1 to review the legal aspects of Option 1 and Option 2 for their suitability to address national policy in relation to the regionalisation of adoption services and in particular the objectives outlined in the Department for Education's policy papers Regionalising adoption (June 2015) and Adoption, a vision for change (March 2016);

1.4.2 to propose a model which can deliver best practice and address the inefficiency of the current fragmented service by encouraging the participation of all of the LAs and VAAs in a structure which is attractive to its stakeholders and which has clear and transparent governance arrangements;

1.4.3 to recommend a model which is capable of driving innovation in service delivery, consolidating expertise and achieving a greater focus on outcomes for children; and

1.4.4 to establish arrangements that can accommodate future partners.

1.4.5 to recognise the unique challenges of devising a suitable delivery model for London, given the scale of the service, and the large number of LAs and VAAs involved in service delivery in London.

1.5 The key considerations underlying the recommendation of a preferred model include:

1.5.1 that the proposed arrangements are within the powers of the participating LAs;

1.5.2 the arrangements comply with any requirements imposed by EU procurement rules;

1.5.3 the need to ensure that the preferred model includes a clear role for both the LAs and the VAAs that wish to participate in the LRAA;

1.5.4 the model provides opportunities for the VAAs to continue providing adoption services across London;

1.5.5 the likely cost, resources and time required to deliver the relevant model and the benefits likely to be delivered;

1.5.6 the ability of the model to attract as many of the LAs as owners/members as possible; and

1.5.7 that the model is sufficiently flexible to allow further development as the project progresses and in particular following consultation with stakeholders including the VAAs.

2 Preferred model

2.1 Working with the LC project team, the Regionalisation Steering Group and ALDCS (acting as the decision-making authority), the preferred option for delivering the agreed key objectives is Option 1.

2.2 We would recommend that the LRAA (as shown in the above diagram), would be a not for-profit community benefit society which is jointly owned by all of the LAs that wish to participate in the project from the outset (**Founding Councils**). The Founding Councils' involvement in the LRAA would be governed by a Members' Agreement which will set out the rights and obligations of the Founding Councils and the basis on which other LAs can become involved (as owners) in the LRAA in the future.

2.3 Because the LRAA will be wholly owned and controlled by the Founding Councils and will carry out the majority (over 80% by turnover) of its work for those Founding Councils (a *Teckal* company), procurement rules allow the Founding Councils to award a services contract (allowing them to buy services from the LRAA) without carrying out a competitive EU procurement process.

2.4 The contract between the Founding Councils and the LRAA will set out arrangements for the transfer of staff to the LRAA, the basis on which property and other assets are to be used and paid for, the services to be provided (including service standards and Key Performance Indicators) and the basis for payment.

2.5 At this stage, we would suggest that the LRAA is not established as a charity. As a community benefit society, it should be possible for the LRAA to achieve charitable status in the future by adopting charitable objects (subject to confirming that the intended activities of the LRAA are charitable).

2.6 The detail of the structure will be kept under review as the project develops and may evolve as a result of the financial appraisal which is being carried out by Alma Economics and following consultation with stakeholders.

3 Role of the Founding Councils

3.1 The Founding Councils will be responsible for the 'client side' under the proposed arrangements. They would keep their current responsibilities for setting strategy, monitoring performance and undertaking regular reviews of the arrangements. This

includes exercising each Founding Council's overview and scrutiny functions in relation to the services provided by the LRAA.

3.2 As the arrangements develop, the Founding Councils may want to consider how they can streamline their internal governance arrangements to simplify the operation of the services contract and the overall management of the relationship with the LRAA. Options include delegating relevant powers to a joint committee of the Founding Councils or appointing individual Founding Council staff to represent more than one Founding Council. This can be explored at Stage 2.

4 Role of the LRAA

4.1 The LRAA will become the Founding Councils' service delivery organisation with overall responsibility for delivering the designated adoption services on behalf of the Founding Councils and providing information on performance to allow the Founding Councils to fulfil their client side functions and discharge their statutory duties. This will be built into the contract with the Founding Councils. Actual delivery of services will be carried out by both the LRAA and those VAAs which want to participate in the project.

4.2 Operational service delivery arrangements for the LRAA will be developed at the next stage of the project following consultation with stakeholders including the VAAs.

5 Management of the LRAA

5.1 The LRAA will be managed by a board of directors who will have various legal duties. We recommend that the directors will include officers selected by the Founding Councils (collectively), potentially alongside representatives from other stakeholders and service users and perhaps senior executive staff of the LRAA. In choosing any LA staff to fulfil this role, the Founding Councils will need to consider the potential for conflicts of interest and maintain a robust protocol for addressing these. We recommend that the board of directors does not include elected members.

5.2 The Founding Councils will continue to provide strategic direction to the arrangements exercised through the Members' Agreement and the services contract with the LRAA. The LRAA will also be contractually required to provide information to allow the Founding Councils to carry out their overview and scrutiny functions.

6 Role of the VAAs

6.1 The VAAs would remain part of the delivery structure for adoption services but with a wider role reflecting the greater geographical reach of the LRAA. The LRAA would need to document delivery arrangements with the VAAs through contracts. As the LRAA will be subject to EU procurement rules, it would need to run a formal procurement process to award contracts or set up a framework but only voluntary (not for profit) organisations registered with Ofsted would be eligible to participate and any procurement process can be run quickly and cost effectively as no dialogue with the VAAs is envisaged. The process for implementing the contractual structure would be explored further at Stage 2 in consultation with the VAAs.

6.2 In addition, VAAs will have a role in the governance structure of the LRAA through the proposed stakeholder advisory board and on the management board which will be enshrined in the LRAA's constitution.

7 **Staff**

7.1 Subject to the delegable functions, the preferred option assumes that Founding Council staff who currently deliver the relevant services would transfer to the LRAA under the Transfer of Undertakings (Protection of Employment) Regulations 2006 (**TUPE**) (as amended). The LRAA would join the Local Government Pension Scheme (**LGPS**) so transferring staff would keep their current pension arrangements. Staff and trade unions will need to be consulted as the arrangements develop.

7.2 Under Option 1 it is also assumed that there will be no transfer of staff from the VAAs.

8 **Tax**

8.1 The LRAA should be capable of satisfying HMRC's requirements for "mutual trade" status, meaning that there would be no corporation tax due on any surpluses accruing in the LRAA.

8.2 We recommend that services supplied from the LRAA to each Member authority are provided with reference to a "market" rate.

8.3 Services supplies by the LRAA to local authorities will be exempt from VAT. This exempt supply will result in irrecoverable VAT being incurred by the LRAA in respect of certain supplies purchased by it. This is a less favourable positon than the LRAAs currently find themselves in, and the cost of this irrecoverable VAT will need to be factored into LRAA's business plan.

9 **Future flexibility**

9.1 The preferred option would include mechanisms allowing other LAs to join as owners/members in the future. Similarly it would provide for exit arrangements, allowing a Founding Council to leave the arrangement.

9.2 As long as they are properly structured, the arrangements would also allow other local authorities to enter into collaborative contract arrangements with the LRAA without having to carry out a competitive EU procurement process. The new procurement rules do not allow the turnover generated by those contracts to reach 20% of the turnover of the group. If there was a risk that the threshold would be breached, the risk would be managed either by the relevant LA becoming an owner of the LRAA (on terms which would be set out in the Members' Agreement) to allow it to contract with the LRAA on the same basis as the Founding Councils or by varying (or terminating) the contracts to ensure that the LRAA continues to comply with procurement rules. Without being a member of the LRAA, it is important to understand that non-member LAs are only able to access LRAA directly provided services (without the need for a procurement) and will not be able to receive the services provided by the VAAs.

9.3 Although the LRAA will initially comprise a not-for-profit community benefit society, it could set up subsidiary companies for specific purposes in the future (for example, to exploit particular commercial opportunities or manage risk). Subject to procurement rules, this could include setting up joint ventures with other third parties as well as entering into contracts with employee mutuals or social enterprises. In addition, the Founding Councils may want the LRAA to commission and thereafter manage the provision of certain services on their behalf.

10 Next steps

10.1 Before committing to the arrangements, the Founding Councils will want to make sure that the proposed arrangements achieve their financial objectives (which is the subject of a separate review being carried out by Alma Economics). If the financial review is satisfactory, each Founding Council will need to review and approve a detailed business case before the LRAA is set up.

10.2 The legal arrangements will also include setting up the community benefit society to deliver the LRAA model; appointment of directors; preparing the Members' Agreement and agreeing the services contract between the Founding Councils and the LRAA.

10.3 The Founding Councils will also need to consult with stakeholders on the proposed arrangements (including VAAs, service users, staff and trade unions) before finalising their plans for the new service delivery arrangements.

11 Conclusion

11.1 Although Option 1 and Option 2 are both capable of being implemented and are able to deliver the key objectives of the project, we anticipate that the additional steps required to establish Option 2 in a legally compliant manner will result in greater uncertainty for stakeholders as well as delay and additional expense. In particular, the inclusion of additional parties in the membership (which are likely to have different strategic, political and commercial interests) will present particular challenges in achieving agreement on the terms of a Members' Agreement. Option 1 offers a quicker and more cost-effective route for delivering the objectives of the project without compromising the roles of the participating LAs and VAAs or the ability to develop and fine-tune the model as the project develops and following consultation with stakeholders. Option 1 should also encourage more VAAs to become involved as any procurement exercise involved will be simpler, quicker and cheaper than under Option 2.

11.2 Subject to:

11.2.1 appropriate consultation with staff and stakeholders;

11.2.2 a detailed review of the services to be provided through the LRAA;

11.2.3 the Founding Councils reviewing and approving a detailed business case supporting the establishment of the LRAA, and

11.2.4 reviewing any limitations and ambiguities, the Founding Councils have the necessary powers to set up the LRAA as the delivery vehicle for the designated adoption services.

Appendix 5 – Engagement tracker (1st June 2016)

Group	Engagement	Dates/Frequency	Coverage for Project Specific Events
Adopters	Regionalisation members/DCS event	Nov	1 + 2 professional
	Regionalisation options development workshop	Jan	1 + 2 professional
	Regionalisation adopter forum I	Jan	19 adopters
	Regionalisation adopter forum II	Mar	26 adopters
	We Are Family: regionalisation discussion	Mar	1 adopter / 5 prospective
	LAB representation	Monthly meeting agenda item	1 LAB adopter rep
Children	Regionalisation drop-in event	Mar	No attendees - new approach needed
	Research and existing reports. We worked with the Coram Adoptables group to identify the experiences and ideas of children and young people. Coram have produced a detailed report focused on the needs of young people and their thoughts on regionalisation	May	Focus group: 8 young people Wider group: 100 young people Desktop research and assimilation of existing studies (studies ranging from 100 – 208 young people)
	Call for other existing research / reports from other organisations	May	Sent to newsletter database of 116
LAs	Regionalisation members DCS / event	Nov	
	QA doc for DCS	Planned - June	
	Regionalisation steering group	Monthly	Consortia–AD representation
	ALDCS meeting	Jan	
	London Adoption Board	Monthly agenda item	
	Regionalisation options development workshop	Jan	65% LAs represented
	Regionalisation panel advisors workshop	Jan	50% LAs represented
	Adoption and Fostering Network meeting attendance	Dec	
	Consortia meetings	4 x Jan, 2 x Feb	All consortia attended
	PAC-UK event: regionalisation presentation	Feb	
	LAB innovation event: regionalisation presentation	Mar	
	Heads of Communications – attendance at monthly meeting requested	TBC - July	

VAAs	Regionalisation members/ DCS event	Nov	
	Regionalisation steering group	Monthly	30% VAAs represented
	Regionalisation VAA stakeholder forum I	Dec	60% VAAs represented
	Regionalisation VAA stakeholder forum II	Jan	100% VAAs represented
	Regionalisation VAA stakeholder forum III	Feb	50% VAAs represented
	Regionalisation ALDCS-led VAA stakeholder forum	Jan	100% VAAs represented
	Regionalisation option development workshop	Jan	70% VAAs represented
	London Adoption Board	Monthly agenda item	
	Consortia meetings	4. x Jan, 2 x Feb	All consortia attended
Elected members	Elected members events	Nov June	
ALL / Additional	Regionalisation Newsletter	Monthly	116 subscribed, 41 % avg open rate
	Workforce Engagement Sessions: panels and all workers in adoption	May and June (9 sessions over 4 days at different venues)	183 invited 68 registered to date 58 attended to date 21 to attend in June 19 follow up surveys received to date

Report for: Cabinet 13 December 2016

Item number: **14**

Title: Award of a contract to provide a community sexual health service – outreach and health promotion

Report authorised by: Dr Jeanelle de Gruchy, Director of Public Health

Lead Officer: Akeem Ogunyemi, Public Health Commissioner

Ward(s) affected: All

Report for Key/ Non Key Decision: Key decision

1. Describe the issue under consideration

1.1 The report seeks agreement from Cabinet to award a contract to Embrace UK Community Support Centre, Selby Road, London, N17 8JL (referred to below for short as Embrace UK) to provide a community sexual health service focussing on outreach and health promotion. The service will include; sexual health promotion, awareness raising and STI & HIV testing at the point of request.

1.2 The contract will be awarded for 3 years with options to extend for 2 further periods of 1 year starting from April 2017. The value of the contract will be £220,000 for each consecutive year of the contract to a total value of £1.1m inclusive of the 2 year option to extend.

2. Cabinet Member introduction

2.1 The public health team embarked on an ambitious 'step change' programme in April 2013 to develop local community based sexual health services focussing on prevention and early intervention in order to redirect Haringey residents away from the more expensive specialist genito-urinary medicine (GUM) services.

2.2 Reducing the burden of HIV and sexually transmitted infections (STIs) requires a sustained public health response based around the promotion of safer sex, active early detection using new technologies i.e. on the spot HIV tests and postal home sampling kits and successful treatment and partner notification. Given that most people with an STI are not aware that they have an infection, that having an infection still carries significant stigma: and that the groups most at risk are often marginalised, Haringey requires a service

that is able to reach into the community and eliminate local barriers to testing, through making testing available free and confidential at easily accessible settings.

2.3 The award of this contract enables the Council to continue to meet its responsibilities to: improve the health and wellbeing of the local population and reduce health inequalities across the life course, particularly young people, black & minority ethnic groups and hard-to-reach groups.

2.4 I welcome the proposal contained in this report that will further expand the provision of targeted sexual health promotion, HIV and STI testing, and the promotion of contraception activities undertaken in the community over the next 5 years.

3. Recommendations

3.1 That Cabinet agrees to award, in accordance with Contract Standing Order (CSO) 9.07.1 (d), a contract for a community sexual health service focusing on outreach and health promotion to Embrace UK Community Support Centre, Selby Road, London, N17 8JL for a period of three years with options to extend for 2 further periods of 1 year at an annual value of £220,000.

4. Reasons for decision

4.1 From 1 April 2013, local authorities are mandated to ensure that comprehensive, open access, confidential sexual health services are available to all people who are present in their area (whether resident in that area or not).

4.2 A procurement exercise was carried out in accordance with the Council's Contract Standing Orders and Procurement Code of Practice. As a result, it is recommended that the successful tenderer be awarded a contract as outlined in 3.1 in accordance with CSO 9.07.1(d).

5. Alternative options considered

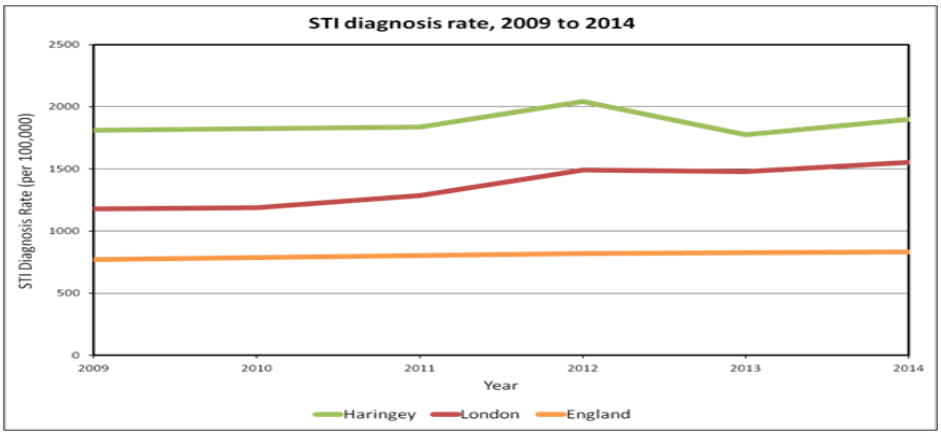
5.1 As part of a rigorous exercise to explore potential options to strengthen sexual health service provision in defined target groups, the public health team considered merging the community sexual health service - outreach and promotion, back into the specialist Genito-Urinary Medicine (GUM) service. However, after careful consideration it was deemed that this option was neither viable, sustainable or in line with the council's medium term financial strategy.

6. Background information

6.1 Although Haringey has moved from having the 4th highest rate in England, in 2012, to 12th in 2014, sexually transmitted infections (STIs) continue to pose a significant health risk to the population of Haringey.

6.2 In 2014, 4389 new STI cases were diagnosed in Haringey residents, a rate of 1666.4 per 100,000 compared to London (1366.6 per 100,000) and England ((797.2 per 100,000). It is important to note that there are been a national increase in STI diagnosis with London increasing at a faster rate than other regions. This is reflected in Haringey's diagnosis rate which is also experiencing a steady increase; however, this increase has been substantially lower than London (please see figure 1);

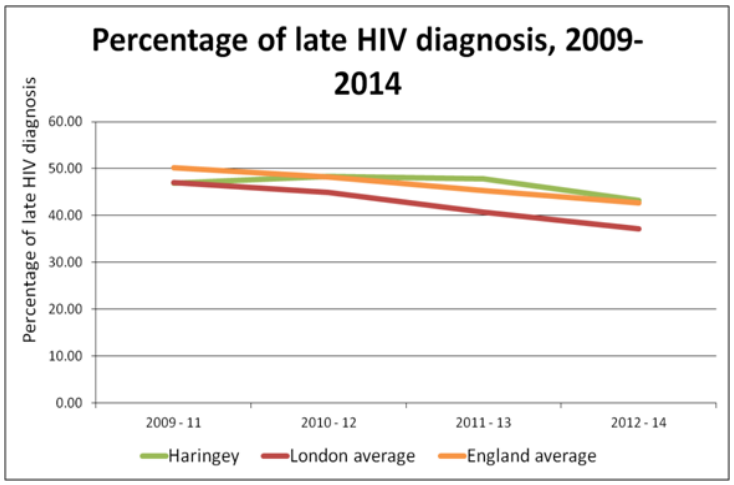
Figure 1: STI Diagnosis rate 2009-2014



6.3 HIV remains a key STI for Haringey; in 2014 there were 112 new HIV diagnosed cases in Haringey. The diagnosed HIV prevalence rate was 7.1 per 1,000 population aged 15-59 years (compared to 2.2 per 1,000 in England). In Haringey, between 2012 and 2014, 43% of HIV diagnoses were made at a late stage of infection compared to 42% in England.

6.4 Although Haringey's late diagnosis is marginally higher than England, this is a marked reduction from 49% of residents diagnosed between 2009 and 2011. The projection is to continue to see improvements in HIV late diagnoses in Haringey as the opportunity for residents to access prompt testing within primary and community settings is expanded, specifically for residents from high risk groups/communites.

Figure 2: HIV Late Diagnosis 2009-2014



6.5 Sexual ill health does not affect the population equally in Haringey. BME and young people (under 25 years) remain key high risk groups to engage with to improve access and uptake of testing for STI and HIV. In 2014, 49.2% of new STIs diagnosed in Haringey were in people born overseas. With 34% of STIs diagnosed in young people aged 15-24 years.

6.6 HIV late diagnosis is associated with high morbidity and short term mortality. Nationally 66% of those diagnosed late were black Africans. In 2014, in Haringey 1403 adult residents (aged 15 years and older) received HIV-related care, of those living with HIV in Haringey 37.1% are black Africans.

6.7 Reducing the burden of HIV and STIs requires a sustained public health response based around the promotion of safer sex, active early detection using new technologies i.e. on the spot HIV tests and postal home sampling kits, successful treatment and partner notification. Given that most people with an STI are not aware that they have an infection, that having an infection still carries significant stigma and the groups most at risk are often marginalised, Haringey requires a service that is able to reach into the community and eliminate local barriers to testing, through making testing available free and confidential at easily accessible settings.

6.8 **The community sexual health service - outreach and health promotion**, intends to support the council in reducing health inequalities and improving wellbeing through:

- Continuing to target those adults at higher risk of STIs and HIV, particularly black African and Caribbean's adults
- Continuing to provide HIV point of care testing (using tests which can be done in non-clinical settings) and Chlamydia/Gonorrhoea testing to adults and young people

- Increasing the level of targeted condom distribution
- Continuing to offer behaviour change support to those who once treated get re-infected.
- Continue to help those with an STI notify a partner
- Continue to provide HIV support to those newly diagnosed especially pregnant women

6.9 As the incumbent provider, Embrace UK have developed very strong links with hard to reach high risk communities, through the outreach programme, which incorporates sexual health promotion, awareness raising and STI & HIV testing at the point of request.

6.10 Embrace UK started offering STI (Chlamydia & Gonorrhoea testing) in April 2015 & HIV Point of Care Testing at its first faith based event, held during National HIV Testing Week in November 2014 as a 'taster' session to explore the viability and potential uptake of the service within community based settings. The session proved to be a success, delivering 12 HIV Point of Care Tests (PoCT). As a result, the service was extended as a pilot programme till the end of the financial year (March 31st 2015).

6.11 The service was fully implemented as a core provision of the community sexual health outreach delivery outcomes alongside Chlamydia/Gonorrohoea testing from April 2015. During 2015-2016 financial year , Embrace UK delivered;

Service	**Number of Tests Delivered**	**Number of Positives achieved**
Chlamydia & Gonorrhoea testing	2,987	33
HIV Point of Care Test	197	2 Reactive's

Service	**Number of service users engaged with**	**Number of repeat users**
Pan London C-card Scheme (under 25 yrs)	806	406
Haringey Adult Condom Scheme	1689	2087

Service	**Number of service**

	users engaged with
Service users assessed and supported living with HIV including newly diagnosed with HIV	345
Service users supported to disclose status and negotiate and practice safer sex	196
Newly diagnosed pregnant women supported	30

6.10 The above achievements exceeded the contractual expectation and translated to significant financial savings for the council. As an example, if the 2,987 service users tested for Chlamydia & Gonorrhoea by Embrace UK had accessed GUM clinics for the same provision an estimated £448,050 would have been spent through GUM in 2015-16 financial year.

6.11 Moving more sexual and reproductive health services out of traditional genitourinary medicine (GUM) clinics into community settings is a key service transformation. In Haringey this service is part of a three year Step Change programme and is in line with the London wide Sexual Health Transformation programme.

6.12 Procurement Process

6.12.1 A 'Meet the Buyer' event was held on 7th July 2016. The purpose of the event was intended to communicate and share information with potential providers to help them understand the commissioning intentions and offer opportunities to network and forge partnerships.

6.12.2 The 'Meet the Buyer' event indicated that this is a specialist service and the nature of the market for this type of service is limited. Therefore, the 'Open' tendering process was selected as the most efficient route to market.

6.12.3 The procurement process started with the placing a contract notice in Official Journal of the European Union (OJEU) and Contract Finder. The tender advert was also published on Haringey's website, CompeteFor and, Delta E-sourcing portals.

6.12.4 The Invitation to Tender (ITT) and supporting documents were uploaded on Delta (e-tendering portal) where following a registration process, the

potential tenderers could access the tender documents and submit their tenders electronically.

6.12.5 By the closing date of 24th August 2016, 12 organisations registered their interest on Delta E-sourcing portal. One organisation indicated that it was withdrawing from the process and three organisations submitted the tender. Tenderers who submitted tender(s) are listed in Part B (Exempt Information) of this report.

6.12.6 The tenders were evaluated using the Most Economical Advantageous Tender (MEAT) which included a split of 50% Price and 50% Quality as set out in the ITT documentation.

6.12.7 The table below details the outcome of the tender evaluations and respective scores of the tenders.

	Quality Scores (max 500 points)	**Price/Cost scores (max 500 points)**	**Total Score for quality & price (max 1000 points**	**Contract price over 3 years**	**Contract price for 5 years**
Company A (Embrace UK)	393	500	893	£660,000	£1,100,000.00
Company B	263	440	703	£761,857	£1,249,115.00
Company C	288	381	669	£886,998	£1,444,336.00

6.13 Transition and Contract Management

6.13.1 Key Performance Indicators and methods of measurement are integrated within the service specification and will be monitored through contract monitoring meetings and reports.

6.13.2 Contract monitoring meetings will be held monthly for the first six months and quarterly thereafter. The purpose of monthly monitoring meetings will be to examine the implementation of the service, monitor delivery of the

service at an operational level and to foster partnership working to facilitate early resolution of problems and/or issues.

7. Contribution to strategic outcomes

7.1 This service is linked to the Corporate Plan, in particular Priority 1: 'Enable every child and young person to have the best start in life and Priority 2: 'Empower adults to lead healthy, long and fulfilling lives'. Plus the cross-cutting themes: fair and equal borough; prevention and early help; and working with communities.

7.2 Public Health England best practice recommendations on the provision of STI and HIV services includes:

- Ensure that people are motivated to practise safer sex, including using contraception and condoms.
- Increased availability and uptake of testing to reduce transmission.
- Individuals understand the different STIs and associated potential consequences.
- Individuals understand how to reduce the risk of transmission.
- Individuals understand where to get access to prompt, confidential STI testing and provision allows for prompt access to appropriate, high-quality services, including the notification of partners.
- Individuals attending for STI testing are also offered testing for HIV.

8. Comments of the Chief Finance Officer and financial implications

8.1 The report seeks agreement from Cabinet to award a contract to Embrace UK, to provide a community sexual health service focussing on outreach and health promotion.

8.2 The contract will be awarded for 3 years with an option to extend for a further 1 + 1 years starting from April 2017. The value of the contract will be £220,000 for each consecutive year of the contract to a total value of £1.1m inclusive of the 2 year option to extend.

8.3 Embrace UK provided best Value tender based on both Price and Quality

9. Head of Procurement Comments

9.1 The procurement process was carried out in line with the requirements of EU regulations and the Council's procurement code of practise

9.2 The winning bid represented the best value for the Council in the open market

9.3 Key performance indicators and contract monitoring provision are contained within the contract; service must ensure the outlined monitoring regime is upheld and followed by regular meetings throughout the life of the contract to ensure it delivers the health outcomes sought by the Council in terms of prevention, early help and the ability to live healthy lives to often disempowered and stigmatised groups as well as the ability to identify and manage any issues early on.

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

10.1 The report relates to services which are subject to the Light Touch Regime under the Public Contract Regulations 2015. As such they are required to be advertised in the Official Journal of the European Union (OJEU) although there is greater flexibility in the tender procedure followed than under the standard EU tender regime.

10.2 The Council undertook a tender process in accordance with CSO 9.01 and now wishes to award the contract to the provider identified in paragraph 3.1 of this report.

10.3 Cabinet has power to approve the award under CSO 9.07.1 (d) (contracts of £500,000 or more).

10.4 The award is a Key Decision and has therefore been included in the Forward Plan in accordance with CSO 9.07.1(e).

10.5 The Assistant Director of Corporate Governance confirms that there are no legal reasons preventing Members from approving the recommendations in paragraph 3.1 of the report.

11. Equalities and Community Cohesion Comments

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

- tackling discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;

- advancing equality of opportunity between people who share those protected characteristics and people who do not;

- fostering good relations between people who share those characteristics and people who do not.

11.2 The service within the contract has been developed to address health inequalities as identified in the 2015 Haringey sexual health needs assessment and the success of the local 'step change' programme. A full Equality Impact Assessment was conducted as part of the tendering process. All providers collect data to monitor their fulfilment of equalities duties.

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 contained in the exempt report and is not for publication. The exempt information is under the following categories: (identified in the amended schedule 12 A of the Local Government Act 1972 (3)):
(3) Information in relation to financial or the business affairs of any particular person (including the authority holding that information).

Haringey Council

Equality Impact Assessment

Name of Project	Tender of the community support service	**Cabinet meeting date** ***If applicable***	
Service area responsible	Public Health		
Name of completing officer	Akeem Ogunyemi	**Date EqIA created**	22/03/2016
Approved by Director	Jeanelle de Gruchy	**Date of approval**	17/11/2016

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 - Akeem Ogunyemi	5.
2. Equalities / HR	6.
3. Legal Advisor (where necessary)	7.
4. Trade union	8.

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

The proposal is to retender the community sexual health service with minimal redesign as the service was redesigned in 2014/15. The service is currently run by Embrace UK, who are a registered Charity that aims to relieve poverty amongst disadvantaged groups including refugees, asylum seekers and migrants through the provision of information advice and guidance on welfare benefits, housing, immigration, education and training, health related issues such as HIV/AIDS and mental health.

The current service is community based and targeted at all residents of Haringey (within appropriate age groups). It has a particular focus on Black African/Caribbean communities which continue to experience high prevalence of sexually transmitted infections (STIs) and the highest percentage of late HIV diagnosis amongst at risk groups which is the most important predictor of HIV-related morbidity and short-term mortality.

Within the current community based programme the following services are offered;

Safer Sex Awareness - comprising of; Chlamydia/Gonorrhoea testing for adults (25 years plus years & Adults) and as part of value added provision, testing for vulunerable young people (15-25 years) who are NEET and Condom Distribution services (Pan London under 25 years scheme and Haringey specific adult scheme).

Primary Prevention Programme – Rapid HIV Point of Care Testing (PoCT) to increase awareness and encourage residents to test for HIV, thereby reducing the time from infection to diagnosis, specifically within communities and groups where undiagnosed HIV and late diagnosis remains high, notably in Black Africans communities.

Living Well With HIV - providing, socio-emotional support, information, advice and guidance and referral pathways to service users diagnosed with HIV.

Newly Diagnosed Pregnant Women - Specifically ante-natal care tailored to the needs of HIV positive pregnant women. The service supports women around disclosure to partners when appropriate, support during birth and also post natal support. Additionally, the service offers advice and referral to wider services, treatment adherence support; advice on safer sex and negotiating safer sex with new sexual partners; volunteering opportunities such as peer mentoring.

Service Engagment – 2015/16

- In 2015/16 the service engaged with a total of 15,707 people with more than half from BME backgrounds
- Of the total people engaged with, 5,457 took up a service on offer.
- 3,550 (65.1%) who took up a services were BME .
- 65% of people who received a servce were between the ages of 25-44 years old.
- More men took up a service than women
- Over 50,000 condoms, femidoms and lubricants and nearly 5,000 promtional materials providing information about STIs including HIV were distributed.

  The largest ethnic minority group engaged with was the Black African community followed by African Caribbean, Asian,, Latin American and Eastern Eurpean respectively.

Following the procurement process, Embrace UK is reccomended as the preferred bidder. The successful provider is already well embeded within the local community having provided various health and wellbeing provision for groups and communities in Haringey who are deemed high risk, vulnerable and marginalised within society for over 20 years.

The incumbant service provider, Embrace UK has delivered against the exisiting service specification whilst also successfully evolving to adapt to new service demands & expectations as directed by the commissioner. For example, from November 2014 the service was remodelled to offer HIV Point of Care and Chlamydia/Gonorrhoea testing alongside its established provision of sexual health promotion and awareness raising within the Black African Community as part of a pilot project to ascertain the viability of community based testing.

Folowing the successful implementation of the pilot, for the 2015-16 financial year , a fomalised target was integrated into the service specification for HIV Point of Care Testing (PoCT), Chlamydia/Gonorhoea screening and Condom distribution for young people under the age of 25 years as part of the Pan london C-card scheme and the Haringey specific adult condom scheme for Haringey residents.

For performance against each of the KPI's, Embrace UK either met or exceeded the service targets, and for 2016-17 targets ,the provider is on course to exceed the KPI's.

Additionaly as part of the service user survey, the feedback from service users on their experience of accessing services via Embrace was very positive, indicating that the provider is well placed to continue to support key groups within Haringey who find it challenging to access mainstream services.

This Equality Impact Assessment looks to understand the profile of STI prevalence and access to community sexual health services among those that share different protected characteristics. It assesses the impact of recommissioning Embrace UK to provide these services.

<u>Haringey Sexual Transmitted Infection (STI) Profile 2014</u>

There is significant need for sexual health services in Haringey which should comprise of prevention and diagnostic services , with access to services and appropriate information with a recognition that need can be greater in certain communities

Key issues highlighted in the data are as follows

- **4389 new sexually transmitted infections** (STIs) were diagnosed in Haringey residents, which is a rate of 1666.4 per 100,000 (compared to 797.2 per 100,000 in England).
- Young people aged between 15 and 24 years experience the highest rates of new STIs, (especially females). In Haringey, **34%** of diagnoses of new STIs made in GUM clinics were in young people aged 15-24 years
- The Chlamydia detection rate per 100,000 young people aged 15-24 years in Haringey was 2174.8 (compared to 2012.0 per 100,000 in England).
- **41.2% of new STIs were in men who have sex with men** (MSM)[1]
- **Haringey is ranked 10 highest for the rate of Gonorrhoea,** which is a marker of high levels of risky sexual activity. The rate of Gonorrhoea diagnoses per 100,000 in Haringey was 279.1 (compared to 63.3 per 100,000 in England).
- An estimated **9.% of women and 12.1% of men presenting with a new STI** at a GUM clinic during 2010 to 2014 were re-infected with a new STI within twelve months.

[1] GUM clinics only

- Among GUM clinic patients who were eligible to be tested for HIV, 72.1% were tested, compared to 68.9% in England.

Socio-economic deprivation (SED) is a known determinant of poor health outcomes and data from GUM clinics show a strong positive correlation between rates of new STIs and the index of multiple deprivation across England. The relationship between STIs and SED is probably influenced by a range of factors such as the provision of and access to health services, education, health awareness, health-care seeking behaviour and sexual behaviour.

Ethnicity - There are a significant number of new STIs diagnosed in GUM clinics within non white ethnic residents as shown in Figure 2

Figure 2 - Number and proportion of new STIs by ethnic group (GUM diagnoses only) 2014 (PHE)

Ethnic Group	Number	%
White	2470	59.3
Black or Black British	585	14.0
Asian or Asian British	335	8.0
Mixed	245	5.9
Other ethnic groups	155	3.7
Not specified	375	9.0

HIV Diagnosis

An estimated 107,800 people were living with HIV in the UK in 2013. Men who have sex with men (MSM) and black Africans are the groups most affected by HIV infection.

It is estimated that a quarter of people to be living with HIV are unaware of their infection in the UK and remain at risk of passing it on if having sex without condoms.

Haringey's HIV diagnosis rate, at 7.1 per 1000 population is comparitively higher than London (5.9 per 1000) and significantly higher than the England rate (2.2 per 1000).

Haringey also has a high level of late diagnosis in comprasion to London. In Haringey, between 2012 and 2014, 43.2% of HIV diagnoses were made at a late stage of infection compared to 37% for London and 42% in England. By sexual orientation, this represents 31.1% of men who have sex with men (MSM) and 59.8% of heterosexuals were diagnosed late.

Within London by ethnic group, Black Africans were more likely to be diagnosed late than the White population (56% and 27% respectively).

There are a broad range of factors which can be attributed to the high levels of late diagnosis amongst Black African communities. Nationally Black Africans and other minority ethnic groups in the UK are likely to perceive themselves as outsiders, hence they are likely to experience stigma. This may have knock on effects, such as avoiding mainstream sexual health services. Evidence suggests that HIV positive Black Africans in the UK are likely to conceal their HIV status and to delay/ignore potential sources of health & social support because of perceived external and internalised stigma.

Therefore, ensuring the provison of a local community based sexual health service, which improves understanding of HIV , sexual health and safer sex practice, access to HIV & STI testing and peer support for BAME Haringey residents, who are challenged to access mainstream services will continue to have a number of benfits for residents of Haringey, particualry those from high risk groups;

- Increased opportunitistic STI and HIV testing
- Provision of prompt diagnosis and treatment thereby supporting the reduction in Sexually Transmitted Infections (STI)
- Contribution to early diagnosis of HIV infection which will enable better treatment outcomes, improved life expectancy and reduction in the risk of transmitting the infection to others.
- Support the reduction in teenage and unwanted pregnancy amongst vulunerable & migrant communities through the promotion of safer sex practice and access to contraceptive provision and signposting.

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?**
NA	

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?**
JSNA	Prevalence of sexual health infections, contains information broken down by Age, gender, ethnicity, for the Borough
Sexual health retender review	Focus group and survey information

Stage 5a – Considering the above information, what impact will this proposal have on the following groups in terms of impact on residents and service delivery: Positive and negative impacts identified will need to form part of your action plan.				
	Positive	**Negative**	**Details**	**None – why?**
Sex	X		Black African men are a key risk group for STI & HIV. Nationally, 66% of Black African men diagnosed with HIV were at a late stage of diagnosis. The current service engaged with over 2000 Black African men with the largest age cohort within the 25-44 age group Peer testing In community settings and times that suits them was found to be important in the consultation Black African women are a key risk group for STI & HIV. Nationally, 61% of Black African women were diagnosed with HIV at a late stage. The current service engaged with over 1700 Black African women with	

			the largest age cohort within the 25-44 age group Peer testing In community settings and times that suits them was found to be important in the consultation	
Gender Reassignment	X		Those in transition are often very dissatisfied with main stream sexual health services, The new provider will be expected to work with community organisations/groups like Wise Thoughts which is an LGBT organisation, the provider will also develop links with more specia;list charities like London Friends	
Age	x		Young adults are more likely to have an STI especially young women. The service will target young adults via youth and community settings. The service will promote and offer age appropriate services to young people such as the Pan-London Condom Scheme and National Chlamydia Screening Programme (NCSP) which are services for young people under 25	

			years	
Disability	X		There is evidence that access to clinic based services can be poor for those with a disability – the provider will provide a proactive signposting and referral pathway which minimises barriers to accessing appropriate sexual health services for people with a disability	
Race & Ethnicity	x		There will be targeted services and outreach and provision with ethnic communities/ groups known to have higher prevalence of STIs such as the Black african communities. This will be informed and shaped by local and national sexual epidemiology data. However, the overall service provision will also be inclusive of engaging with wider groups to help reduce the incidence of 'missed' opportunties for residents to test.	
Sexual Orientation	x		2015 PHE London & national STI reports indicate a significant increase in STI diagnosis amongst MSM. The service will ensure proactive local engagement with residents identifying as MSM. The service will provide information and	

			signposting to appropriate services. The provider will also develop collaborative pathways with local LGBT services/groups such as Wise Thoughts & Proud Lillie Whites	
Religion or Belief (or No Belief)	x		Belief systems can influence how people want to discuss sexual health and where they want to receive treatment. The provider will be expected to take religion and belief into consideration in the planning of its services and work collaboratively with faith groups to help address stigma and barriers to accessing services.	
Pregnancy & Maternity	x		The current provider has developed a well respected service for mothers who are HIV positive, they have established links with midwives and health visitors and work successfully with the Alexander Pringle center which is one of the leading providers of HIV treatment & care in the UK.	
Marriage and Civil Partnership	x			No specific issues identified

Stage 6 - Initial Impact analysis	Actions to mitigate, advance equality or fill gaps in information
The analysis of the assessment shows that those within protective characteristic groups are highly impacted on in terms of the provision of sexual health services and can potentially benefit from service redesign. The service will be open to all residents including young people under the age of 25 to ensure maximum uptake and awareness raising. Embrace is well placed to offer services to these groups . Embrace UK have a proven history of delivering good quality service within the community, particularly to groups who are identified as high risk, vulnerable and marginalised within communities. They also provided the cheapest quote in comparison to the other bidders whilst scoring the highest in relation to quality of service provision.	**Monitoring and oversight** The commissioner will conduct ongoing review of the effectiveness and impact of the service provision to meet the needs of high risk groups through monitoring data and further focus groups. It will be important to ensure that the following groups needs are being addressed ▪ Men over the age of 24- at the risk of repeat STI infections ▪ Women over the age of 24- at risk of acquiring STIs, ▪ Men who have sex with men (MSM)- at risk for acquiring STI infections ▪ LGBT at risk of acquiring STI infections ▪ Working with Faith groups/communities as part of increasing awareness raising.

Stage 7 - Consultation and follow up data from actions set above	
Data Source (include link where published)	**What does this data include?**
Introduction A service user engagement exercise with Haringey adult residents from BaME backgrounds took place during May & June 2016. The purpose was to establish service users views on what the successful elements and challenges were with the current community based sexual health service provision, as well as views on how services could be improved. The survey exercise invited a range of service users from BaME communities currently accessing the existing community outreach sexual health service, particularly service users from Black African communities which represents one of the highest risk groups for sexual ill health in the borough	The survey was designed to find out the following information; • Service user views on the existing community sexual health services offered by Embrace UK • Service user experience of accessing the service • Service users experience of and issues with other sexual health services in the borough • Service users access to information for sexual health services, contraception & HIV support. A total of 23 people attended the focus groups. The focus groups took place at Embrace UK's centre. The survey group comprised of;

- A group of newly diagnosed pregnant women and mothers living with HIV (12 women).
- A mixed group of men and women from African and African Caribbean backgrounds (4 men & 7 women).

Of the total number of respondents who took part in the survey 18 provided responses to the survey questions.

Overall, the service users who took part in the survey were satisfied with the level of service on offer through the current provider and wished to see the levels of provision maintained and expanded on where feasible.

The information we have collected from the survey has been used to update the service specification for the community sexual health services contract which is being put out to tender.

The survey report will also be shared with potential providers to make sure providers have insight into the needs and expectations of services users.

Stage 8 - Final impact analysis

The impact assessment has identified groups known to have a higher risk and prevalence of certain STIs and HIV, or have poorer access to community sexual health services. The commissioned provider will be expected to design and tailor preventation and treatment to improve access to sexual health services for these high risk and disadvantaged groups.

Embrace UK, the preferred bidder, is well embeded within the local community and has exceeded prerformance outcomes for 2016/17. Recommissioning their services is expected to build on this performance and improvement, benefiting those groups that are of the highest risk and most vulnerable.

The commissioner will conduct ongoing review of the effectiveness and impact of the service provision to meet the needs of high risk groups through monitoring data and further focus groups.

Stage 9 - Equality Impact Assessment Review Log

Review approved by Director		Date of review	18/11/2016
Review approved by Director / Assistant Director		Date of review	

Stage 10 – Publication

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

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Report for:	Cabinet 13 December 2016
Item number:	**15**
Title:	Award of contracts for the provision of pharmacy enhanced services
Report authorised by:	Dr Jeanelle de Gruchy, Director of Public Health
Lead Officer:	Sarah Hart, Senior Public Health Commissioner
Ward(s) affected:	All
Report for Key/	
Non Key Decision:	Key decision

1. **Describe the issue under consideration**

1.1 The report seeks agreement from Cabinet to award contracts to designated community pharmacies for the provision of one or all of the following; healthy start vitamins; stop smoking service and specific sexual and reproductive health[1] services, these services form the Healthy Living Pharmacy (HLP) programme.

1.2 Framework contracts will be awarded for a period of 4 years. The total maximum cost for the provision across all participating pharmacies per year will be as follows: a) Healthy Start vitamins £7,000 b) stop smoking services £25,000 and c) sexual health services £241,800.

2. **Cabinet Member introduction**

2.1 Community pharmacies are an important asset within the primary care system which the Council is utilising to promote prevention and early help. Their location, opening hours and discreteness offer an opportunity to reach into the community with public health messages and services.

2.2 The award of these contracts enables the Council to tackle three important issues: poor sexual and reproductive health, smoking and vitamin deficiency in pregnant women, breast feeding mothers and children who are under 4 years of age, all of which are areas that are creating health inequalities across the life course, particularly for young people, black and minority ethnic groups and hard-to-reach groups.

[1] Sexual health services include the provision of; free condoms for young people (C card condom scheme) and free condoms for adults, emergency hormonal contraception, Chlamydia and gonorrhoea testing and Chlamydia treatment and HIV point of care testing.

2.3 I welcome the proposal contained in this report that will continue to enhance community pharmacy services for Haringey residents over the next 5 years.

3. Recommendations

3.1 That Cabinet approves the following recommendations:

3.2 The setting up of a Framework Agreement for the provision of pharmacies enhanced services; and

3.3 And that the providers listed in paragraph 7.7 of the report be awarded contracts under the Framework Agreement.

3.4 That the contracts awarded under the Framework Agreement will be for a period of four years. The total value of the contracts awarded under the Framework Agreement will be £967,200.

4. Reasons for decision

4.1 The services being commissioned are required to support delivery of the Council's corporate plan and are in line with its commitment to prevention and early intervention, empowering residents to live healthier lives.

4.2 The council undertook a competitive procurement exercise, inviting applications from community pharmacists to provide a suite of public health services.

4.3 The process for selecting the preferred community pharmacies was based on the applications achieving the highest score based on quality.

5 Alternative options considered

5.1 As part of a rigorous exercise the public health team considered no longer commissioning pharmacies to deliver these services relying on other specialist services. The conclusion was that pharmacies offer good quality, easy access services to residents at a lower cost than specialist services. They therefore enable the Council to increase its prevention activity and achieve its medium term financial strategy.

6 Background information

6.1 The HLP programme was developed by the former NHS Portsmouth, working together with the Hampshire and Isle of Wight Local Pharmaceutical Committee in 2010. It recognised the significant role that community pharmacies could play in preventing ill health and in helping to reduce health inequalities.

6.2 The services provided within a HLP programme are varied and tailored to local health needs. All HLP builds on existing core pharmacy services (Essential and Advanced) with a series of enhanced services.

6.3 Within an HLP, Healthy Living Champions (HLC) are members of the pharmacy team who are trained and independently accredited to provide residents with health and wellbeing advice, deliver interventions and/or signposting them to other commissioned services. They undergo safeguarding and equalities training.

6.4 In Haringey, the HLP programme was successfully launched by the Council in 2014-15. There are currently 31 accredited HLP pharmacies in Haringey. The pharmacies deliver services focussed on the nutrition needs of pregnant women, new mothers and young children, smoking cessation and sexual & reproductive health.

6.5 **Why we commission healthy start vitamins** - Haringey has high levels of child poverty, an average of 24.4% of children live in poverty. Healthy Start vitamins are important because 8% of children under five in the UK don't have enough vitamin A in their diet, families in lower-income groups tend to have less vitamin C in their diet, all pregnant and breastfeeding women and young children are at risk of vitamin D deficiency. A national survey reports that toddlers only achieve on average 27% of recommended dietary intake of vitamin D from food sources (Bates et al 2010). According to The National Institute of Clinical Excellence (NICE) 1 in 5 children and 1 in 6 adults in England has a low Vitamin D status. NICE guidelines (PH56) aim to increase the use of supplements in order to prevent vitamin D deficiency among at-risk groups.The scheme exists to improve the health of low-income pregnant and breastfeeding women and their children. The Healthy Start vitamins in particular are tailored to suit the nutritional needs of both mother and child. The goal of Healthy Start is to ensure that every mother/child has access to the foods and nutrients they need to be as healthy as possible, irrespective of their income.

6.6 **Why we commission smoking cessation –** Haringey has a 7.7 year gap in life expectancy for men and a 4 year gap for women. Smoking contributes to 50% of this life expectancy gap with half of smokers dying prematurely. Smoking prevalence in Haringey remains high, with an estimated 40,000 smokers in the borough. Haringey was ranked in 8th place in London for smoking prevalence in 2015. Nearly one in four (22%) adult's smoke, which is higher than England (17%) and London (16%). Smoking prevalence varies by gender, age, ethnicity and social class. Whilst there has been an overall reduction in smoking in Europe and England, these reductions have mainly been in average and high income groups which means there has been a widening of health inequalities. In Haringey in 2014-15, 1902 per 100,000

people successfully quit smoking after 4 weeks with the support of a range of stop smoking services.

6.7 Pharmacies are one of a number of stop smoking services in Haringey. The location of pharmacies and their extended opening hours beyond those of traditional services means they are better able to meet the needs of some otherwise poorly served population groups.

6.8 **Why we commission reproductive health services -** A more recent change in the UK, as well as Haringey, has seen a decrease in teenage conceptions (figure 1). This is really great news, as teenage pregnancy results in poorer outcomes for both mother and baby. The proportion of births in Haringey to young women under 18 has decreased over the last few years to 0.6%, lower than the England average. Access to condoms and emergency hormonal contraception (ECH) is a factor in this along with a change in girls' life ambitions, better sex education and shifts in young people's sexual risk taking behaviour. In 2016 free EHC and condoms was extended to those over 25 years.

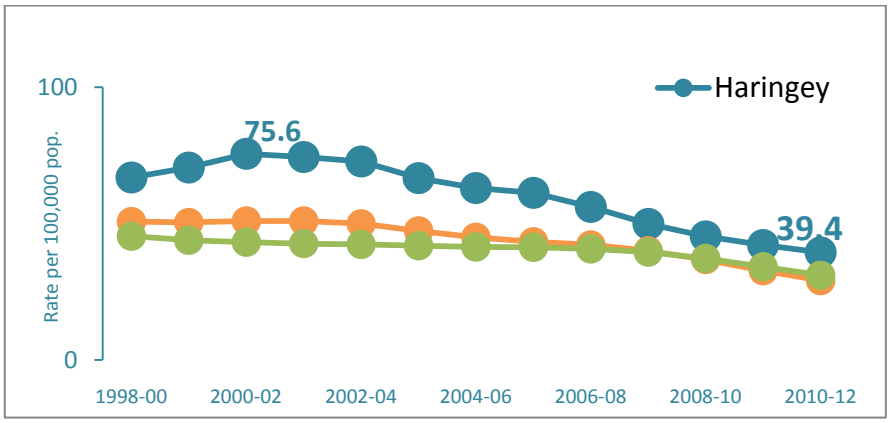


Figure 1 teenage pregnancy rates 1998-2012

6.9 **Why we commission sexual health service** Although Haringey has moved from having the 4th highest rate of sexually transmitted infection (STIs) in England, in 2012, to 12th in 2014, STIs continues to pose a significant health risk to the population of Haringey

6.10 In 2014, 4,389 new STI cases were diagnosed in Haringey residents, a rate of 1666.4 per 100,000 compared to London (1366.6 per 100,000) and England (797.2 per 100,000). It is important to note that there has been a national increase in STI diagnoses, with London increasing at a faster rate than other regions. This is reflected in Haringey's diagnosis rate experiencing a steady increase however, this increase has been substantially lower than London (please see figure 1);

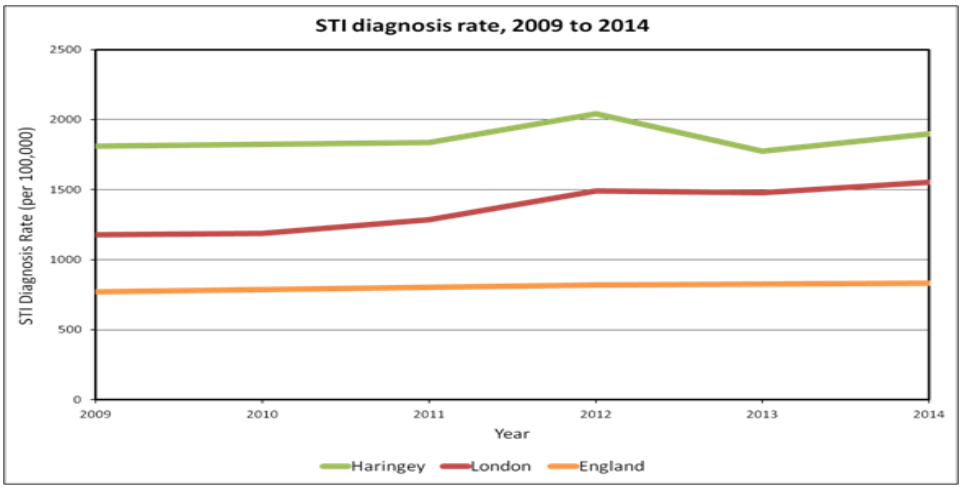


Figure 2: STI Diagnosis rate 2009-2014

6.11 Sexual ill health does not affect the population equally in Harigney. BME and young people (under 25 years) remain key high risk groups. In 2014, 49.2% of new STIs diagnosed in Haringey were in people born overseas. With 34% of STI's diagnosed in young people aged 15-24 years.

6.12 HIV in adults remains a key STI for Haringey, in 2014 there were 112 new HIV diagnosed cases in Haringey. The diagnosed HIV prevalence rate was 7.1 per 1,000 in population aged 15-59 years (compared to 2.2 per 1,000 in England).

6.13 HIV late diagnosis is associated with high morbidity and short term mortality. Nationally 66% of those diagnosed late were black Africans. In Haringey, between 2012 and 2014, 43% of HIV diagnoses were made at a late stage of infection compared to 42% in England. Although Haringey's late diagnosis is marginally higher than England, this is a marked reduction from 49% of residents diagnosed between 2009 and 2011 (see figure 3).

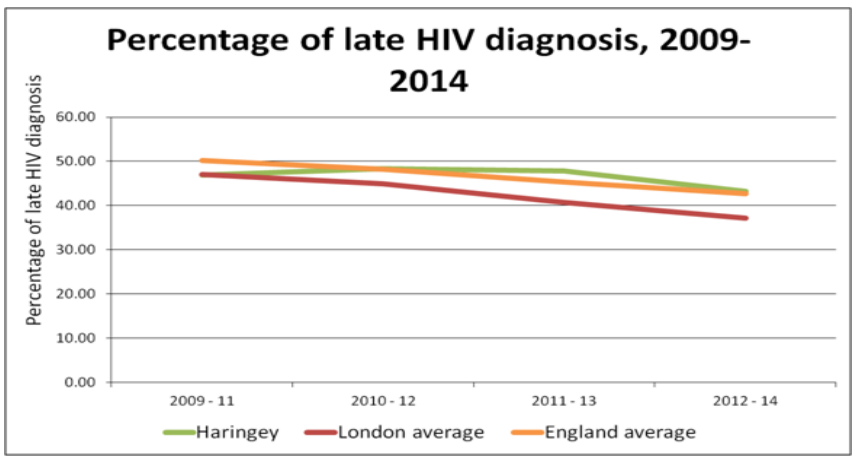


Figure 3: HIV Late Diagnosis 2009-2014

6.14 Reducing the burden of HIV and STIs requires a sustained public health response based around the promotion of safer sex including use of condoms, active early detection using new technologies i.e. on the spot HIV tests and postal home sampling kits, successful treatment and partner notification. Given that most people with an STI are not aware that they have an infection, that having an infection still carries significant stigma and the groups most at risk are often marginalised, we aim to use pharmacies along with the BME outreach service to reach into the community and eliminate local barriers to condom use and STI testing.

6.15 **HLP deliverables achieved in 2015/16**

Healthy start vitamins programme (HSV)

- Selected pharmacies located within the most deprived areas of Haringey with highest need
- Currently 10 pharmacies commissioned, supplying vitamins to Haringey residents who are pregnant, breastfeeding or have a child who is under 4 years old.
- 982 Children's vitamin drops dispensed, an increase of 30% from the previous year
- 592 women's tablets dispensed an increase of 22% from the previous year.

Stop smoking service

- 25 commissioned pharmacies located within areas of highest need
- 89 residents successfully quit smoking. The age range of clients seen (20 to 75 years of age) with the vast majority of those between 35-49 years old.

Sexual and reproductive health

- 31 commissioned pharmacies located in areas of highest need, offering; Chlamydia/Gonorrhoea testing, Chlamydia treatment, emergency hormonal contraception, C-card condom scheme for under 25 year olds and adult condom scheme
- 13 pharmacies offering HIV point of care testing
- 483 HIV point of care tests delivered, with 2 'reactives' needing referral
- 400 adult condom starter packs distributed with over 1000 repeats provided
- 572 emergency hormonal contraception (EHC) provided administered to residents over 25 years of age
- 1,796 EHC administered to young people under the age of 25yrs
- 225 Chlamydia/Gonorrhoea tests delivered to young people and adults achieving 14 positives

6.16 Receiving sexual and reproductive health services within a pharmacy setting is a popular choice for residents. Demand for these services is likely to rise as

opportunities for HLP delivered services increases and residents move away from using traditional genito-urinary medicine (GUM) clinics. HLPs are a core element of the Haringey sexual health Step Change Programme aiming to improve sexual health, whilst at the same time creating efficiencies; where appropriate it is far less costly using an HLP than a GUM clinic. Haringey's local Step Change Programme is part of the London Sexual Health Transformation Programme (LSHTP) which is 29 councils working together to improve sexual health and reduce use of GUM clinics.

7 **Procurement process** - The Council chose to undertake a competitive Open Tender process to procure pharmacies for the services for inclusion on a framework agreement. The framework will run for 4 years, starting on 1st April 2017.

7.1 The Tender was separated into 2 lots:

Lot 1 – East Haringey – Post Codes: N22, N11, N15 and N17

Lot 2 – West Haringey – Post Codes: N8, N6, N4, and N10

7.2 For the Stop Smoking Service, the Council were looking to award contracts to 15 pharmacies in Lot 1 and up to 5 in Lot 2.

7.3 For the Healthy Start Vitamins Service, the Council were looking to award contracts to up to 8 pharmacies in Lot 1 and 2 in Lot 2

7.4 For Sexual Health Service the Council were looking to award contracts to 11 pharmacies who met the qulaity criteria.

7.5 The evaluation of the suppliers was based solely on quality. The tender evaluation criteria and weighting were set out in the tender documents and clarified during the tendering process. Pharmacies had to achieve a minimum of 50% for quality in order to be included on the framework.

7.6 32 pharmacies responded to the tender. All achieved the minimum threshold for quality.

7.7 The table below shows the details of each pharmacy and the services which they have been appointed to provide:

Name of Pharmacy	Lot	Sexual Health	Stop Smoking	HealthyStart Vitamins
Allcures Pharmacy	1	Y	Y	Y
Beautychem Pharmacy	1	Y	Y	Y

Clockwork	1	Y		
Coopers Pharmacy	1	Y		
Cross Chemist	1	Y		
Dobber Pharmacy	1	Y	Y	Y
Greenwoods Pharmacy	1	Y	Y	
J Lord Chemist	1	Y		
Mansons Chemists Ltd	1	Y	Y	Y
Mintons Chemist	1	Y	Y	Y
Morrisons Pharmacy	1	Y		
Napclan - 465 high Rd N17	1	Y	Y	Y
Napclan - 48-50 Bounds Green Rd N11	1	Y	Y	
Napclan - 573-577 High Rd N17	1	Y	Y	
Napclan - 65a White Hart Lane N17	1	Y	Y	
Napclan - 753 High Rd N17	1	Y		
Pill Solutions Ltd T/A Pharmacy Express	1	Y	Y	Y
Safedale Ltd	1	Y	Y	Y
The Cadge Pharmacy	1	Y	Y	Y
Amy Pharmacy	2	Y	Y	Y
Conochem Management Ltd T/A Parade Chemist	2	Y		
D.P.Mark Chemists	2	Y	Y	
Hayward Pharmacy	2	Y		
Hornsey Central Pharmacy (Braxted Ltd)	2	Y		
Muswell Hill Pharmacy	2	Y		
Napclan - 330 Muswell Hill N10	2	Y		
Park Road Pharmacy	2	Y	Y	Y
Petter Pharmacy	2	Y	Y	Y
Redwood Pharmacy Limited	2	Y		
Reena Pharmacy	2	Y		
Saigrace Pharmacy	2	Y		
Santas Ltd T/A Santas Pharmacy	2	Y	Y	Y

8 Contribution to strategic outcomes

8.1 The HLP programme is linked to the Council's Corporate Plan, Building a Stronger Haringey Together 2015-18, in particular Priority;1 Enable every child and young person to have the best start in life, with high quality education Priority 2: 'Empower all adults to live healthy, long & fulfilling lives' and the cross- cutting themes, specifically: prevention and early intervention as outlined in Objective 1 'Become an organisation focused on prevention and early help', where it states that the Council will: 'embed prevention and early help into all frontline services which come face to face with residents'. HLP programme is also linked to other cross-cutting themes such as 'A fair & equal borough', 'Working Together with Communities', and 'Working in Partnership'.

9 Comments of the Chief Finance Officer and financial implications

The total estimated cost for the provision across all participating pharmacies per year will be as follows: a) Healthy Start vitamins £7,000 b) stop smoking services £25,000 and c) sexual health services £241,800. This will be funded from existing resources provided by the Public Health grant.

10 Head of Procurement comments

10.1 The tender process was supported by Corporate Procurement and is in line with the Procurement Code of Practice and EU Public Contracts Regulations 2015. It is required that Schedule 3 provision which includes, inter alia, health and care provision is appropriately advertised, and an equitable and transparent competitive process is employed

10.2 The use of a framework arrangement enables the Council to appoint several suppliers without being constrained by a set contract price as service use is dynamic.

10.3 The framework sets out service standards and Key Performance Indicators and performance targets. Performance metrics are required monthly and are uploaded on Pharmoutcomes database or Therapy audit database and will enable the health team to regularly monitor service delivery to ensure outcomes are achieved.

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

11.1 The Assistant Director of Corporate Governance is not aware of any legal reasons preventing Cabinet from approving the recommendations in the report.

12 Equalities and Community Cohesion Comments

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

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

12.2 A full Equality Impact Assessment was conducted as part of the tendering process and accompanies this report. The healthy living pharmacy contracts have been developed to reduce health inequalities identified in four key areas; smoking, poor sexual health, teenage pregnancy and maternal/child nutrition. Healthy Living Pharmacies have a number of advantages including accessibility of location, opening hours and discreetness, which will help the services's outreach among particular groups that are harder to reach. The impact assessment has identified communities and areas of the borough with the greatest need, where enhanced pharmacies have the potential to bring greatest benefits.

12.3 The Health Living Pharmacy programme will continue to be evaluated, equalities data monitored and the views of service users sought, informing future targeted outreach and public health schemes.

13 Policy Implication

14 Appendices

Appendix 1 Equality Impact Assessment

Equality Impact Assessment

Name of Project	Healthy Living Pharmacies	**Cabinet meeting date** ***If applicable***	December 2016
Service area responsible	Public Health		
Name of completing officer	Emilia Brunicki/Sarah Hart	**Date EqIA created**	September 2016
Approved by Director / Assistant Director	Susan Otiti	**Date of approval**	18/11/2016

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

- **Eliminating discrimination, harassment and victimisation and any other conduct prohibited under the Act**
- **Advancing equality of opportunity between those with 'protected characteristics' and those without them**
- **Fostering good relations between those with 'protected characteristics' and those without them.**

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

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

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

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

Stage 1 – Names of those involved in preparing the EqIA	
1. Project Lead Emilia Brunicki/Sarah Hart	5.
2. Equalities / HR	6.
3. Legal Advisor (where necessary)	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.

This EqIA is aimed at assessing the impact of the services offered by Healthy Living Pharmacies on people living in Haringey who are defined as having protected characteristics under the Equality Act 2010 and addressing any potential inequalities.

Improving the health and wellbeing of the population of Haringey, and reducing the health inequalities found in the borough is a priority. There are health inequalities based on the geographical location within the borough, with an average higher life expectancy for residents living in the west of the borough compared to the east.

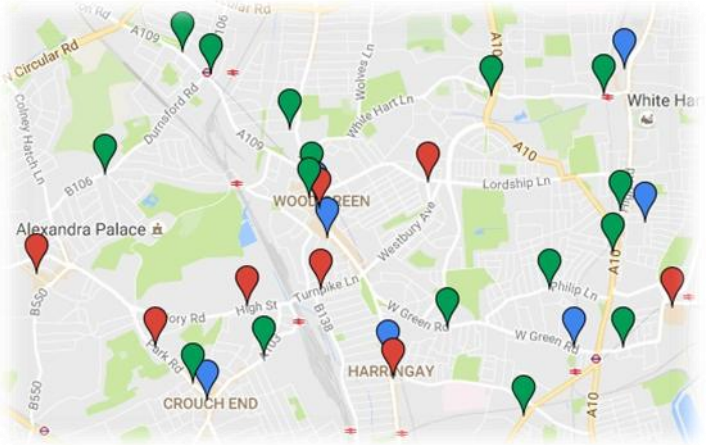
Healthy Living Pharmacies (HLPs) are community pharmacies that aim to deliver a range of high quality health and well being services, free of charge and without an appointment, to local populations. Pharmacy staff are trained and qualify as Healthy Living Champions who provide customers with advice on health and wellbeing.

Community pharmacies provide services in the community (often located in deprived areas) and are frequently patients' first point (sometimes only point) of contact with a healthcare provider (over 1.6 million people visit a pharmacy each day). Pharmacies are often located in easily accessible places (high streets, shopping centres, supermarkets) and offer flexible opening hours (evenings and weekends). Most people live within 20 minutes (walking or using public transport) of a pharmacy. HLPs are tailored to local health needs to reduce health inequalities. Proactive pharmacists can use every point of contact to promote health and well being, such as when patients are picking up prescriptions etc. By offering services in HLPs, it will improve the convenience and accessibility of the services to those who may not often visit their GP. HLPs in other areas have improved the health and wellbeing of residents and help create more capacity in GP and other services. The services offered in the HLPs in Haringey are aimed to improve health, life expectancy and well being of

residents in a less formal and more convenient way.

Currently there are 25 HLPs in Haringey and they display the Healthy Living Pharmacy logo (above) on their window.

Map of pharmacies in Haringey. HLPs are shown in blue, pharmacies offering emergency contraception are shown in red and pharmacies offering both are shown in green.



Services provided by HLPs in Haringey:

- **Smoking Cessation**
- **Sexual Health Services**
- **Healthy Start Vitamins**

Smoking Cessation

Rationale for Service

Reducing smoking in Haringey is a key priority. Smoking is the UK's biggest cause of preventable morbidity and mortality contributing to increased prevalence of long term conditions such as CVD, Stroke, cancer, COPD and shorter life expectancy. Second hand smoke is also damaging. It is also a key driver of health inequalities. Smoking prevalence is highest in more deprived areas. Reducing the prevalence in deprived and disadvantaged/vulnerable communities and some black and minority ethnic (BME) groups will help to reduce health inequalities.

Smoking rates are higher in Haringey than the rest of England and London with one in five adults smoking, and these rates may not be reducing as fast as the rest of the UK. Smoking is also attributable to high rates of hospital admissions in Haringey placing a significant burden on health services.

Quitting smoking can be one of the most effective things to improve health. Providing a smoking cessation service in pharmacies offers easier access to services for key target population groups such as young people, vulnerable adults/adults at risk, pregnant women or those who don't currently engage with GP services. **Smokers who walk into a HLP are twice as likely to set a quit date and quit smoking compared to a non HLP.**

HLPs offer smoking cessation services by:

- Providing very brief advice (VBA)

- Providing one to one supportas part of an 8 week programme (providing behaviour support and providing nicotine replacement therapy or vareniciline via patient group direction where required)
- Providing promotion of the service locally and providing health promotion material /Smoke free resources relevant to patients' needs
- Referral on to specialist services if required (COPD, pregnant women, those with mental illness etc)
- Offering service to under 16s if one advisor meets the requirements for providing services to young people

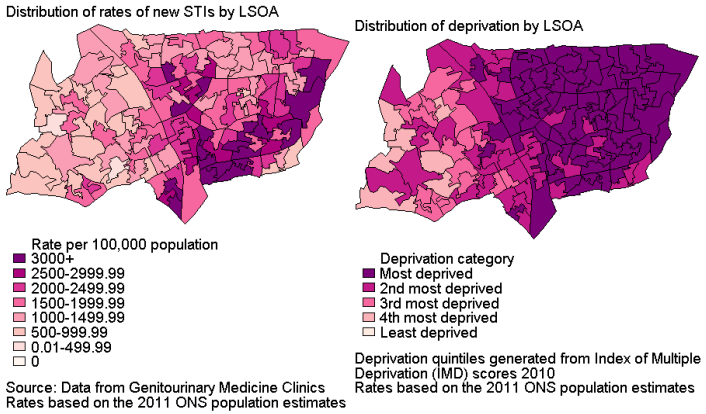
Sexual Health

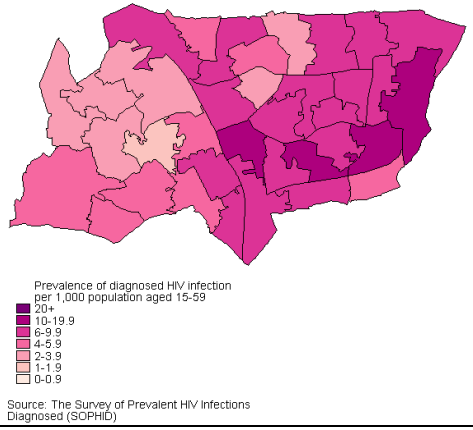
Provides services for:

- Under 25 year olds (STI testing, C-card Condom Scheme, Chlamydia treatment, Emergency Contraception)
- Over 25 year olds (STI testing, Condom Scheme, Chlamydia treatment, Emergency Contraception)
- Over 18 year olds (HIV Point of Care testing (only available at select pharmacies)

<u>Rationale for Service</u>

Sexual ill health is not equally distributed amoung the population. There are direct links with poverty, poor housing , unemployment and discrimation and the groups at highest risk are women, men who have sex with men (MSM), teenages and young people, and BME groups.There has been widespread concern over the increasing numbers of STIs (notably Chlamydia, HIV, gonorrhoea and Syphilis), with numbers of new infections doubling since 1996 nationally. This has placed huge pressures on health services. There are similar concerns over the rates of teenage pregnancy which are among the highest in Western Europe. Demands for contraception and termination services continue to rise. The picture is very similar in Haringey with high rates of STIs, terminations and HIV. STIs are highest amoungst under 25 year olds. Data from GUM (genito-urinary medicine) clinics show a positive correlation berween rates of new STIs and socio-economic deprivation. There are sexual health inequalities between the east and west of the borough as shown:





Traditional sexual and reproductive health clinics are provided in Haringey are already under great pressure with the needs of the population exceeding the ability of the local services. By providing services in HLPs, this provides easier access to services for residents . By providing easier access, this will improve early detection rates for HIV which improves treatment outcomes and life expectancy. Between 2012- 2014 43% of HIV diagnosis were made at a late stage. By providing free contraception (condoms and long acting reversible contraceptives) and emergency contraception services, this will lead to a reduction in teenage conception and unplanned pregnancies and terminations and repeat terminations.

The pharmacies adopt a "making every contact counts" (MECC) approach so that residents are offered all relevant service elements irrespective of their original reason for accessing the pharmacy i.e. those using sexual health services offered smoking cessation.

Healthy Start Vitamins

Provides free vitamins for pregnant women, women with a child under 12 months and children under 4 years.

- Vitamins A,C and D provided for children aged 6 months to four years (available as drops)
- Folic acid and Vitamins C and D for pregnant and breast feeding women (available as tablets)
- In certain circumstances (with the advice of healthcare professionals) vitamins may be provided for children under 6 months

Rationale for Service

During pregnancy and during the early years, vitamins are important nutrients, even if eating a healthy and balance diet.

In the UK 8% of unders 5 year olds don't have enough vitamin A in their diet, which is important for immunity, skin and vision. It has also been found that families in lower income groups have less vitamin C in their diet. Haringey is one of the most deprived boroughs in London and England. There are more children in the east of Haringey which has higher levels of deprivation than the west. All pregnant and breast feeding women (especially younger women and those from ethinic minorities) are at risk of Vitamin D deficiency. Those that are eligible are entitled to one bottle of 56 tablets every 8 weeks. The vitamins are suitable for vegetarians and are free from wheat, fish, egg and salt.

Stage 3 – Scoping Exercise - Employee data used in this Equality Impact Assessment **Identify the main sources of the evidence, both quantitative and qualitative, that supports your analysis. This could include for example, data on the Council's workforce, equalities profile of service users, recent surveys, research, results of recent relevant consultations, Haringey Borough Profile, Haringey Joint Strategic Needs Assessment and any other sources of relevant information, local, regional or national.**	
Data Source (include link where published)	**What does this data include?**
EqIA Profile on Harinet	Age, gender, ethnicity, disability information – for the Council and the Borough

Stage 4 – Scoping Exercise - Service data used in this Equality Impact Assessment **This section to be completed where there is a change to the service provided**	
Data Source (include link where published)	**What does this data include?**
JSNA Population Profile of Haringey	
JSNA Smoking	
Public Health Intelligence (Haringey Profile) Smoking Related Admissions	
Sexual Health Strategy Harinet	
Sexual Health Needs Assessment 2016	Population data, sexual health in Haringey
Healthy Start webpage (Vitamins)	Who is eligible and what vitamins are provided.
Phamraceutical Needs Assessment	
NICE Guidance	Vitamin D deficiency
Needs Assessment LGBT and Substance abuse	
STIs Harinet	Information on transmission and services available for STIs

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	**Smoking Cessation X** **Sexual Health X** **Healthy Start Vitamins X**		In Haringey in 2013, the population was 254,900. 49.5% were male and 50.5% were female. **Smoking cessation** This service is offerered to both men and women, with no restriction depending on gender. HLPs will widen the accessibility to both genders and reduce health inequalities. Men are more likely to smoke than women however, and young men are also less likely to present at GPs, go into pharmacies or access smoking cessation services so work to target this cohort may be needed. **Sexual Health** There is evidence of poor sexual health in Haringey. Increasing accessibility to sexual health services, STI testing kits and treatment and free contraception outside of a GP surgery will improve uptake for both men and women and will reduce health inequalities. Haringey also has high levels of unintended and unwanted pregnancies. HLPs offer free EHC in an easy to access community environment. **Healthy Start Vitamins** NICE guidance advises that pregnant and breast feeding women are at risk of vitamin D deficiency as well as adults over 65 (both men and women), people with low or no exposure to the sun and BME groups. At risk groups are advised to take a supplement. As the service is aimed at women and children, it will have a positive impact on pregnant, breastfeeding	

			mothers and children of both genders. Although women's vitamin needs may be greater during this time, the national healthy start vitamins programme does not include at risk men who may also be at risk of vitamin D deficiency (Haringey is very ethnically diverse. BME communities are higher risk of developing vitamin D deficiency than white British).	
Gender Reassignment			Neither positive or negative- neutral Inadequate data on this protective group to comment. The general accessibility of services will be easier for this group for all services. No discriminatory factors expected. However, specialist training for sexual health services for this group will be lacking as pharmacy staff only provide general sexual health services.	
Age	**Smoking Cessation X** **Sexual Health X**	**Smoking Cessation X** **Sexual Health X**	**Smoking Cessation** Highest prevelance of smokers is between 25-34 years. People of this age group may also be working full time and so dropping into a pharmacy may be more convienient than booking an appointment with their GP. However, the opening times of pharmacies offering smoking cessation services is 09:30-1800 weekdays and 10:00-13:00 on Saturdays. The reduced access early on weekday mormnigs may affect the working population. Young people are less likely to present to GP services, (2/3 of population started smoking before 18) so smoking cessation services may be more accessible in HLPs. **Sexual Health** Young people aged 15-24 experience the highest rates of new STIs (especially females) and high rates of reinfection. 25% of Haringey's population is aged 15-29 (higher than the rest of England). This age group is known to be more sexually active and therefore more	

	Healthy Start Vitamins X		susceptible to infections. Teenagers have the highest rates of gonorrhoea and Chlamydia. Many young people feel embarrassed about accessing sexual health services. They often don't want to visit their GP and often travel to different areas to access a service. In 2011 there was an increase in STIs amoungst over 45 year olds. HLPs offer easier access to condoms and emergency contraception and STI tests for younger people. Location is important to young people and having services convientiently on highsteets near to where they live and congregate is important. Research has shown that becoming a teenage mother is ten times higher in more deprived areas. Haringey is ranked as one of the most deprived areas in the country, but has reduced the number of teenage pregnancies. HLPs can offer services to those 13 years and above as the service provider has been trained in Fraser Guidelines. However, opening times for this service may limit some of the working population as not all pharmacies offer services before 8am or after 7pm during the week or on Saturdays. Services are even more limited on Sundays with only 3 offering the service to under 25 year olds and 5 to over 25 year olds. **Healthy Start Vitamins** There were 18,100 0-4 year old children in Haringey in 2011. The vitamins are aimed at children of this age. This targeted age range has been advised by NHS England as being an "at risk age" requiring supplements. However, those aged over 65 maybe at risk of Vitamin D deficiency also and it is recommended that over 65s take 10 micrograms a day. Further research into this group could be undertaken.	

Disability	**Smoking Cessation X** **Sexual Health X** **Healthy Start Vitamins X**		**Smoking Cessation** Insufficient data to evaluate whether the services offered are targeted at this group. 30% of smokers have evidence of a mental illness. Point of contact health promotion could be used for patients requiring medication when they come to the pharmacy for prescriptions. For those with physical disibilities, it is not clear how close the HLP pharmacies may be to their homes which could impact on their access to services, however services in the community are usually easier to access (especially as appointments are not needed). For those with sensory disibilities, it is not clear how the service will be provided. Patients can be referred on if they require specialist smoking cessation services. **Sexual Health** Insufficient data to evaluate uptake of services in this group. Increasing number of services in the community closer to people's homes will improve accessibility. **Healthy Start Vitamins** Insufficient data to evaluate use of Healthy Vitamin services in this group. Improving accessibility of Vitamins in this group will have a positive effect.	
Race & Ethnicity	**Smoking Cessation X** **Sexual Health X**		**Smoking Cessation** In Haringey over 50% of smokers are from BME community. It is also noted that people from BME communities are more likely to take medicines and so opportunistic health promotion could be used when visitng pharmacies. Language barriers may cause problems however. **Sexual Health** Sexual ill health is not evenly distributed. Rates of	

			gonorrhoea in some inner city BME groups are ten times higher than those of white UK ethnic origin. There is also unequal impact of HIV infection of some BME communities. Haringey has a large BME community and so widening access of services could improve accessibility for this group. A barrier in some Eastern European communities is a low level of interest and dismissive attitudes towards sexual health as found in the JSNA. **Healthy Start Vitamins** Insufficient data on the impact of the service on this group, but widening accessibility of services will have a positive effect. Language barriers may cause problems. Pharmacists and their staff are likely to be reflective of the community and speak a number of langauges	
Sexual Orientation	**Sexual Health X**		National evidence has found that health behaviours such as smoking were higher in LGBT communities. It has also been found that LGBT communities respond better to services, such as smoking cessation and sexual health services, if these services acknowledge their identity. There has not been any data to suggest that the services in HLPs would discriminate against the LGBT community, however their specific needs may not be targeted. **Sexual Health** STIs and HIV remain high amoung MSM communities. In 2014 41% of new STIs were diagnosed in MSM. However, many travel out of area for more anonymity and confidentiality. By offering sexual health services in pharmacies throughout the borough without an appointment, may improve uptake in this community.	

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<td><u>Healthy Start Vitamins</u>
There is insufficient data to evaluate services for Healthy Start Vitamins in this group. No discriminatory factors anticipated.</td>
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<td>Religion or Belief (or No Belief)</td>
<td><u>Sexual Health X</u></td>
<td></td>
<td>
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<tr><td>Christian</td><td>108404</td><td>50.1</td></tr>
<tr><td>Buddhist</td><td>2283</td><td>1.1</td></tr>
<tr><td>Hindu</td><td>4432</td><td>2.0</td></tr>
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<tr><td>Muslim</td><td>24371</td><td>11.3</td></tr>
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<tr><td>Religion not stated</td><td>26184</td><td>12.1</td></tr>
</table>
Figures from 2011 census

<u>Smoking Cessation</u>
Insufficient data to evaluate impact of smoking cessation services and religious belief, however no discriminatory factors anticipated- no restriction on access to services based on religious beliefs.

<u>Sexual Health</u>
No discriminatory factors anticipated
Religous belief may be a barrier to sexual health screening and contraceptive use. HLPs will improve accessibility to sexual health services and should improve uptake. No restriction to services based on religious belief.
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	Healthy Start Vitamins X		**Healthy Start Vitamins** Vitamins are suitable for vegetarians and are free from milk, egg, gluten, soya and peanut residues.	
Pregnancy & Maternity	**Smoking Cessation X** **Sexual Health X** **Healthy Start Vitamins X**		**Smoking Cessation** Reducing smoking in mothers and pregnant women is a local concern. 4.3% of Haringey mothers smoke at time of delivery. Mothers and pregnant women are likely to come into contact with pharmacies to buy formula, nappies etc. so opportunistic health promotion may be effective. **Sexual Health** A mother can pass on STIs such as Chlamydia, gonorrhoea, HIV and Hepatitis during childbirth. Widening the access to STI and HIV testing can prevent transmission at birth. **Healthy Start Vitamins** Available for all pregnant and breastfeeding women in Haringey.	
Marriage and Civil Partnership (note this only applies in relation to eliminating unlawful discrimination (limb 1))			Limited data available. No discriminatory factors anticipated.	

Stage 6 - Initial Impact analysis	Actions to mitigate, advance equality or fill gaps in information
• Haringey is a hugely diverse borough with health and life expectancy inequalities between the East and West of the borough. Offering services to a number of pharmacies across Haringey will help to close the gap and improve the health and wellbeing of residents. • Initial impact analysis found that there are areas with limited data for some protected groups in relation to certain services especially sexual orientation, religious belief, gender reassignment. • The services offered are available to everyone living in Haringey and no discriminatory factors were anticipated	• **Gathering new information on needs of different groups to tailor services and advice of Healthy Living Pharmacies** Currently there is no requirement to, but Public Health may wish to review the need for vitamins in other groups such as over 65s, men, those who do not get much sun exposure and BME communities. Public Health and the pharmacies need to gather more information regarding Smoking Cessation need and services used by LGBT communities and whether uptake of the pharmacy scheme is improving access. As public health is seeking to access LGBT residents with information regarding sexual health a MECC approach should be taken and smoking cessation offered. • **Increasing offer of HIV testing at Healthy Living Pharmacies** Not all of Haringey's HLPs offer HIV testing. Currently 8 pharmacies offer this service. Based on level of uptake, further pharmacies could be offered training to widen accessibility. • **Evaluating the accessibility of Healthy Living Pharmacies** Pharmacies staff may speak a variety of languages and this should be published on the healthy living pharmacy website. As part of monitoring the commissioner needs to evaluate whether language may be a barrier to accessing services Once established the commissioner should complete an evaluation of the opening times and whether they are correlated to level of need. Extending the opening times and commissioning services on Sundays may improve access for those working (also would possibly reduce teenage pregnancy rates if EHC was available each day of the week).

	• **Targeted outreach to encourage greater use of Health Living Pharmacies** It was found that young men are less likely to use pharmacies. Pharmacies should make every effort to target this group opportunistically offering health interventions such as smoking cessation **Monitoring and oversight arrangements** Pharmacists enter their activity electronically; this generates both monitoring information and acts as an invoice for payment. The service is monitored by the lead commissioner for sexual health and is overseen by a steering group with pharmacy representation which meets quarterly. Because of the clinical nature of the sexual health services there is a rolling programme of mystery shopping.

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

One of the corporate priorities of the Council is to reduce the life expectancy gap in Haringey and the health inequalities that residents in the east of Haringey experience. Four of the key areas that are creating this gap are smoking, poor sexual health, teenage pregnancy and maternal/child nutrition. To tackle these issues the Council is commissioning a number of services which includes healthy living pharmacies (HLPs). HLPs have a number of advantages that enable them to reach into communities that may not access other services i.e. location, opening hours, discreetness. The EQIA has demonstrated a number of key groups with protective characteristics who will benefit from being able to access the service via a pharmacy i.e. young people and females for sexual and reproductive health, working men for smoking cessation,

The EQIA drew out the need to provide the majority of services in the east of the borough and the procurement process has resulted in the majority of services being in this area, however there is also coverage in the west of Haringey and in key high foot fall areas i.e. Wood Green as any resident can access the services. No survey of residents needs has been undertaken and it is recommended that this is done to ensure services are continuously developed to meet the needs of those protective characteristics.

Stage 9 - Equality Impact Assessment Review Log

Review approved by Assistant Director		Date of review	22nd November 2016
Review approved by Director / Assistant Director		Date of review	

Stage 10 – Publication

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

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Report for: Cabinet on 13 December 2016

Item number: **16**

Title: Award of Contract for a Master Vendor Solution for the Supply of Permanent and Temporary Agency Workers

Report Authorised by : Tracie Evans – Chief Operating Officer

Lead Officer(s): Mark Rudd – Assistant Director Shared Services
Barry Phelps - Head of Procurement

Ward(s) affected: N/a – Corporate Contract

Report for Key/ Non Key Decision: Key Decision

1. Describe the issue under consideration

1.1 To seek Cabinet approval to award a new contract for the supply of Permanent and Temporary Agency Workers to Hays Specialist Recruitment Limited ('Hays') for a period of 3 years from 1 February 2017 with the option to extend the contract for a further period of one year. This is required under CSO 3.01 where Cabinet approval is required to award contracts valued over £500,000.

1.2 The award is made under the Eastern Shires Purchasing Organisation (ESPO) EU Procurement Compliant Framework 'MSTAR2 - Managed Service for Temporary and Agency Resources'.

2. Cabinet Member Introduction

2.1 The current contract arrangements for the supply of Temporary Agency staff is via a Neutral Vendor Framework that is due to end in January 2017. Although there is an option to extend the contract for a period of one further year, the Council is seeking to build a 'Recruitment Partnership' to provide a single point of contact for all temporary workers and permanent recruitment (below Tier 3: Head of Service level).

2.2 The Council has undertaken a robust market analysis and options appraisal, and recommends to directly award a Master Vendor Contract to Hays for the supply of temporary agency workers and to administer the recruitment of all permanent Council staff at Tier 3 (Head of Service) and below. A direct award provides the Council with best value for money, minimal transitional effort and significant savings in resources by eliminating the need to carry out a tender or mini competition exercise.

2.3 A 'Recruitment Partnership' approach optimises permanent and temporary worker recruitment, gives access to a wide range of specialist sourcing approaches not currently available to the Council, a new online eRecruitment system and significant improvements in brand representation and positioning that will improve candidate attraction. The move to a Master Vendor model optimises value for money and Small Medium Enterprise (SME) supplier mix to better deliver the resources the Council requires. Through the new contract arrangements, the provider has greater incentive to fulfil vacant positions (paid by performance), fulfilment rates form part of the service level agreement and simplifies all inclusive fee structures for recruitment (no additional advertising costs).

2.4 The proposed new arrangements support the Council in creating a workforce of the future reflecting the diversity and needs of the Borough by maintaining focus on Diversity and Inclusion through proactive management dashboards.

2.5 A Social Value Fund will be established to be jointly managed between Hays and the Council to support social value initiatives primarily relating to employment and career opportunities. This fund is anticipated to generate circa £60,000 per annum via Hays' contribution relating to the fees paid by the Council each year.

2.6 It is anticipated the migration to a Master Vendor arrangement combined with revised commercial arrangements will deliver in excess of £1m of cumulative contractual related savings over the initial 3 year contract period as part of the Supplier Engagement Programme and will contribute to the Council's wider cost reduction initiatives.

2.7 Robust contract governance and management overview will be implemented to ensure Hays deliver the services to the agreed performance standards and service levels, and any service concerns are addressed appropriately with the service provider. Overall operational management of the contract will be overseen by the Shared Service Centre and contractual compliance will be overseen by Procurement.

3. Recommendations

3.1 For Cabinet to approve the award of a Master Vendor contract under the Eastern Shires Purchasing Organisation (ESPO) EU Procurement Compliant Framework 'MSTAR2 - Managed Service for Temporary and Agency Resources' to Hays Specialist Recruitment Limited ('Hays') for a three year period with effect from 1 February 2017 with an option to extend for a further period of one year, for the supply of temporary agency workers and to administer the recruitment of all permanent Council staff at Tier 4 and below (below Head of Service level), and optionally to administer recruitment above Tier 4.

3.2 The total value for the management fees payable for the temporary and permanent staff resource centre is on average £860k per annum and a total of £3.49m over the period of the contract (including the option to extend for one year).

4. Reasons for Decision

4.1 Hays have successfully supplied temporary agency workers to the Council since 2006 when they were awarded a seven year contract and in 2013, were again appointed as the preferred supplier following a mini tender competition using the 'MSTAR1' framework.

4.2 The Council awarded Hays the contract in 2013 primarily due to value, where on average, Hays were 10% more cost effective than other bidders. Hays have continued to offer competitive rates which is demonstrated as they were the highest scoring bidder in 'Quality' and 'Price' in the MSTAR2 framework.

4.3 The MSTAR framework was established following an EU procurement process and is supported by the Government Procurement Service (GPS) and Local Government Association (LGA). It is recommended to directly award with a Master Vendor model of delivery as this provides the optimum value for money that includes a mixture of large organisations and SMEs to deliver the resources the Council requires.

4.4 Over 30 local authorities were involved in developing the scope, specification and evaluation of the MSTAR2 framework to meet a broad range of user requirements. As the framework will be managed by ESPO at a national level, this will help drive performance on an ongoing basis and build strategic relationships with suppliers to gain better value for money, cashable savings and improve performance. Furthermore, having access to a national framework will enable the Council to share commercial knowledge, including supplier and market intelligence and expert advice.

4.5 Significant cost savings and efficiency gains have been made through the on-going relationship between the Council and Hays, including a reduction in average charge rates by £3.40 per hour in five years, providing a saving on the rates charged equivalent to over £2.6m and a reduction in the cost of long term engagement of temporary workers by 39%. Following the award of the 2013 contract a further £1.1m savings were achieved in the first year of the contract.

4.6 After nearly 10 years of delivering the service with staff who are not professional recruiters, the Council is seeking to build a 'Recruitment Partnership' with Hays in order to provide a single point of contact for all staff recruitment.

4.6.1 A single point of contact will enable the Council to better control recruitment activity by channelling all recruitment requirements through a single process, thus enabling Hays to have a single view of the Councils staffing requirements and using their existing market experience, recruitment expertise and multiple sourcing channels, will improve permanent recruitment attraction or placement of temporary workers by ensuring the right resources are matched to the Councils requirements. Maximising the economic benefits of sourcing temporary agency workers through a move to a Master Vendor Contract and moving to an online eRecruitment system to significantly streamline recruitment processes and procedures, enabling a better candidate experience and shorter recruitment timescales.

4.6.2 The new business model for recruitment introduces both on-site and off-site service delivery. The on-site team will include Recruitment Partners who are professional and experienced recruiters that will work directly with senior leaders in each directorate to better manage their workforce requirements, and Sourcing and Compliance Partners who will ensure internal management and compliance with recruitment policies and procedures. Off-site services will include Talent Sourcing, Engagement and Management specialists who will manage talent mapping, and contract co-ordinators that will ensure efficient administration of all stages of the recruitment process.

4.7 Spend, Fees and Savings:

4.7.1 Hays will continue to charge a fixed management fee to administer around £20m of temporary worker spend per year through its existing Resource Centre. The fees are £146,900 per annum. The £20m projected spend in temporary workers includes the wages paid to the workers that are capped to a maximum hourly rate as well as a mark up fee. The mark up pricing for each role is consistent whether sourced by Hays or an alternate supplier partner. The total expenditure will vary year-on-year dependent on the number of temporary agency workers engaged by the Council. The new Master Vendor Contract for the provision of temporary agency workers is expected to reduce the level of fees payable by the Council by approximately 5%.

4.7.2 Other additional fees are £110,399 for the cost (over four years) to implement and manage a new eRecruitment system delivered through an existing eRecruitment technology contract. This supplier was selected following a tender process earlier this year. The service has waited for the new contractual arrangements to be in place and will provide the platform to support significantly improved permanent and fixed term contract recruitment. Hays have negotiated further system enhancements to the software at no extra cost to the Council. In the event that Hays can secure an enhanced commercial offer for the provision of the technology with other customers, such benefit will also be passed back to the Council.

4.7.3 The contract will also include the on-going provision of the HAYS online Careers Transition Portal. The HAYS portal was purchased in 2015 to help deliver some of the commitments made in the Council's Workforce Plan around better supporting staff with their personal development and careers. In light of the continued budgetary savings which the Council is required to make, there is an ongoing need to continue to provide staff with a wider range of career tools and support to apply for new roles in and outside of the organisation. The cost is £7,000 per year, which equates to approximately £16 per person. This represents excellent value for money and offers continued support for those within the organisation.

4.7.4 The Council recruited 200 permanent roles externally and 76 internally in the last year. Hays have offered extremely competitive fees for both permanent recruitment and internal placements. These fees are fully inclusive and include any costs incurred from advertising vacancies in the marketplace. Using data based on recruitment activity last year for permanent recruitment, the total cost of recruitment is in the region of £690,000 per annum.

4.7.5 A target for savings on permanent staff recruitment is more difficult to ascertain as the total costs involved of recruiting permanent staff is not captured. It has been established that the mark up rates offered by the recommended provider are 4-10% lower than standard agency and recruitment framework rates. This equates to a reduction of around 30–50% in total fees payable under the current arrangements. The new recruitment arrangements gives the Council much more effective control on permanent recruitment spend. Ad hoc off-contract spend; especially around advertising spend, will be stopped as all recruitment will need to follow a single process via Hays in the first instance. All other spend will be blocked giving the Council much firmer control and grip on spending, which will support the Councils need to reduce spend.

4.7.6 Summary of Fees:

	Year 1	Year 2	Year 3	Year 4	Total over Contract Period
Temporary Resource Centre Management Fee	£ 146,900	£ 146,900	£ 146,900	£ 146,900	£ 587,600
eRecruitment Technology	£ 60,359	£ 16,680	£ 16,680	£ 16,680	£ 110,399
Career Transition Portal	£ 7,000	£ 7,000	£ 7,000	£ 7,000	£ 28,000
Permanent Recruitment Placement Fee	£ 690,000	£ 690,000	£ 690,000	£ 690,000	£ 2,760,000
Annual Fee	£ 904,259	£ 860,580	£ 860,580	£ 860,580	£ 3,485,999

* Note: *the above permanent recruitment fees are based upon activity during the last 12 months and will fluctuate year on year*

4.7.7 It is anticipated the migration to these revised commercial structures will deliver in excess of £1m of cumulative contractual related savings over the initial 3 year term of the contract. These savings will be delivered through lower mark up rates in relation to temporary staff, significantly reduced permanent recruitment fees and minimal advertising fees and will contribute to the planned savings from Supplier Engagement Programme.

4.8 Benefits:

4.8.1 Directly awarding the contract to Hays for the provision of temporary agency workers and to administer the recruitment of all permanent Council staff offers a number of benefits:

- Direct award provides significant savings in resources by eliminating the need to carry out a tender or mini competition exercise. The cost of undertaking a full tender exercise with the market could have exceeded £100k and taken up to 12 months to complete when considering the following complexities:
  - Delivery and implementation of a new service operating model,
  - an eRecruitment system, and
  - transfer of all existing temporary agency workers to the new provider
- An innovative and flexible delivery model with a single point of contact for all recruitment activity will be established. A tiered service delivery model will include both on and off-site teams managing all aspects of the recruitment

process, from face-to-face Recruitment Partners working with senior leaders on all aspects of workforce planning and recruitment, to off-site teams managing sourcing and attraction, talent mapping, supplier engagement, contract co-ordinators and administrators.

- The single point of contact offers substantial efficiency improvements in processes (typical 35 percent improvement in time to hire) and procedures as well as using the latest online eRecruitment systems. A single point of contact will enable Hays to have a single view of the Councils staffing requirements and using their existing market experience, recruitment expertise and multiple sourcing channels, will improve permanent recruitment attraction or placement of temporary workers by ensuring the right resources are matched to the Councils requirements.
- Through the new contract arrangements, the provider has greater incentive to fulfil vacant positions (paid by performance), fulfilment rates form part of the service level agreement and simplified all inclusive fee structures for recruitment (no additional advertising costs). If Hays fail to provide the right candidates, the Council will not pay a fee
- The overall recruitment experience will be enhanced at every stage of the process:
    - Awareness – support and understand the Council's workforce strategy and headcount changes, develop forward planning of resourcing demands and providing information to Council on market changes
    - Understanding Needs – continuous engagement with recruiting managers, ensuring needs are fully understood
    - Supporting Requirements – providing quality candidates, talent mapping and sourcing and assisting recruiting managers with recruitment decisions
    - On-boarding Staff – supporting candidates through the recruitment process, maintaining engagement and candidate feedback
- Giving Council access to Hays' extensive recruitment channels within the marketplace including an extensive network of offices, talent pools, specialist online and employer brand presence and extensive online social media channels e.g. LinkedIn, job boards, microsites and social media outlets.
- Investment in real time management information on recruitment activity including real-time recruitment progress updates, tracking of candidate progress, monitoring of inclusion and diversity information and access to a fully auditable recruitment process
- Creation of a Social Value Fund to support employment and career initiatives to support local recruitment initiatives within the borough

4.9. KPIs & SLA:

4.9.1 The Council will implement all Key Performance Indicators and Service Level Agreements specified under the ESPO EU Procurement Compliant Framework 'MSTAR2 - Managed Service for Temporary and Agency Resources' will form part of the Council's contract with Hays.

4.9.2 Incorporated in the Hays contract are provisions to deduct up to 20% of the managed service fee for non-performance in relation to not meeting the fulfilment threshold.

4.9.3 HR will contract manage the performance of Hays ensuring they comply with the SLAs and KPIs stated in the contract. This approach will assist the Council in delivering its business needs and strategic objectives, whilst offering the best opportunity to achieve further significant savings in both temporary agency and permanent recruitment activity via a recruitment partnership

4.9.4 Robust contract governance and management overview will be implemented to ensure Hays deliver the services to the agreed Service Level Agreements and Key Performance Indicators. Quarterly contract meetings; led by Strategic Procurement, will be held to ensure high-level compliance with all agreed contractual arrangements through monitoring of key performance reports, and where appropriate, service credits will be levied on Hays for any service non-performance. Monthly operational meetings; led by Shared Service Centre, will monitor 'in play' recruitment, address any immediate shortfalls in performance, ensure Hays are meeting the needs of recruiting managers and where necessary, consider alternative recruitment activity to meet hard to fill roles.

5. Alternative options considered

5.1 Do Nothing - the Council is required to ensure that its temporary agency workforce continues to be engaged using an EU procurement compliant approach. The current contract expires in January 2017. Ending the contract without alternative provision would undermine the ability of the Council to flexibly manage its workforce and breach EU Procurement Regulations; therefore this is not an option.

5.2 Extend the current contract for a further year - the contract was awarded in January 2014 with the option to extend for a further one year. The Vendor Neutral model is not currently fulfilling the Council's recruitment needs and does not facilitate the provision of permanent recruitment services. In addition the contractual rates under the existing arrangements are not as favourable as the new arrangements under the Master vendor arrangement.

5.3 Carry out an EU tender exercise - this option involves the highest demand of time and resources, with an estimated cost in excess of £100k, and is unlikely to achieve the best value for the Council. It is also likely that the suppliers that would be shortlisted will be very similar to those on existing national and regional frameworks. The MSTAR2 framework was created nationally in 2015 to enable Councils to engage quickly and cost effectively with temporary agency Managed Service Providers.

5.4 Utilise another direct call off Framework - procurement has explored other frameworks; many of the alternate frameworks contain the same supplier choice, with the selected provider also being a supplier on those frameworks. The MSTAR2 Framework is one of the most up to date and most recently tendered frameworks involving consultation with over 30 local authorities. The MSTAR2 Framework provides a quick route to market, together with greater

clarity on the pricing to be charged and terms of the contract compared with alternate framework options.

5.5 Run a mini competition via a framework - the Council previously ran a mini-competition using the MSTAR framework involving all suppliers. This would not be considered best value for money, since it still involves significant resources to run the tender and evaluation process, with the likelihood of the same outcome. Currently Hays fees are 20% - 50% less than other providers on frameworks, something other providers would struggle to compensate for when being evaluated. In addition to the fees provided by the suppliers, the Council would need to consider the cost of transition from the current provider to an alternate provider. Therefore this option is not regarded as the most cost effective use of the Council's resources.

6. Background information

6.1 London Borough of Haringey currently has a Neutral Vendor contract with Hays Specialist Recruitment Limited for temporary agency worker requirements obtained via ESPO MSTAR1 Framework Agreement. This was awarded based on best value following a mini-competition in 2013. This contract will expire in January 2017 but does have an option to extend on the current terms for a further one year. The contract is valued at £20m for the temporary agency contract of which approximately £147k per annum is a management fee. The value of the permanent recruitment cannot be specified, however in the last financial year, the Council spent at least £500k on recruitment advertising alone.

6.2 A Neutral Vendor delivery model is a single organisation appointed to manage a supply chain of supplier agencies. The provider signs up to one set of terms and conditions in order to be eligible to put forward candidates. The neutral vendor provider does not always supply candidates itself, but manages the release of jobs to the supply agencies and shortlists for the hiring manager to consider. This is the model currently used by the Council.

6.2.1 The advantages of a Neutral Vendor model are that it should provide a more extensive supply chain of agencies better able to meet all the needs of the customer across a variety of roles. A Neutral Vendor is also motivated to include SMEs and local suppliers as it primarily deals with the market rather than sourcing from its own resource pool.

6.2.2 The key disadvantages of this model are the lack of a direct relationship between the supplying agencies and the hiring managers, and the reluctance of some agencies to enter into an arrangement which they may see as being too heavily focussed on enforcing reduced margins. A Neutral Vendor model may also result in a higher number of 'unqualified' CVs being sent to the hiring manager, leaving the hiring manager to sift for potential candidates unnecessarily.

6.2.3 Currently there are 65 suppliers under the Neutral Vendor model; service areas are currently struggling to recruit temporary staff that meet their needs, predominately because they are reliant on the market responding to their

needs. There are no enforceable measures under the current contract to ensure the market fulfils our requirements; migrating to the new operating model addresses this issue and should see increased fulfilment rates.

6.3 Under the proposed Master Vendor delivery model, the provider seeks to fulfil the available jobs itself through the use of its own available worker pool and only if it cannot meet the requirements are those vacancies released to agencies within its own supply chain. Through incorporating contractual fulfilment thresholds it ensures the Master Vendor has a robust supply chain that assists it to meet its contractual obligations. Therefore it generally has a good relationship with its supply chain. In addition the master vendor gains an understanding of the customers' business needs and forms a stronger partnership with hiring managers. However, there is a greater reliance on one agency.

6.4 Permanent recruitment is currently undertaken within the Human Resources team in the Shared Service Centre by a team of eight administrative staff. These staff members are not professional recruiters but administrators who ensure relevant Council policies, processes and procedures are followed. They do not provide any added value recruitment advice to recruiting managers. As a result of these proposals, these staff members will be redeployed into other roles with Human Resources or Shared Service Centre.

6.5 There is no defined recruitment strategy or consistent approach to permanent recruitment activity. Time to hire ranges from 69 to 172 days. Advertising spend is ad hoc, often not coordinated and is inefficient. There is no direct access to modern recruitment markets such as job boards and LinkedIn. The fees associated with internal and external permanent recruitment are fixed and are inclusive of recruitment advertising costs. This will be a significant saving for the Council.

6.6 Migrating to a managed service for all recruitment activities enables the Council to access professional recruitment advisors and services. This will reduce the challenges the Council currently encounters with recruitment.

7. Contribution to strategic outcomes

7.1 The principal strategy proposal is aimed to contribute to achieving value for money. The strategic priority states "*We will get better value out of every pound spent by integrating a value for money culture in everything that we do*"

7.1 Under Priority 4 Growth & Employment from which everyone can benefit. This proposal will support SMEs. On a quarterly basis, the performance of each agency in the supply chain is reviewed against an objective scorecard resulting in the agency being promoted / demoted between the tiers. Thus opportunities for agencies to potentially fill Council vacancies are based on performance and ability to supply quality staff in a timely manner. Hays can also review local SMEs not engaged to understand how we can further support the SME agenda.

7.4 Hays have worked in partnership with the Council to develop and maintain SME suppliers and this level of engagement is anticipated to continue. Hays has also offered to support workshops, training days and in particular, the apprenticeship initiative.

7.3 Diversity and inclusion reporting for recruitment hires and candidates will be part of the standard reporting regime. Hays will work with the Council to understand how to enhance inclusion for the Council and support the engagement of a workforce reflective of the Borough's community. The team will also analyse job descriptions, which can be an enabler to reducing unconscious bias, thereby improving application rates from a more diverse candidate base. Currently 65% of agency workers are from Black, Asian and minority ethnic backgrounds and 73% are women.

7.4 For every external permanent placement made, Hays has proposed a contribution of 1% from its fees will be deposited in the Social Value Fund. Based on previous years' hiring volumes, this is estimated to create a fund of circa £60,000 per annum. Projects for Social Value Fund expenditure will be agreed by the Council's contract manager and Hays's contract manager. Success in delivering the objectives of each project will be tracked in the Social Value Plan, which will form part of the contract management review process.

7.5 Hays will review inclusion of temporary staff and permanent candidates from a geographical perspective and build into the Council's attraction strategy approaches to increasing inclusion across wards. The contract will help maintain focus on the Diversity and Inclusion agenda (women in leadership, new workforce entrants, mature age workers) and potentially extend to cultural diversity. The Social Value Fund can be used to support specific Council objectives in delivering an inclusive, sustainable workforce. The provider can also continue to support those most in need – Not in Employment, Education or Training (NEETs) and long term unemployed get back into work through our attraction activities and work with the Council in identifying appropriate roles.

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

8.1 Head of Procurement comments:

8.1.1 Accessing the national MSTAR2 framework avoids the use of a considerable amount of resources undertaking a full OJEU tender. By accessing the framework, most of the procurement path has already been completed; therefore the process should be efficient and straightforward. This is a cost

effective solution that is also familiar to all service users and will require no additional input to implement. Corporate Procurement supported the direct award, MSTAR2.

8.1.2 As Hays are a current supplier there will be minimal disruption to the current service provision. Therefore appointment of Hays will avoid additional costs in resources as well as mitigate the risk and cost of changing a provider.

8.1.3 The Council has already established with Hays a common approach to supplier management and in particular a strategy to support SMEs, London Living Wage for all employees, hiring apprentices, minimising long-term temporary staff and achieving better value. By continuing with this strategic partnership these achievements can be further developed where the recommendation supports procurement's future strategy to migrate to a strategic procurement function

8.1.4 The proposal will offer significant financial savings whilst continuing to provide an effective service for temporary agency staff and a more streamlined and valuable permanent recruitment solution.

8.1.5 Procurement has been heavily involved in constructing the commercial arrangements for this contract. This commercial model is anticipated to deliver a minimum of £1m in cumulative savings over a 3 year period, as projected in Supplier Engagement Programme.

8.1.6 Head of Procurement supports the recommendations in this report on the basis this provides best value to the Council, for the reasons previously stated in the report.

8.2 Assistant Director of Corporate Governance

8.2.1 The MSTAR2 Framework is available for use by local authorities in the UK.

8.2.2 This is a key decision and the Service have confirmed this is on the Forward Plan.

8.2.3 The Assistant Director of Corporate Governance is not aware of any legal reasons preventing Cabinet from approving the recommendations in the report.

8.3 Head of Finance comments

8.3.1 Expenditure on temporary agency staff will vary in any one year depending on the mix and volume of staff required.

8.3.2 The annual costs of temporary staff will be met from individual business units and managed as part of the monthly budget monitoring process.

8.3.3 In principle there are benefits to having the contract awarded to Hays, one such benefit being that there will be a quarterly report which will allow the council to monitor performance and the use of agencies across the council. However since there are no budgets held with the individual business unit for Temps and

Agency costs, savings that arise will not be cashable through reducing budgets but will instead result in avoiding expenditure that would otherwise have been incurred within services.

8.3.4 The estimated £1m savings given in the report is calculated from figures given by Hays Specialist Recruitment Ltd. In order to realise this proposed savings for the Council, there will need to be measures put in place to ensure that services use this prefer supplier and not other providers. This will require that expenditure on certain categories be stopped at purchase order stage. This block should only be lifted by exception at senior level.

8.4 Equalities comments

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

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

8.4.2 As a recruiter and employer, Haringey Council aims for its workforce to reflect the diversity of the Borough's communities and is progressive at offering opportunities to underrepresented groups.

8.4.3 Diversity and inclusion will continue to be part of the standard reporting regime under the new master vendor solution agreement. As part of the agreement, Hays are expected to strategically support the Council's workforce inclusion agenda, including promoting women in leadership, mature age workers and new entrants and apprenticeship opportunities. Hays have also agreed to carry out targeted activities aimed at the long term unemployed and those not in education, employment or training. The new Social Value Fund will be used to support Council inclusion objectives.

9. Use of Appendices

Not applicable

10. Local Government (Access to Information) Act 1985

Not applicable

MINUTES OF THE MEETING OF THE CABINET MEMBER SIGNING HELD ON MONDAY, 7TH NOVEMBER, 2016, 10:00

PRESENT:

Councillor Jason Arthur, Cabinet Member for Finance and Health

7. FILMING AT MEETINGS

The Cabinet Member referred those present to agenda Item 1 as shown on the agenda in respect of filming at this meeting and asked that those present reviewed and noted the information contained therein.

8. URGENT BUSINESS

None

9. DECLARATIONS OF INTEREST

No Declarations of Interest were received.

10. AWARD OF CONTRACT TO ONE HOUSING GROUP FOR PROVISION OF A REABLEMENT SERVICE

Cabinet Member approval was sought to establish a pilot reablement service as part of a new extra care sheltered scheme in Protheroe House. The Cabinet member was asked to agree a waiver to CSO10.01.2 d (ii) and approve the award of a 12 month block contract.

RESOLVED

I. To approve a waiver of CSO 9.01 (requirement to follow an appropriate (tender) advertisement) in accordance with CSO 10.01.1(a) on the grounds set out in CSO 10.01.2 d (ii) as it is in the Council's overall interest to grant the waiver and invest in this pilot as outlined in the report; and

II. To approve the award of a 12 month block contract, up to the value of £430,000, to One Housing Group to pilot a reablement service as part of their extra care sheltered scheme in Protheroe House.

Reasons for decision

The Council is in the process of developing its intermediate care provision jointly with the Clinical Commissioning Group (CCG). Evidence from the 2015 National Audit of

Intermediate Care shows that intermediate care services are key to reducing the financial, quality and activity pressures being experienced in secondary care and the social care service sector. It has been estimated that the potential savings from the 10 reablement beds, compared to continuing with our existing step down care provision, is £28,480 in year 1 (part year) and £333,216 in year 2. Intermediate care services are also critical to improving outcomes for residents and enabling them to live independently for longer in their own homes, especially where they have had a period in hospital.

In line with the joint Intermediate Care Strategy, Haringey Council and OHG intend to work together to pilot a reablement service that will be part of the extra care scheme in Protheroe House. OHG run a similar model in Camden which has been highly effective and enabled people to return home to independent living following a period of intensive reablement support. This approach will enable the Council to test demand and the effectiveness of the service before going out to tender for a long term service.

As the reablement service will be part of the extra care scheme, it will enable the Council to review the number of beds, every 3 months, and adjust the number of beds required for the future based on need. In the event of over capacity, excess units will be converted into extra care sheltered units, which are paid for through personal budgets.

The Haringey and Islington Wellbeing Partnership have prioritised intermediate care as an area for working together across the two boroughs. This 12 month contract to support the pilot will enable us to finalise capacity requirements for bed-based intermediate care provision going forward before committing to a contract.

Alternative options considered

Do nothing – this would mean that we would continue to provide step down on a spot purchase basis with providers who may not have an effective track record of delivering reablement. Current bed based provision is not cost effective and leads to higher than average permanent residential and nursing placements compared to other London boroughs.

Go out to tender – we do not have the necessary data required in order to be able to go out to tender and commit to a long term contract. The 12 month pilot with OHG will enable us to test the need and effectiveness of this model and to finalise our options for intermediate care.

11. NEW ITEMS OF URGENT BUSINESS

N/A

CHAIR:

Signed by Chair ……..

Date ……

MINUTES OF THE MEETING OF THE LEADER SIGNING HELD ON MONDAY, 7TH NOVEMBER, 2016, 12:30

PRESENT:

Councillor Claire Kober, Leader of the Council

12. FILMING AT MEETINGS

The Leader referred those present to agenda Item 1 as shown on the agenda in respect of filming at this meeting and asked that those present reviewed and noted the information contained therein.

13. URGENT BUSINESS

None

14. DECLARATIONS OF INTEREST

No Declarations of Interest were received

15. OUTSIDE BROADCASTING FACILITIES LEASE

Leader agreement was sought for entering into a lease with Tottenham Hotspur Football & Athletic Co. Limited for the provision of outside broadcasting facilities during event periods on areas of the Northumberland Park Community School site.

Approval was also sought to delegate any minor amendments required to the lease to the Director for Regeneration, Planning and Development and to the Assistant Director for Corporate Governance.

RESOLVED

I. To agree that the Council enters into a 99 year lease with Tottenham Hotspur Football & Athletic Co. Limited (the lease to be entered into is attached as appendix 1of the report) for the provision of outside broadcasting facilities during event periods (a summary of the lease terms is set out in section six below) on the areas of the Northumberland Park Community School site labelled 1, 3, 4 and 5 on the plan attached at appendix 2 of this report, subject to:

    a) Approval by the Governing Body of Northumberland Park Community School;

    b) approval/licence to underlet to be obtained under the PFI lease;

c) consent of Secretary of State under Education Act 2011 and Section 77 of the Schools Standards and Framework Act 1998.

II. To delegate any minor amendments required to the lease to the Director for Regeneration, Planning and Development and the Assistant Director for Corporate Governance.

III. To note that a separate S115E Licence arrangement is being agreed between THFC and the council to allow the club to use land on the corner of Worcester Avenue and Park Lane as a Satellite Uplink Vehicle Area.

Reasons for decision

THFC have confirmed in a letter dated 18th October 2016 to the Council (attached at appendix 3 within the exempt part of this report) the dependency between the club being able to guarantee, long term outside broadcast facilities, and therefore media revenues, and their ability to raise funding required to complete their stadium redevelopment.

Failure to access these funds could delay or jeopardise the scheme. If this is the case it could have a significant impact on local businesses and residents. This could also impact on the Council's comprehensive regeneration plans, which benefit from the catalytic effect of the stadium redevelopment.

Dialogue between the Council and THFC, and subsequent feasibility analysis (attached as appendix 4 is a report from Wilson Owens Owens setting out the due diligence process informing this conclusion), has identified that space for outside broadcast facilities could be incorporated within a redeveloped NPCS site should the NPCS site be the subject of redevelopment proposals (as part of plans to relocate and enhance the school and comprehensive estate regeneration proposals that could come forward within the Northumberland Park regeneration area). This work has also indicated that there are other potential site options available within the area within which the provision of outside broadcast facilities are technically possible, however, for the reasons set out in appendix 4 these have all been deemed to be less deliverable and more sub-optimal locations.

Alternative options considered

The Council could refuse to grant a lease to THFC and allow them to continue to operate under the current Licence. It could also delay the decision relating to this until firmer plans for the relocation of the outside broadcasting compound have been developed through a formal master planning process.

Whilst the above options may allow more flexibility in respect of the potential development of the NPCS site, this is likely to prevent THFC from obtaining the funding needed to progress their stadium redevelopment during 2016 and 2017.

Potential options for incorporating an outside broadcasting compound into a redeveloped site have been identified as being feasible (and have formed part of the

requirements of the ‘Outline Solutions’ and ‘Detailed Solutions’ stages of the HDV procurement).

Therefore, the option to not agree the principle of granting THFC a new lease is not recommended.

16. NEW ITEMS OF URGENT BUSINESS

N/A

17. EXCLUSION OF PRESS AND PUBLIC

RESOLVED

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

18. OUTSIDE BROADCASTING FACILITIES LEASE

Noted the information contained in the exempt Part B of the report.

CHAIR:

Signed by Chair ……..

Date ……

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Report for: **Cabinet 13 December 2016**

Item number: **18**

Title: Delegated Decisions and Significant Actions

Report authorised by : Nick Walkley, Chief Executive

Bernie Ryan AD Corporate Governance

Lead Officer: **Ayshe Simsek**

Ward(s) affected: **Non applicable**

Report for Key/ Non Key Decision: **Information**

1. Describe the issue under consideration

To inform the Cabinet of delegated decisions and significant actions taken by Directors.

The report details by number and type decisions taken by Directors under delegated powers. Significant actions (decisions involving expenditure of more than £100,000) taken during the same period are also detailed.

2. Cabinet Member Introduction

Not applicable

3. Recommendations

That the report be noted.

4. Reasons for decision

Part Three, Section E of the Constitution – Responsibility for Functions, Scheme of Delegations to Officers - contains an obligation on officers to keep Members properly informed of activity arising within the scope of these delegations, and to ensure a proper record of such activity is kept and available to Members and the public in accordance with legislation. Therefore, each Director must ensure that there is a system in place within his/her business unit which records any decisions made under delegated powers.

Paragraph 3.03 of the scheme requires that Regular reports (monthly or as near as possible) shall be presented to the Cabinet Meeting, in the case of executive functions, and to the responsible Member body, in the case of non executive functions, recording the number and type of all decisions taken under officers' delegated powers. Decisions of particular significance shall be reported individually.

Paragraph 3.04 of the scheme goes on to state that a decision of "particular significance", to be reported individually by officers, shall mean a matter not within the scope of a decision previously agreed at Member level which falls within one or both of the following:

(a) It is a spending or saving of £100,000 or more, or
(b) It is significant or sensitive for any other reason and the Director and Cabinet Member have agreed to report it.

5. Alternative options considered

Not applicable

6. Background information

To inform the Cabinet of delegated decisions and significant actions taken by Directors.

The report details by number and type decisions taken by Directors under delegated powers. Significant actions) decisions involving expenditure of more than £100,000) taken during the same period are also detailed.

Officer Delegated decisions are published on the following web pagehttp://www.minutes.haringey.gov.uk/mgDelegatedDecisions.aspx?bcr=1

7. Contribution to strategic outcomes

Apart from being a constitutional requirement, the recording and publishing of executive and non executive officer delegated decisions is in line with the Council's transparency agenda.

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

Where appropriate these are contained in the individual delegations.

9. Use of Appendices

The appendices to the report set out by number and type decisions taken by Directors under delegated powers. Significant actions
(Decisions involving expenditure of more than £100,000) taken during the same period are also detailed.

10. Local Government (Access to Information) Act 1985

Background Papers

The following background papers were used in the preparation of this report;

Delegated Decisions and Significant Action Forms
Those marked with ♦ contain exempt information and are not available for public inspection.

The background papers are located at River Park House, 225 High Road, Wood Green, London N22 8HQ.

To inspect them or to discuss this report further, please contact Ayshe Simsek on 020 8489 2929.

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(Deputy Chief Executive)

Significant decisions - Delegated Action - For Reporting to Cabinet on 13 December 2016

♦ Denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.			

Delegated Action

Type	Number
The Director of Public Health approved to award £16,000 towards the Shape up with Spurs partnership Weight Management. The programme commenced in August 2015 and is a three year contract held by spurs as the lead partner following a successful bid to Sport England – approved 15 Nov 2016	1

Director Signature ..... Date.....**05/12/2016**...

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DIRECTORATE OF REGENERATION, PLANNING AND DEVELOPMENT

Significant decisions - Delegated Action 2016/2017 – November 2016

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1. ♦	21.11.16	Delegated authority – Disposal of four separate shared ownership units (Flats 1-4) at Brewery House, Whitbread Close, N17 0YD	Director of Regeneration, Planning and Development to approve the disposal of all four separate shared ownership units at Whitbread Close.

Delegated Action

Type	Project	Value
Request approval to award contract under CSO 9.06.1c	Issue contract to Bourne Consultancy to offer advice and quality improvement to support Ofsted inspection (HALS) Lyn Garner 15.11.16	£10,000

Submission authorised by:



Lyn Garner
Director of Regeneration, Planning and Development Date: 05.12.2016

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is exempt

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