

NOTICE OF MEETING

CABINET

**Tuesday, 12th March, 2019, 6.30 pm - Civic Centre, High Road,
Wood Green, N22 8LE**

Members: Councillors Joseph Ejiofor (Chair), Emine Ibrahim (Vice-Chair), Charles Adje, Patrick Berryman, Mark Blake, Kirsten Hearn, Noah Tucker, Elin Weston, Kaushika Amin and Sarah James

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 23 below. New items of exempt business will be dealt with at Item 28 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 [24] : 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 - 28)

To confirm and sign the minutes of the meeting held on 12 February 2019 as a correct record.

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

8. DEPUTATIONS/PETITIONS/QUESTIONS

To consider any requests received in accordance with Standing Orders.

9. YOUNG PEOPLE AT RISK STRATEGY (PAGES 29 - 174)

[Report of the Director for Children's Services. To be introduced by the Cabinet Member for Communities, Safety, and Engagement.]

Haringey Council's strategy to prevent serious youth violence, support young people on the periphery of involvement in violence, and reintegrate youth offenders into the community.

10. ARRANGEMENTS FOR THE AWARD OF GRANT UNDER THE YOUNG LONDONERS' FUND (PAGES 175 - 182)

[Report of the Director For Children's Services. To be introduced by the Cabinet Member for Communities, Safety and Engagement.]

The Council and community partners have been successful in bidding for funding from the Greater London Authority through the Young Londoners' Fund. This brief paper will set out arrangements for receiving and spending the grant over the three years of its existence.

11. BUSINESS CASE SEEKING PERMISSION TO ESTABLISH A REGIONAL ADOPTION AGENCY IN PARTNERSHIP WITH OTHER AUTHORITIES IN THE REGION (PAGES 183 - 318)

[Report of the Director for Children's Services . To be introduced by the Cabinet Member for Children, Education and Families.]

This report seeks agreement to a regional adoption agency. This is further to the report to Cabinet of October 2016 which gave in principle agreement to the proposal that Haringey, Enfield, Islington and Camden become the Adopt London North Regional Adoption Agency (RAA.) .This is in accordance with the requirements for authorities to be part of an RAA by 2019 in the Children's and Social Work Act 2017.

12. OPTIONS FOR THE FUTURE OF STAMFORD HILL PRIMARY SCHOOL (PAGES 319 - 348)

[Report of the Director for Children's Services . To be introduced by the Cabinet Member for Children, Education and Families.]

To seek agreement to commence a statutory consultation on the options for the future of Stamford Hill Primary School.

13. OFSTED INSPECTION OF HARINGEY'S CHILDREN'S SERVICES NOVEMBER 2018 (PAGES 349 - 372)

[Report of the Director for Children's Services . To be introduced by the Cabinet Member for Children, Education and Families.]

Following the inspection of Haringey Children's Services in November 2018, Cabinet is asked to receive the inspection report together with the Local Authority's action plan.

The draft action plan, Appendix 2, for submission to Ofsted is marked to follow.

14. BUDGET MONITORING - QUARTER 3 (PAGES 373 - 394)

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

To provide Cabinet with an update on budget performance for the year to date and likely financial outturn position for 2018/19. Consideration of any proposed budget virements as at the end of quarter 3.

Approve revised revenue and capital budgets.

15. AWARD OF FUNDING FROM THE STRATEGIC INVESTMENT POT - PRODUCTIVE VALLEY FUND AND WORKSPACE INTENSIFICATION (PAGES 395 - 404)

[Report of the Director for Housing, Regeneration and Planning. To be introduced by the Cabinet Member for Strategic Regeneration.]

Award of funding from the Strategic Investment Pot.

16. CONTRACT NOVATION FOR BLENHEIM SERVICE (PAGES 405 - 412)

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

Blenheim CDP is merging with a separate organisation and a novation of existing contract is required as part of the new arrangements.

Contract Novation is required for both the provision of the Specialist Alcohol Service and the Recovery Service from Blenheim CDP to Humankind.

17. ARRANGEMENTS FOR THE AWARD OF GRANT FROM PUBLIC HEALTH ENGLAND (PAGES 413 - 418)

[Report of the Assistant Director for Commissioning. To be introduced by the Cabinet Member for Children, Education and Families.]

The Council and community partners have been successful in bidding for funding from Public Health England through the Innovations Fund. This brief paper will set out arrangements for receiving and spending the grant.

18. LCP PAN LONDON PROCUREMENTS (PAGES 419 - 430)

[Report of the Head of Procurement. To be introduced by the Cabinet Member for Finance.]

London Construction Programme (LCP) is undertaking a number of procurements that will enable the Council and other LCP members across the London region to utilise these contracts/DPS

19. LOCAL LIST OF VALIDATION REQUIREMENTS FOR PLANNING APPLICATIONS (PAGES 431 - 462)

[Report of the Assistant Director for Planning. To be introduced by the Leader of the Council.]

An updated local list of validation requirements for planning (and related applications) which must be updated every two years, as prescribed by the Town & Country Planning Development Management Procedure Order 2015. The report seeks agreement to publish the list for public consultation.

20. AQUISITION OF TWO ADDITIONAL HOMES ON THE PLEVNA SCHEME (PAGES 463 - 468)

[Report of the Director of Housing, Regeneration and Planning. To be introduced by the Leader of the Council.]

Acquisition of two additional homes on the Plevna scheme for use as social rented housing and conversion of 4 shared ownership homes to social rented.

21. CHESNUT ROAD PUBLIC REALM IMPROVEMENT SCHEME (PAGES 469 - 476)

[Report of the Director for Housing, Regeneration and Planning. To be introduced by the Cabinet Member for Strategic Regeneration.]

Agreement to award of Contract for Chesnut Road Public Realm Improvement Scheme following a competitive procurement process.

22. AWARD OF CONTRACT FOR THE COMMUNITY NAVIGATOR SERVICE FOR OLDER PEOPLE (PAGES 477 - 486)

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

This Housing Related Support contract will be a borough wide Community Navigator Service for older people aged 50+ and will be delivered from a range of community settings in 8 localities.

23. NEW ITEMS OF URGENT BUSINESS

To consider any items admitted at Item 3 above.

24. EXCLUSION OF THE PRESS AND PUBLIC

Note from the Acting Democratic Services & Scrutiny Manager

Items 25,26, 27 and 28 allow for consideration of exempt information in relation to items 20, 21, 22 and 3 .

TO RESOLVE

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 and 5, Part 1, schedule 12A of the Local Government Act.

25. PLEVNA CLOSE (PAGES 487 - 494)

As per item 20.

26. CHESNUT ROAD PUBLIC REALM IMPROVEMENT SCHEME (PAGES 495 - 496)

As per item 21.

27. AWARD OF CONTRACT FOR THE COMMUNITY NAVIGATOR SERVICE FOR OLDER PEOPLE (PAGES 497 - 498)

As per item 22.

28. NEW ITEMS OF EXEMPT URGENT BUSINESS

To consider any items admitted at Item 3 above.

Ayshe Simsek, Acting Democratic Services & Scrutiny Manager
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Monday, 04 March 2019

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MINUTES OF THE MEETING OF THE CABINET HELD ON TUESDAY, 12TH FEBRUARY, 2019, 6.30pm.

PRESENT:

Councillors: Joseph Ejiofor (Chair), Emine Ibrahim (Vice-Chair), Patrick Berryman, Mark Blake, Kirsten Hearn, Noah Tucker, Elin Weston, Kaushika Amin and Sarah James

Also in attendance Councillors: Dennison, Connor, Rossetti, Bevan, Carlin, Williams, Brabazon.

72. FILMING AT MEETINGS

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

73. APOLOGIES

There were apologies for absence from Councillor Adje and apologies for lateness from Cllr Mark Blake.

74. URGENT BUSINESS

The Leader advised the meeting that Cabinet did not have any new items of urgent business to consider. However, there were two items of late business to consider relating to items 9 and 10 on the agenda which he had accepted as urgent business. These were as follows:

An EQIA for consideration with the Borough Plan at item 9. This report was late to allow finalisation of the presentation of key data and needs urgent consideration alongside the Borough Plan. This was deemed urgent in order to agree the recommendations set out in the report and allow the borough plan to be considered alongside the budget report.

In relation to the MTFS report at item 10, there was an addendum setting out some minor updates to report which needed to be noted before considering the recommendations. The Leader advised that the addendum had to be considered with the 2019/20 Budget/Medium Term Financial Strategy (MTFS) 2019/20-23/24 at the meeting tonight to facilitate an accurate recommendation on the adoption of the 2019/20 Budget/Medium Term Financial Strategy 2019/20-2023/24 to be made to Full Council at its meeting on the 25th February 2019. Further, to meet the requirements of

the Local Government Finance Act 1992, Full Council needed to approve the budget and agree the Council Tax for that year by the statutory deadline of 11th March.

Cabinet also was required to consider Appendix 7 – Overview and Scrutiny Committee Recommendations and Proposed Response. This was marked to follow in the published agenda pack and was not published with the original pack due to the requirement for an extraordinary Overview & Scrutiny Committee meeting to be held on 5th February 2019 and enable any recommendations arising from this meeting to be addressed. The appendix was now included.

75. DECLARATIONS OF INTEREST

- The Leader declared a personal, non-pecuniary and non-beneficial interest in item 10, Medium Term Financial strategy (2019/20 to 2023/24) due to a connection with Fortismere secondary school.
- In the absence of Councillor Mark Blake at the start of the meeting, the Leader, declared on his behalf, a personal, non-pecuniary and non-beneficial interest in item 10, Medium Term Financial strategy (2019/20 to 2023/24) due to a connection with Fortismere secondary school.
- The Leader further declared a personal interest in item 12, the Fees and Charges 2019/20 report due to a connection with a charge increase listed.
- Cllr Noah Tucker declared a personal interest in item 12, the Fees and Charges 2019/20 report due to a connection with a charge increase listed.
- Cllr Pat Berryman declared a personal, non-pecuniary and non-beneficial interest in item 10, Medium Term Financial Strategy (2019/20 to 2023/24) due to a connection with Fortismere secondary school.

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

There were no representations received at the agenda publication stage in relation to the exempt items on the agenda.

At this point in the meeting, the Leader proposed to vary the agenda to consider agenda items 10, 14,15 and 11 after consideration of the deputation at item 8.The agenda order would resume at item 9 after consideration of these housing related items. Cabinet agreed to this variation of the agenda.

77. MINUTES

The minutes of the Cabinet meeting held on the 22nd of January 2019 were agreed as a correct record of the meeting.

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

There were no Overview and Scrutiny Matters for consideration by Cabinet.

The Scrutiny recommendations relating to the budget would be considered with item 10.

79. DEPUTATIONS/PETITIONS/QUESTIONS

Deputation - Haringey Defend Council Housing – Paul Burnham

The deputation was put forward in relation to tenant's service charges. This was a small part of the budget but of great concern to Haringey Defend Council Housing, who were representing tenants in the borough. Over the years, landlords had increased charges but this has been done with the premise of involving the tenant in these decisions. There were 21 different service charges which demonstrated the range and complexity of the charges being made to tenants and further underlined the importance of tenants having their say through a consultation process on the final charges. This was part of the wider right of the tenant to hold the landlord to account.

The deputation asserted that there had been no recent consultation on these tenant service charges and highlighted that, pre 2015, it was the practice to have a consultation process on tenant service charges. The period of consultation was previously announced and this allowed tenants to make representations through a set process. In the past, it had also meant that some charges were not taken forward when the views of tenants was considered so a successful process, in the deputation's view.

The deputation referred to the December MTFS Cabinet report which released the overall budget for consultation, highlighting that this documentation also did not include the proposed tenant service charge increase. Therefore, there had been no information available in the budget consultation period to signal these increases. Despite this, Haringey Defend Council Housing had put forward representation in relation to service charges to ensure that this issue was considered and also put forward a deputation to Cabinet, prior to the publication of the budget report, and knowing what the detail of the tenant service charges might be.

The deputation referred to the proposed services charge increases in the report which contained no explanation about the reason for the scale of the changes taking place. There was estimated to be a £656k increase in this charge. The deputation questioned what changes were taking place to warrant these increases?

The deputation further reiterated that the tenant service charges have to be specifically linked to the service being provided and questioned the specific changes taking place for these increases as this was not set out in the report.

The deputation referred to the Homes for Haringey recent board meetings which had considered reports indicating good performance with service charges in the current year. There were 7 different service, indicating 5 charges within budget and 2 over budget and an overall surplus of £209k. The deputation was disappointed on how the

Council had dealt with this issue and the performance data from the Homes for Haringey Board meetings underlined that there was no need to increase charges. The deputation suspected that the landlord was likely using this income to top up the income from housing rent.

There were no questions put forward from Cabinet Members to the deputation and the Leader asked the Cabinet Member for Finance to respond to the deputation.

The Cabinet Member for Finance thanked the deputation for their attendance at the meeting and for raising these concerns. The Cabinet Member expressed that the budget process was often a complex wide ranging process and it was always helpful to highlight issues. Services charges covered the cost of services to tenants. The Council would only charge the cost of a service. For example, when the cost of utilities decreased by the Council achieving better energy deals through the wholesale process, the charge to tenants had also decreased. In relation to these increased charges, this was related to an increase in the cost of the concierge and street sweeping service on estate.

The Cabinet Member for Finance reported that there was not a legal requirement to consult on tenant service charges but this might be a consideration for the future, as outlined by the deputation, to take forward. The two services indicated above, concierge and street sweeping, made up the bulk of the rise. The increases in the cost of the concierge service were related to staff receiving a pay rise above inflation to ensure that staff in this area were being paid appropriate levels. The Cabinet Member anticipated that the increase in cost, related to street sweeping, was a result of this becoming more of a priority for tenants but the Cabinet Member, committed to explore the wider reasons for this change.

The Cabinet Member for Finance concluded his response by reiterating that consulting tenants and leaseholders on increased service charges was not a legal requirement but he would examine how this consultation could be taken forward in coming financial years.

80. BUDGET REPORT (2019-20)AND MTFS

[Cllr Mark Blake entered the meeting for the start of this item]

The Cabinet Member for Finance introduced the Council's 5 year Medium Financial Strategy for 2019-24. This would provide a clear financial plan during this period of uncertainty for local authority budgeting. It was noted that the Council had been able to bridge the £6.5m budget gap communicated in the December MTFS report. This had been arrived at through minimal recourse to additional savings or cuts to services.

The Cabinet Member re-iterated the unprecedented reductions to government funding for local services over the last 8 years. This meant that Councils were finding it difficult to keep up with rising cost or demand. This was also causing an impact on those most in need and further causing an impact on quality of life for residents.

The Cabinet Member commented that local authorities had reached a stage where making cuts would now cause an overspend in another area of the budget. This has

been highlighted by the 'breaking point' campaign being led by the Islington Council Leader.

In compiling the Medium Term Financial Plan, there had been attention given to supporting the manifesto priorities of supporting the delivery of Youth services, become a London Living wage employer, and extending the council tax reduction scheme.

The Cabinet Member further welcomed the removal of the borrowing cap on the HRA which would help the Council in their commitment to deliver 1000 new Council homes at Council rents.

However, it was important to recognise that the next year's budget process will again be a hard process with demand increasing and households coming under pressure from welfare reductions and rising housing costs.

The attached report was putting forward a balanced budget for 2019/20. It was also currently estimated that the Council will not need to utilise balances in 2018/19.

The Vice Chair of Overview and Scrutiny was invited to present the scrutiny recommendations contained at appendix 7 of the report pack. She drew attention to the important work of scrutiny and the key role of this function in the budget setting process. There was a request for increased access to officers with financial expertise to assist the panels and main Committee in their scrutiny of the budget and their regular consideration of the quarterly budget update. This was particularly important given the number of medium to high risk savings listed in the budget.

The Vice Chair of Overview & Scrutiny continued to draw attention to the medium to high-risk savings listed in the Scrutiny recommendations. It was important to note real risk around these areas and the risk to achieving savings next year. The Overview and Scrutiny Committee had noted the use of reserves to balance the 2019/20 Budget. Whilst the Committee fully acknowledged the risk around unachievable savings, there was also the risk attached to savings that were being taken forward negatively affecting residents that need support the most.

The Vice Chair of Overview and Scrutiny highlighted three areas of savings for reconsideration by Cabinet:

- Within the Adults and Health services area, there was a saving proposed on charging for managed accounts. The Overview and Scrutiny argued for the removal of these charges as it was felt that a maximum charge of £650 per year would negatively impact those on benefits. Only service users with savings below £1000 will not be applicable for this charge. Many families were struggling and it was felt that increasing these charges could be a financial tipping point for a family that was just about managing and this could cause an impact on another area of the Council's budget.
- The transfer of high cost day opportunities would initially lead to spend on high quality care to achieve the required savings later. By placing these savings in year two, this was felt to place an enormous pressure on Heads of Service to

make savings when this was not achievable. High quality care may provide savings but these needed to be person focused and based on care needs. Therefore, making savings too soon could negatively affect care. The Vice Chair proposed that these savings be reduced or spread over more time to mitigate this.

- The Flexible Police resources cessation in funding was opposed. The Vice Chair of Overview and Scrutiny requested that Cabinet reconsider this saving with concerns over safety, a high priority in the borough. This was also illustrated in the EQIA attached to the borough Plan. The Cabinet response acknowledged this yet this proposal to not agree this saving was not agreed.

The Vice Chair of Overview & Scrutiny advised that in considering the Capital programme spend, the Panels found that there was not enough detail to accompany the capital projects listed. Going forward, it was suggested that the quarterly budget reports, considered by the panels, contain an update on the capital projects and an indication given when the businesses cases are ready to be scrutinised. This will allow the O&S Committee to have a rolling timetable of capital projects and be able to scrutinise them when the budget decision is available.

In response to a question from Cllr Brabazon, the Leader responded on the development at Fortismere, advising that the current summary of the project was contained in the main report. The process around the capital programme was based on projects that the Council may want to take forward. Similarly, this capital project would be based on a business case coming forward. In order to arrive at a business case, the Council had to complete a due diligence process and this meant completing desktop research and feasibility studies

In response to questions from Cllr Dennison the following was noted:

In relation to the £6.5m gap, this had been bridged in the last few weeks through 3 main areas, service improvements, technical adjustments and grant changes. The details of this was as follows:

- In relation to the service improvements, this entailed extra cost from parking but a saving was envisaged later on where investing in a car pound.
 - The commercial portfolio had moved to the General Fund last year and the Council were considering ways to invest in this and generate income from rent, further considering how the Council generally manage this portfolio.
 - Libraries stock had been considered and the opportunities to increase income
 - There was a reduction in the growth provision in Adults. This was where officers previously thought that there could have been a growth in a service area but had now been able to assess how the new grants received had been utilised.
- Grant changes – meant more money was available through the Government settlement with £1.2m from the levy surplus payment.
- The Council identified that the government grant was greater than forecast for housing benefit / council tax administration to the Council so this improved this budget assumption.

- There was a technical adjustment including a higher projection for council tax collection. This was low risk as the Council tended to outperform previous projections.
- The cost of borrowing was reduced, and less capital expenditure as expected due to the Council having not taken forward the HDV.
- The Council was able to further make use of the Flexible Homelessness grant funding and make use of capital receipts, to be used for revenue spend where transforming a service or delivering efficiency. The government had extended this provision for transformative use for three years.

In relation to future rent charges in 2020/21, the Council were expecting this formula to be CPI plus 1%. The Council had to ensure that the housing stock was not run down and the government had likely kept rent levels low in order to maintain housing benefit payment cost. This rent increase had been factored in the budget for future years.

In relation to the measure of success for the free school meals, a written response would be provided on this.

Cllr Berryman notified the meeting of a proposed correction to recommendation 3.1.5 . this should read as follows: Propose approval to the Council of the 2019/20 General Fund Revenue Budget as set out in Appendix 1, including specifically a General Fund Budget Requirement of **£241.182m**, but subject to final decisions of the levying and precepting bodies and the final local government finance settlement. Cabinet agreed to the amendment of this recommendation.

RESOLVED

1. To consider the outcome of the budget consultation as set out in Appendix 8, to be included in the report to Council. Having considering this, this report does not propose an amendment to the budget proposed for 2019/20 not to the MTFS 2019/24.
2. To approve the responses made to the Overview and Scrutiny Committee recommendations following their consideration of the draft budget proposals as set out in Appendix 7 and in a subsequent addendum to follow this report.
3. To note that the Quarter 3 corporate financial forecast is that the level of General Fund balance will remain unchanged at the end of 2018/19.
4. To propose approval to the Council of the 2019/20 Budget and MTFS 2019/24 Budget Reduction Proposals as set out in Appendix 9.
5. To propose approval to the Council of the 2019/20 General Fund Revenue Budget as set out in Appendix 1, including specifically a General Fund Budget Requirement of **£241.182m**, but subject to final decisions of the levying and presenting bodies and the final local government finance settlement.
6. To propose approval to the Council of the General Fund Medium Term Financial Strategy (MTFS) 2019-2024 as set out in Appendix 1.

7. To propose approval to the Council that the Haringey element of Council Tax to be set by London Borough of Haringey for 2019/20 will be £1,319.89 per Band D property, which represents 2.99% increase on the 2018/19 amount.
8. To note the Council Tax Base of the London Borough of Haringey, as agreed by the Section 151 Officer under delegated authority (Article 4.01(b), Part 2, of the Constitution), as 77,265 for the financial year 2019/20.
9. To propose approach to the Council of the 2019/20 Housing Revenue Account budget as set out in Appendix 2.
10. To approve the changes to the rent levels for General Needs Homes for Council tenants reflecting the regulations requiring a 1% rent reduction in 2019/20. This will reduce the average weekly rent from £102.85 to £101.82 as set out in Table 16.1.
11. To propose approval to the Council of service charges as set in Appendix 2A.
12. To propose approval to the Council of the 2019/20 – 2023/24 General Fund capital programme detailed in Appendix 3.
13. To propose approval to the Council of the 2019/20 – 2023/24 Housing Revenue Account (HRA) capital programme detailed in Appendix 4.
14. To propose approval to the Council of the capital Strategy detailed in Section 14 of this report.
15. To propose approval to the Council of the policy on the use of flexible capital receipts to facilitate the delivery of efficiency savings including capitalisation of redundancy costs (Appendix 11).
16. To note that Fees and Charges in respect of executive functions will be considered under a separate agenda item, and that Fees and Charges in respect of non-executive functions has been considered and approved by the Regulatory Committee and that the impact on the 2019/20 budget proposals is outlined within this report.
17. To propose to the Council the Dedicated Schools Budget (DSB) allocations for 2019/20 of £256.326m as set out in Appendix 5.
18. To agree the funding to be distributed to primary and secondary schools for 2019/20 based on the figures advised to Schools Forum and submitted to the Education Funding Agency in January 2019 set out in Section 17.
19. To agree the budgets (including the use of brought forward DSG) for the Schools Block, Central Services Block, High Needs Block and Early Years Block as per Appendix 5.
20. To delegate to the Director of Children's Services, in consultation with the Cabinet Member for Children, Education and Families, the power to amend the

Delegated Schools Budget to take account of any changes to Haringey's total schools funding allocation by the Education and Skills Funding Agency.

21. To delegate to the Section 151 officer, in consultation with the Cabinet Member for Finance, the power to make further changes to the 2019/20 budget proposals to Full Council up to a maximum limit of £1.0m.

Reasons for Decision

The Council has a statutory requirement to set a balanced budget for 2019/20 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.

Alternative options considered

The Cabinet must consider how to deliver a balanced 2019/20 budget and sustainable MTFS over the five-year period 2019/24m to be reviewed and ultimately adopted at the meeting of the Full Council on 25th February 2019.

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

The proposals have been subject to consultation both externally and through the Overview and Scrutiny Process. The outcome from these consultations have been reported to be considered by Cabinet who received the reports on these outcomes contained in these appendices. After due regard, Cabinet considers that the issues raised are addressed in its budget strategy and it is not therefore proposing any consequential changes.

81. HOUSING STRATEGY

The Cabinet Member for Housing and Estate Renewal introduced this report which sought Cabinet approval to the draft of amended Appendix C, and the deletion of Appendix D, of Haringey's Housing Strategy 2017-2022, following consultation. The Cabinet Member acknowledged the administration had been elected on a manifesto which committed to the following five pledges for housing:

- *To deliver a thousand new council homes by 2022*
- *To review the planning targets and ensure new 'affordable' is genuinely affordable*
- *To expand our landlord licensing scheme to cover all wards*
- *To ensure that new housing for sale is made available to Haringey residents first, and*

- *To aim to end street homelessness in Haringey by 2022.*

The Cabinet Member outlined that Haringey's Housing Strategy set the strategic direction for housing in the borough. The Council last published a Housing Strategy in 2016. Since that time, there had been important changes at the national and regional level, with which the existing strategy was considered no longer relevant.

The Cabinet Member continued to highlight, that the Government had abandoned a number of proposed housing policies and there has been a renewed focus on social housing. At the same time, the lifting of the HRA borrowing cap and the significant funding for new Council housing from the GLA transformed the potential to develop new Council housing. The Council had made a successful bid for funding which meant it would receive a £62.8m grant to deliver Council homes.

The Cabinet Member noted work on a new housing strategy had already been undertaken, but to ensure consistency, it needed to follow the adoption of the Borough Plan, reflecting and expanding on the housing aims in that document. In the interim, it was proposed that Appendix C of the current Housing Strategy be amended, to define more clearly what was meant by affordable housing. The new Appendix was clear that the Labour administration's first priority was Council Rented homes and that it would ensure other affordable homes delivered in the borough would be affordable to existing residents. Developing a new housing strategy to address all the Council's housing commitments would be a priority for the Labour administration in 2019.

The Cabinet Member was to establish a Member group to help guide the work above to collaborate with fellow councillors.

Following questions from Cllr Dennison, the following was noted:

- The focus would not be isolated to specific areas of the borough but rather on a site-by-site basis, dependent on what that site was able to offer. Officers confirmed the principal intention was to redress the balance of particular types of housing in parts of the borough. Site-by-site flexibility was a key approach to ensuring that the best outcome was achieved across the borough.
- The Cabinet Member's preference was for social rent to London Living Rent and affordable Rent.
- Officers confirmed the policy stated social rent housing was the preferred option on affordable rented housing but recognised the distinction between social rented and intermediate homes. Within the intermediate category, the policy was clear that the preference was for intermediate rents at London Living Rent levels.

Cllr Dennison would be provided with a written response regarding the rationale for the requirement of 10% of all affordable homes to be wheel chair accessible, with 20% the desirable figure, but noted those figures would have been the result of research and an understanding of what the general needs were across the borough.

RESOLVED

1. To note the outcome of the consultation process on Appendix C of the Housing Strategy and the deletion of Appendix D of the Housing Strategy.
2. To recommend that Full Council approve the adoption of Appendix C of the Housing Strategy, as amended as set out in paras 6.21 – 6.23, and the deletion of Appendix D of the Housing Strategy.

Reasons for decision

The Council's current Housing Strategy was set in 2016. Since then, the policy context has changed and a new administration has been elected with different priorities to the previous administration particularly with regard to housing.

In addition, decisions taken since May 2018 have fundamentally altered the Council's approach to housing, notably:

- The decision not to proceed with the Haringey Development Vehicle
- The decision to set up a wholly owned company to help deliver 1,000 Council homes at Council rents

This means that the existing strategy, adopted in November 2016, is no longer a good fit with the ambitions of the new administration and there is a need to produce a new strategy to better reflect these.

One particular issue is a renewed emphasis on housing for social rent as affordable housing.

In advance of the development, consultation, and publication of this new housing strategy, it is proposed that Appendix C of the existing strategy is amended and Appendix D deleted to ensure the Council's housing policy framework reflects this changed environment, and the Council's new priorities. This requires no revision of the Borough Plan.

Alternative options considered

The alternative option would be not to amend Appendix C and not to delete Appendix D of the current Housing Strategy. Given Cabinet's agreement to consult on the amendment and deletion in November 2018, and the consultation with stakeholders, this would not be an acceptable course of action.

82. HOUSING COMPANY

The Cabinet Member for Housing and Estate Renewal introduced this report which sought Cabinet approval to make the necessary decisions to incorporate Haringey's Wholly Owned Company (WOC) for housing development. The Cabinet Member noted the Labour administration had been elected on a manifesto which had placed housing at its core. The manifesto had committed to deliver at least 1,000 new Council homes at Council rents by 2022. This was the latest report that had the recommendations to put in place the structures to deliver those homes.

The Cabinet Member referred to the Labour administration's preference in the Manifesto was to build Council housing directly through a company we fully own. However, this was at a time when the GLA funding was not available and was before the announcement in the October budget of the scrapping of the HRA borrowing cap. The Council had since considered what those changes meant for housing delivery in the borough, and the role that the Company could best play in making that delivery happen.

The Cabinet Member stressed the recommendations Cabinet were asked to approve would create the housing company contained within the Labour administration's manifesto, to support the creation of new Council homes for Haringey families on the waiting list.

Clerk note - Cllrs Bevan and Rossetti addressed the Committee in their capacity as board members of Homes for Haringey and as Councillors.

Following questions from Cllrs Bevan, Dennison, Williams, Rossetti, Brabazon and Carlin, the following was noted:

- Homes for Haringey (HfH) is an Arms-Length Management Organisation (ALMO). The Cabinet Member noted HfH could be supported to create new Council homes in the future but that was not the commitment the administration had made within its manifesto. The manifesto had made a commitment to directly creating those Council homes, not at arms-length, which is what HfH effectively was to the Council. This consideration was set out in the July Cabinet report on the WOC.
- The Cabinet Member held frequent discussions with the Managing Director for H4H and discussions had been productive but it was accepted the direction of travel was for the creation of a WOC and for HfH to continue to its current role. July Cabinet had considered the option of exploring creating the 1,000 new Council homes with HfH but this was ruled out for the reasons contained in that report to Cabinet
- Officers referred members to the 17th July 2018 report entitled '*Setting up a Wholly Owned Company for Housing Development*' to Cabinet where the option to explore creating Council homes through the HfH had been explored as an alternative option but was not pursued for the reasons set out in that report.
- Contractual arrangements would be sought with companies to build any new properties, which would follow the usual tender process. Once built, HfH would be managing those newly built Council properties.
- The Cabinet Member highlighted the Labour manifesto had given the administration the mandate to set up a wholly owned company and this was what the administration would pursue. The Leader noted the WOC was within the parameters of the Labour Manifesto.
- Regarding the governance, Officers confirmed no Councillors would be on the board of the proposed WOC given members would set the parameters within which the company would operate through the business plan and the board would be enforcing what members had set in the business plan.

- It was correct that Cabinet at its meeting of the 17th July 2018 had agreed to allocate a maximum of £500k of flexible homelessness support grant to the establishment of the company. However, Officers confirmed that figure was set at a time when the WOC was expected to be the main vehicle for the development programme but, with the lifting of the HRA borrowing cap, this was not this case moving forward, and so it was expected the figure of £500k would be significantly reduced. It was also not expected that the Council would incur such level of costs even with the creation of the other companies it was proposing to set up. Furthermore, all of the proposed companies contained within the report would have an impact on reducing homelessness in the borough. The purpose of the WOC was to hold forms of rented housing which were not social rented housing and could therefore not be held within the HRA. The Council acknowledged that that type of housing was a potential solution for certain homelessness family's needs. That was why the Council was interested in developing that type of housing within the borough and officers were wholly satisfied this was an appropriate and legitimate use of money from the flexible homelessness support grant. This was confirmed by the Council's legal team.
- The Council's finance and legal teams had had sight and commented on the financial implications and legalities of all aspects contained within this report. In addition, this report had two previous associated reports, which, similarly, went through the same rigorous clearance process with both teams satisfied they complied with the relevant financial and legal frameworks.
- Due to the change in the HRA borrowing cap, this meant the Council was in a position to build a number of the social homes properties itself. The Cabinet Member noted they would be subject to Right to Buy but this would have been the case even if the homes had been built by HfH within the HRA. The WOC was proposed to accommodate different types of rent.
- The Cabinet Member accepted the risk of Right to Buy but felt strongly that secure tenancies were the most appropriate type of tenancy a Council should offer, given the guarantees this offered to tenants. Only a Council was able to offer a secure tenancy and a WOC would not be able to provide this on its behalf.
- The Cabinet Member informed that certain schemes required a mixture of properties to ensure they were financially viable. The WOC gave the Council the capacity to have a combination of rents in the scheme to make it financially viable but still able to exercise a degree of control over its direction than if it were to collaborate those products with a private developer.
- Intermediate rented homes would not count towards the 1,000 new homes commitment in the Labour manifesto. Such rented homes were important in making schemes viable and would help the Council in its pursuit of creating those 1,000 new Council homes by supporting it financially. The Cabinet Member noted the report could have been clearer concerning the role of the intermediate rented homes.
- Officers confirmed the HRA could develop housing that was not for social rent but if the Council wished to hold a particular type of home and rent it out at a different rent to that of social rent, it could only do so through a WOC. The WOC provided the Council with flexibility and options for the future if, for example, it sought to provide homes at market rent. All homes would be developed by the HRA and if and when those properties would be moved to the

WOC, the WOC would effectively buy those homes off the HRA using the general fund borrowing.

RESOLVED

1. To agree the Company's name as 'Haringey Housing Company Limited', and give delegated authority to the Director of Housing, Regeneration and Planning and the Chief Finance Officer (s151 Officer) to agree the final wording of the Articles of Association and Memorandum of Understanding as set out in draft form in appendices 1 and 2.
2. To agree that the purpose of the Company will be primarily to facilitate the Council's ambitions to deliver new homes and to hold homes developed by the Council that cannot normally be held in the Housing Revenue Account, for example intermediate and other non-social rented homes.
3. To agree the appointment of the following Directors of the Company:
 - A senior housing officer nominated by the Director of Housing, Regeneration and Planning;
 - A senior finance officer nominated by the Chief Finance Officer (s151 Officer) and
 - A senior legal officer nominated by the Monitoring Officer.

To agree the creation of a wholly owned subsidiary of the Company to be registered as a Registered Provider to be called the 'Haringey Housing Company Registered Provider Limited' (the "Company RP"); and give delegated authority to the Director of Housing, Regeneration and Planning and the Chief Finance Officer (s151 Officer) to agree the final wording of the Articles of Association and Memorandum of Understanding as set out in similar draft form to the Company in appendices 1 and 2.

4. To agree that the purpose of the Company RP will be primarily to hold homes developed by the Council that would be held by the Company but are required to be held by a Registered Provider; and that Officers seek registration of the Company RP as a Registered Provider.
5. To agree that the composition of the Board of Directors of the Company RP shall be the same as the Board of Directors of the Company.

Reasons for decision

On 17 July 2018 Cabinet agreed to the setting up of the Company, subject to the documents needed for its incorporation being agreed by Cabinet. The Articles of Association and Memorandum of Understanding of the Company and the Company RP have been drafted by the Council's external legal advisors and Cabinet is being asked to consider these documents so the Company and the Company RP can be incorporated.

The July Cabinet Report described the primary purpose of the Company as being to maximise the delivery of new Council owned homes and this remains the primary aim of the Council's housing delivery programme. However, following the abolition of the HRA borrowing cap, the Company's role within the programme will be to support the Council's ambitions to deliver new homes, primarily by holding those homes that the HRA cannot.

The members of the Board of Directors of the Company need to be appointed. These will be Council officers, namely a senior officer nominated by the Director of Housing, Regeneration and Planning, a senior finance officer nominated by the Chief Finance Officer (s151 Officer) and a senior legal officer nominated by the Monitoring Officer. The Chief Finance Officer (s151 Officer), the Monitoring Officer and any officer with direct responsibility for planning have been deliberately excluded, to minimise the risk of conflicts of interest.

The creation of a subsidiary 'not for profit' Company RP is necessary for the Company to hold sub-market rented homes that have received housing grant from the GLA.

Alternative options considered

The formation of the Company was agreed by Cabinet on 17 July 2018, with the detail being left for agreement at a future meeting. Recommendations within this report reflect advice from Pinsent Masons, the Council's external legal advisors in relation to the formation and running of the Company. The use of a detailed Objectives clause was considered and discounted to ensure that the Company could have scope to operate more freely in the future. (An Objectives clause can limit trading of the company, for instance to 'owning and managing sub market rental homes', whereas the Council may in future want the Company to be able to develop/own community projects which under such an Objectives clause it would be unable to do).

The Articles of Association and Memorandum of Understanding are clearly drafted to give the Council the assurance that the Company will remain wholly owned and controlled by the Council, less clearly draft documents may lead to confusion or challenge in the future.

A wider range of director positions were considered but discounted; for instance including the Monitoring Officer or Chief Finance Officer (s151 Officer) or including external directors. These options were discounted to ensure potential conflicts of interest are avoided, to maximise the direct control by the Council of the Company and to allow the Council and the Company to operate in a proper and consistent manner.

83. PROPERTY LICENSING DESIGNATION

The Cabinet Member for Housing and Estate Renewal introduced this report which sought Cabinet to designate a borough wide licensing scheme for Houses in Multiple Occupation (HMOs) and a smaller selective licensing scheme in 29 Lower Super Output Areas (LSOA) for non HMO properties.

The Cabinet Member noted current estimates were that some 33% of households in Haringey were privately rented (equating to 35,000) exceeding by 14% the national average of 19%. Between 2001 and 2011, Haringey's private rented sector had grown by 45.6%, an upward trend which was likely to continue given the huge need and the current lack of affordable public sector housing. Houses in Multiple Occupation (HMO) were a significant component of the private rented sector and provided accommodation for a wide range of individuals and families. It was vital that those properties were well and effectively regulated, to ensure they were safe and compliant with environmental and other regulations. The landlord licensing scheme proposed in the report provided the regulatory framework to support the many good landlords in Haringey, whilst also providing the powers for officers to tackle the rogue landlords who did not comply.

The Cabinet Member advised that the scheme would also enable the Council to know who owned and managed those properties through the issuing of licenses to operate. The additional (HMO) scheme had been developed following wide research, evidence gathering and public consultation.

Following questions from Cllr Dennison, the following was noted:

- A dedicated officer dealt with empty properties in the private rented sector. It was encouraged that a relationship be built with empty homeowners and advice and guidance provided to them on bringing homes back into use before any enforcement action was taken.
- The use of Empty Dwelling Management Orders was an expensive process and counter cost effective for the Council to pursue.
- The Council did not have grants in this area but could explore schemes that financially assisted individuals into bringing empty properties back into usage that could then be provided for temporary accommodation for homelessness families, as had been done previously by the Council.

RESOLVED

1. To consider the consultation results and representations received in response to the consultation on the Additional HMO Licensing Scheme. (Appendix 4).
2. To designate pursuant to s56 (1) (a) of the Housing Act 2004 the whole area of the Borough as subject to additional licensing of houses in multiple occupation (HMO's) as set out in the draft designation at Appendix 1, the designation to be cited as the "London Borough of Haringey Designation for an Area for Additional Licensing of Houses in Multiple Occupation, No 3, 2019" coming into force on 27 May 2019. (Appendix 1).
3. To approve the scale of fees and charges (Appendix 5).
4. To delegate to the Director of Environment and Neighbourhoods in consultation with the lead Cabinet Member for Housing and Estate Renewal, the authority to agree minor changes to the proposed implementation and delivery, including administration, fees and conditions and give all necessary statutory notifications.

5. To approve the policy on determining the appropriate level of civil penalty for offences under the Housing Act 2004 set out at Appendix 6.

Reasons for decision

Additional HMO Licensing has been piloted in our borough previously. In 2011 a scheme was designated within the Harringay ward and ran for 5 years and we currently have a small scheme within five wards in Tottenham.

The outcomes of these schemes provide our greatest evidence base that licensing improves the standard of accommodation for tenants, provides a register of responsible parties and has enabled the Council to adopt a multiagency approach to tackle issues arising from poorly managed HMO property.

With an expanding Private Rented Sector, HMOs are likely to be growing in demand as it offers an affordable accommodation option for many tenants. Rolling out Additional HMO Licensing borough wide will allow the Council to require standards to be met across all HMOs, will give us greater intelligence on our private rental sector and provide details of who is responsible for those property.

Public Consultation identified that tenants and the public are in favour of having licensing for Houses in Multiple Occupation and provided feedback on how this can be targeted to provide them with the greatest support.

In contrast we know that landlords are not in favour of such schemes and see the implementation as a money making initiative for the Council. The licence fee is a cost associated with the administration of the licence applications and compliance process. The Housing Act 2004 allows a fee to be set that is reasonable and transparent. The License fee income is to be used for running of the licensing project and should be set at an amount which is reflective of this.

It is important to prove to compliant landlords and the public that we are pursuing those landlords who remain non complaint. Taking appropriate enforcement action and publicising these outcomes to promote the schemes successes is essential. The use of civil penalties is an alternative to prosecution and provides an additional enforcement tool for officers when deciding what penalty is appropriate for the offence committed.

It is necessary for Cabinet to agree licensing proposals under the Housing Act 2004. Approval is therefore sought for the designation of a borough wide Additional Licensing for Houses in Multiple Occupation.

Cabinet are required to agree and approve the use of civil financial penalties and all other enforcement powers under the Housing and Planning Act 2016 and to delegate these powers to authorised officers. (Appendix 6)

Alternative options considered

Do nothing and continue with existing legal powers –

Existing powers available to the Council are largely reactive with officers responding to tenants' complaints. Many tenants are reluctant to complain through fear of retaliatory eviction. Although current enforcement activity has been successful in remedying problems in individual dwellings, it is not felt to have raised the standard of private sector dwellings generally and at the scale now required.

Voluntary Accreditation –

Although the voluntary accreditation scheme is helpful in driving up standards, take up is generally poor and is likely to be used by self-selecting professional landlords rather than rogue landlords

More detail regarding other courses of action already used by the Council appears below at paragraphs 7.3 and within Appendix 2.

84. BOROUGH PLAN, 2019-23

The Leader introduced the report and set out the key ambitions behind the compilation of the plan which had been based on the manifesto. This included building 1000 Council homes in Haringey. The Leader expressed that the Cabinet were ambitious for Haringey's future and for the people who live here. The Borough Plan set out the priorities of the Council and its partners for the next four years; and sets out the framework to deliver on this agenda for the borough together.

The Leader outlined that to achieve these goals, the Council need to change how it did things. The administration wanted to run an open, collaborative Council that genuinely engages people in shaping the borough's future.

The Leader emphasised the default position of the administration which was to deliver services directly where this was prudent to do so, in order to maximise accountability, quality and other benefits to the community, as well as improving value for money where possible. The administration believed that public services need to be responsive to change and more democratically accountable.

The Borough Plan sets out the priorities for the borough. The consultation and engagement had confirmed that these were also top priorities for residents:

- **Housing Haringey's people:** We believe that increasing the supply of traditional Council housing is one of the most important things we can do.
- **Building and retaining wealth in our community:** We will work to increase the prosperity of Haringey residents. We will put greater emphasis on procuring goods and services locally. We'll support small and medium sized businesses to create high quality local jobs. Public pound spent on the community.
- **Tackling serious violent crime:** in particular, setting out a public health approach to tackling youth violence.
- **Reducing inequality and making Haringey a fairer place:** tackling inequality underpins everything we do.

In addition to the requirement to identify and agree organisational priorities and objectives, the Council had a legal duty to set a budget. The administration were adopting a number of principles to guide them in making financial decisions, to make sure that the Council focused resources where there was the greatest need, and minimised the impact of cuts on those who need the Council's support the most. The Budget was published alongside the Borough Plan and has been developed in parallel to it.

The Pledges were also set out and demonstrated the Council's need to work with stakeholders and partners in the borough.

In response to questions from Cllr Dennison and Cllr Connor the following was noted:

In relation to the risks around keeping spending local, this was aimed at exploring how the Council spend money in a broader sense and of course there would be consideration of Haringey in the London context. The Cabinet recognised that there were local suppliers that employ local people and there would be further detail on what local should mean.

With regards to the saving on flexible police resources, the Cabinet Member for Communities, Safety, and Engagement commented on the appropriateness of the Council funding the police. There was a current media battle on resources and in response to the saving proposal, this was taking account of the expected increase in the Mayors' precept allocation for policing. The Cabinet Member commented that the whole impact of austerity on local communities had been down played in the media. With regards to community support, agreed there needed to be more police making relationships with the local community, having a presence and there would be additional resources for this from the Mayor's precept. However, there was not enough public discussion about the funding needed by Councils to support work in communities and additional funding needed for council's safeguarding of children.

The Leader proposed an additional recommendation, providing delegated authority to the Director of Communications and Strategy to make minor amendments to the Borough Plan before publication. This included making amendments to the housing objectives section at page 46 and some typographical errors that need to be rectified at Table 1.1 on pages 25-26 and at page 38. This was agreed by Cabinet.

RESOLVED

1. To note and have regard to the Equality Impact Assessment for the Borough Plan and the summary of feedback from consultation and engagement at Appendix B to the report.
2. To adopt the Borough Plan at Appendix A to this report, and agree to its publication.

3. To delegated authority to the Director of Communications and Strategy to make minor amendments to the borough Plan before publication. This included making amendments to the housing objectives section at page 46 and some typographical errors that need to be rectified at Table 1.1 on pages 25-26 and at page 38.

Reasons for decision

Following the end of the Council's old Corporate Plan, the Borough Plan sets out a new strategy for 2019-23, which sets the strategic vision, priorities, outcomes and objectives for the organisation and major partners in the borough.

The Borough Plan seeks to deliver the political priorities of the administration over the next four years. The Plan should be seen as a living document and will be revised over the course of the next four years, including responding to the recommendations of the Fairness Commission.

The Council's Medium Term Financial Strategy (MTFS) is also coming to February Cabinet for agreement. The Borough Plan and MTFS have been developed in partnership, recognising the need to balance levels of ambition with available resource.

The Council has a statutory duty to publish equalities objectives. The Borough Plan is the core document through which the Council identifies and agrees where to tackle inequality in the borough.

Alternative options considered

There are alternative options, including:

- a) Do not publish a new Plan; and
- b) Extend the previous Corporate Plan.

It is not considered feasible to pursue option A, as the Council's Corporate Plan ended in 2018, which means a new Plan is needed. The Council is required to agree an overarching strategic document, which sets the parameters in which all other strategies operate. The Borough Plan plays this role, both for the Council and for the wider partnership.

It was not considered appropriate to extend the governance period of the previous Corporate Plan, as this does not reflect the administration's priorities; does not reflect the strength of partnerships across the borough, which contribute to the delivery of the Plan's outcomes; and does not reflect changes to the political and financial operating context, including at local, regional and national level.

The Cabinet Member for Finance introduced the report which set out the Fees & Charges that are proposed to be applied to services from the start of 2019/20. This report considered the relevant factors affecting the review of fees and charges, identified those services where an increase was being proposed and sought approval to increase the fee or charge rate to those services where an increase is proposed in line with inflation and agreement where an alternative approach is being proposed.

In response to a question on the reasons for increasing fees for users of parks which were running physical activities and not increasing the commercial fees for events at Parks, the Cabinet Member's initial observation was that this may be connected to maintaining the competitiveness of Council facilities use for events ,in a competitive market for events, but would provide a written response on this.

RESOLVED

- a) To **agree** the proposed fees and charges to be levied by the Council with effect from 1 April 2019, unless otherwise stated, and as detailed in Section 8 and Appendices I – XII d taking into account the findings of equalities assessments as set out in section 8 of the report, save as provided at (b) below;
- b) To note that this meeting will also consider proposals to introduce Additional Licensing schemes for private rented properties which are detailed at Appendix X b 'HMO Licensing' of this report, and subject to approval by the Cabinet of this proposal, to agree the proposed fees and charges as set out in said Appendix X b;
- c) To **note** that the Council's Medium Term Financial Strategy (MTFS) 2019/20-2023/24 assumes that the changes to Fees & Charges set out in this report are agreed.

Reasons for Decision

It is a requirement to review fees and charges as a minimum annually. The financial position of the Council supports the view that levels of fees and charges should be maximised where possible taking into account all relevant factors including the effect on service users and any consequent demand for services.

Alternative options considered

This report summarises the conclusions after consideration of a range of alternative approaches dependent on particular services and relevant factors. As such a range of alternative options ranging from no increase to differentiated rates of increases have been considered and reflected in this report.

86. OUTCOME OF CONSULTATION ON REVISED GAMBLING POLICY

The Cabinet Member for Civic Services introduced this report which sought Cabinet to consider the response to the consultation regarding the review of the Council's Gambling Policy and to recommend it to Full Council for adoption. The report set out the Fees & Charges that were proposed to be applied to services from the start of 2019/20. The report considered the relevant factors affecting the review of fees and charges, identified those services where an increase was being proposed and sought approval to increase the fee or charge rate to those services where an increase is proposed in line with inflation, and Member's agreement where an alternative approach was being proposed.

The Cabinet Member noted the Council had compiled information on the level of crime and deprivation in each ward as well as mapping the locations of schools and vulnerable service providers. It was intended for this to be used by betting operators as they were required to be mindful of the areas in which they operate and, if they operated in a vulnerable area, they should be conscientious of the makeup of that area they were operating.

The Cabinet Member stated one response had been received during the consultation, which requested that Woodside Ward be included in the list of vulnerable areas as the betting shops on Lordship Lane given the significant level of crime in its immediate area. That request was accepted.

Following questions from Cllrs Tucker, Ibrahim, Berryman, Dennison, Connor, the following was noted:

- Officers confirmed there were no casinos within Haringey and there was no risk of that changing unless the Secretary of State increased the number of casino licenses across the country.
- Government had not set out the outcome of the changes to the fixed odd betting terminals and any implementation date for changes had not been set.
- The Council was anticipating an increase in the number of bingo operators but they would be required to consider the local area profiles when deciding on suitable locations.
- Officers assured Cabinet that the Council had been robust in dealing with questionable practices of certain private members clubs (especially around Green Lanes) which had led to a change in how those businesses operated.
- There were three licensed social clubs off Philip Lane and Officers confirmed they received regular enforcement checks. On occasion, illegal gaming machines had been found on those premises and officers would perform a tailgate operation and destroy such machines on site, if discovered.
- All adult gaming centres were required to be licensed. Officers noted adult gaming centres generated similar level of crimes to betting shops, partly due to damage to betting machines being recorded as criminal damage.
- The Gambling Commission had introduced a requirement for the staff of betting operators to perform a welfare check on customers when they had concern for their wellbeing, if, for example, they remained at a machine for a significant period.
- New conditions introduced in the revised Statement of Gambling Policy centred on fraud prevention. Betting operators were required to improve their practice to ensure no fraud took place on their premises. Whilst the Licensing Authority

would assist, it would fundamentally be the responsibility of the Gambling Commission to ensure that there was no fraud related activity on premises.

- Regarding risk assessments, operators within the borough had been requested to submit their local area risk assessment and all, but one, had complied.
- The Cabinet Member informed all measures would be considered to reduce harm to individuals by the enforcement activity the Council undertook.

RESOLVED

1. To consider and take into account the outcome of the consultation on the draft Statement of Gambling Policy set out in paragraph 8.3 and Appendix 3 of the report and the Equality Impact Assessment screening tool set out in Appendix 4.
2. To note the supplementary guidance containing the local area profile information at Appendix 2;
3. To approve the draft Statement of Gambling Policy in Appendix 1; and
4. To recommend to Full Council to approve and adopt the Policy.

Reasons for decision

The Council is obliged to review and adopt a Statement of Licensing Policy for Gambling every three years, the current policy expired in January 2019. Therefore a new policy has to be adopted.

Alternative options considered

No alternatives were considered. It is a legislative requirement that the policy be reviewed at least every three years, and that a public consultation is carried out. Failure to review and adopt the Statement of Gambling Policy would result in the Council failing to comply with legislation.

87. ADMISSION TO SCHOOLS – DETERMINED ADMISSION ARRANGEMENTS FOR 2020/21

The Cabinet Member for Children, Education and Families introduced this report which sought to set the council school admission arrangements for the academic year of 2020/2021. Local authorities were required to consider and determine admissions arrangements for community and voluntary controlled schools by 28th February in each determination year. The Council had carried out a consultation to inform that decision making process from 26th November 2018 to 7th January 2019. The consultation response was set out in paragraph 6 of the report onwards. The Cabinet Member noted there was no proposed change to the oversubscription criteria for community and voluntary controlled schools for 2020/21. However, it was proposed to change the public admission numbers for Welbourne and Tiverton primary schools by

one form of entry (30 reception pupils each). It was hoped that reduction would allow the two schools to more effectively manage their budgets. It was not anticipated that families in the areas would be disadvantaged by these reductions, as there were surplus placements areas across both planning areas.

RESOLVED

1. To consider and take into account the dieback from the consultation undertaken which is set out in Appendix 8 and a summary included from paragraphs 7.1 – 7.9 of this report.
2. To consider and take into account the equalities impact assessment of the proposals on protected groups at Appendix 7.
3. To agree the recommendation set out in this report to proceed with proposal to reduce the published admission number (PAN) for Welbourne and Tiverton Primary Schools by one form of entry (1FE) – 30 Reception pupils each from September 2020 as part of the community and voluntary controlled (VC) schools' published admission arrangements.
4. To determine the Council's admission arrangements for the academic year 2020/21 as set out in Appendices 1 – 4.
5. To agree the in-year fair access protocol (IYFAP) as set out in Appendix 5 to come into force from 1 March 2019.
6. To agree that the determined arrangements for all maintained primary and secondary schools in the borough are published on the Council's website by 15 March 2019 with an explanation of the right of any person or body, under the School Admissions (Admission Arrangements and Co-ordination of Admission Arrangements) Regulations 2012, to object to the Schools Adjudicator in specified circumstances.

Reasons for decision

The School Admissions Code 2014 requires all admission authorities to determine admission arrangements every year, even if they have not changed from previous years. Regulation 17 of the School Admissions Regulations 2012 also requires admission authorities to determine admission arrangements by 28 February in the determination year.

In addition, the Regulations require the admission authority (in this case, the Local Authority) to publish on its website by 15 March in the determining year the determined arrangements of all maintained primary and secondary school and academies in the borough, advising the right to object to the Schools Adjudicator,

where it is considered that the arrangement does not comply with the mandatory provisions of the School Admissions Code 2014.

The Council consults on its admission arrangements annually irrespective of whether or not there is a proposed change to the arrangements. This is to ensure transparency and openness on the contents of the admission arrangements and to allow all stakeholders to make representations which can then be considered as part of the determination of the arrangements.

The School Admissions Code (2014) sets out the requirement for all admission authorities to undertake statutory consultation where they propose a decrease to the PAN of a school

Tiverton Primary is a community school located at Pulford Road, London, N15 6SP, and sits within planning area 3. The school normally admits 2 classes (60 Reception pupils) per year. However, due to a local decrease in the demand for school places, we have consulted on the proposal to reduce the school's PAN to 30 for the 2020/21 academic year.

Welbourne Primary is a community school located at Stainby Road, London, N15 4EA and sits within planning area 4. The school normally admits 3 classes (90 Reception pupils) per year. However, due to local decreases in the demand for school places, we have consulted on the proposal to reduce the school's PAN to 60 for the 2020/21 academic year.

Both Tiverton and Welbourne Primary schools have vacancies across all year groups and our projections show that demand is likely to continue to decrease. There are also vacancies in other local primary schools in the area. Current school roll projections for planning area 3 (where Tiverton is located) suggest a surplus of school places of between 1-2 forms of entry between now and 2026/27. Current school roll projections for planning area 4 (where Welbourne is located) suggest a surplus of school places of between 3-4 forms of entry between now and 2021/22.

Approval was sought from the Schools Adjudicator for a temporary reduction in PAN for Tiverton Primary School for entry in September 2018. A reduction by 1 form of entry was agreed and it is likely that a similar request will be made for entry in September 2019. Our projections show that demand is likely to continue to decline with the school struggling to fill beyond 1 form of entry.

Welbourne Primary School has the highest number of vacancies across all year groups when compared with other schools in planning area 4. It is likely that this will have had a ripple effect locally as falling demand is rarely evidenced at just one school but is often felt across several. A benefit of planning places judiciously is that it keeps rolls relatively buoyant across and beyond any planning area as surplus places are reduced and school rolls can fill at or close to capacity.

The Council consulted on the proposal to reduce the number of available places at Tiverton and Welbourne Primary Schools to enable them to operate more efficiently and cost effectively. The proposed reduction of PANs for these schools will allow better alignment of PANs with actual number of pupils on roll, leading to cost savings to both schools.

Consulting on our admission arrangements for entry in September 2020 gives these schools sufficient time to review their internal structure so that any potential impact on staff reorganisation can be minimised. It will allow the school leadership teams in the longer term to plan judiciously by offering a realistic number of places that meets actual demand.

Consideration from an equalities perspective was given to the selection of these specific schools for a reduction in PANs to help frame any potential impact on all protected groups. Our proposal will not adversely impact on families trying to access their local school with high quality provision. A projected surplus of school places in the planning areas where these schools are located means that we expect sufficient places to still be available for local children if the PANs are reduced at Welbourne and Tiverton Primary School for entry in September 2020.

All Haringey schools are able to support children with a wide range of abilities, special needs, disabilities and learning difficulties, from able, gifted and talented pupils to those with multiple and significant disabilities, medical conditions and learning difficulties. Welbourne and Tiverton do not offer any specific provision that is not provided in other local schools.

In the unlikely event that a place cannot be offered at Welbourn and Tiverton schools, we believe that the needs of the community can and will be met at other local schools. We will continue to closely monitor the number of primary applications received in any given year and in the event there is an increase in demand for primary school places and additional places are required, the school(s) can revert to their original PAN. We will raise the PAN of the school(s) having looked at demand for each school.

Alternative options considered

We are required by the School Admission Code 2014 (para 1.42 – 1.45 of the Code) to consult on our admission arrangements between 1 October and 31 January each year for a minimum of six weeks. Last year, the consultation on the proposed admission arrangements for community and voluntary controlled (VC) schools included a proposal to introduce an additional oversubscription criteria for children of staff to follow after the sibling criterion. Cabinet agreed to the proposal in February last year which means the children of staff criterion will come into effect from September 2019.

This year we are not proposing a change to the oversubscription criterion for community and VC schools. While there are other ways admission arrangements can influence the allocations of school places set out in the School Admission Code 2014 (e.g. designated catchment areas, identified eligible for the early years premium/pupil premium), no alternative option is being considered at the time of writing this report.

88. MINUTES OF OTHER BODIES

RESOLVED

To note the minutes of the Cabinet member signing held on the 18th of January 2019.

89. SIGNIFICANT AND DELEGATED ACTIONS

RESOLVED

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

90. NEW ITEMS OF URGENT BUSINESS

There was no new items of urgent business.

91. 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 and 5, Part 1 Schedule 12A of the Local Government Act 1972.

92. EXEMPT CABINET MINUTES

RESOLVED

To agree the Exempt Cabinet minutes for the meeting held in the 22nd of January 2019.

93. NEW ITEMS OF EXEMPT URGENT BUSINESS

None

CHAIR: Councillor Joseph Ejiofor

Signed by Chair

Date

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Report for: Cabinet 12 March 2019

Title: Young People at Risk Strategy 2019-29

Report

authorised by : 
Ann Graham, Director of Children's Services

Lead Officer:

Becky Hatch, Head of Policy & Cabinet Support

Hugh Smith, Policy & Equalities Officer

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Ward(s) affected: All

Report for Key/

Non Key Decision: Key Decision

1. Describe the issue under consideration

- 1.1. This report seeks approval from Cabinet to adopt the Young People at Risk Strategy 2019-29.
- 1.2. The overarching objective of the Young People at Risk strategy is to prevent and reduce serious youth violence (SYV) in Haringey over ten years, working with our partners and communities, mindful that the definition of young people can extend to those under 25.
- 1.3. The Young People at Risk Strategy sets out a long term strategic approach to reducing and preventing youth violence, based on a public health model; strategic priorities to achieve the outcomes of the strategy over the next four years (2019-23); and an action plan for short-term and medium-term activity.
- 1.4. The strategy reflects the administration's priority to prevent youth violence, as set out in the Labour Manifesto and the Haringey Borough Plan (2019-23).
- 1.5. The strategy is being brought forward at a time when Central and London government have adopted new public health approaches to tackling youth violence. This strategy aligns fully with this approach and draws on learning from successful implementation of activity to reduce youth violence in localities such as Glasgow and Hackney.

2. Cabinet Member Introduction

- 2.1. Nothing can be more important than providing a safe and secure environment for children to grow up in. This strategy aims to galvanise the council, our local public partners, voluntary, community and faith organisations, the wider community and young people in a civic effort to ensure that achieve for all children in Haringey.
- 2.2. Across our borough, youth projects such as Project Future in Northumberland Park, which supports young men on the estate to improve their health and well-being and take positive pathways in their lives; the London Boxing Academy on White Hart Lane; and the Council's Young Adults Service, which works with Haringey's care leavers, empower Haringey's young people to become independent adults. At the centre of all of this incredible work are strong, positive, healthy relationships between young people and their peers, and with trusted adults. That is what this strategy is focused on, developing an environment in our borough where those positive relationships, in the community, families, at schools, in faith organisations and youth providers, can flourish.
- 2.3. That's why we are committed to investing in youth work, which nationally has been so undermined over recent years, and to listening and acting upon the views of young people, particularly those who are the most at risk of being affected by violence. That's why the strategy has a specific focus and actions on those young people who we know are a greater risk, such as those at risk of exclusion from school, those in the care system, those from poorer economic circumstances; black boys; and those with special educational needs. We urgently need to improve outcomes and support for children in these groups.
- 2.4. We place a great emphasis on community engagement and I look forward to ongoing and challenging interaction from our local communities as we deliver this strategy.

3. Recommendations

- 3.1. It is recommended that Cabinet:
 - 3.1.1 Approves the Young People at Risk Strategy attached at appendix 1.
 - 3.1.2 Approves the Young People at Risk Action Plan attached at appendix 2.
 - 3.1.3 Notes the Young People at Risk Evidence Base attached at appendix 3
 - 3.1.4 Notes the Young People at Risk Equalities Impact Assessment attached at appendix 6.

4. Reasons for decision

- 4.1. Haringey can be proud of its strong, connected, and cohesive communities. Young people are able to grow up free from experience of violence in the vast majority of Haringey's communities, achieving highly thanks to excellent schools, supportive families, and positive role models from all walks of life. Violent crime is falling faster in Haringey than in London as a whole. In the last

year we have seen 20% fewer knife injury victims under 25 years old.

- 4.2. However, serious youth violence (SYV) is an issue that has devastating consequences for too many young people in Haringey. A spike in violent incidents resulting in deaths of young people in London in 2018 necessitates concerted action across the system, in order to ensure that all our young people can grow up free from fearing or experiencing violence.
- 4.3. These developments require the Council and its partners to adopt a new approach to tackling SYV, taking the opportunity to learn from localities that have achieved successful outcomes.
- 4.4. To achieve maximum impact, all partners need to work together as a system. The Young People at Risk strategy will take a whole systems approach to preventing youth violence, based on a public health model. This means working across the whole partnership and with communities to implement evidence-based measures to address vulnerabilities and build resilience.
- 4.5. In order to help Haringey's young people stay safe, we need to address the drivers of serious youth violence. Accordingly, the Young People at Risk strategy seeks to achieve the following outcomes:
 - 4.5.1. Strong communities: Safe communities with positive things for young people to do, where there are strong role models and trust in institutions
 - 4.5.2. Strong families and healthy relationships: Positive family environments, low levels of family stress, good parenting; and young people able to develop strong, healthy relationships with peers and trusted adults
 - 4.5.3. Positive mental health and wellbeing: Confident, happy and resilient young people who are able to cope with negative experiences, setbacks, and stress
 - 4.5.4. High achievement and opportunity: Young people thriving in school, with positive aspirations for the future and access to employment and training opportunities to get there
 - 4.5.5. Reduction in Serious Youth Violence: Young people are protected from exploitation and from experience of serious youth violence

5. Alternative options considered

- 5.1. Do Nothing
- 5.2. The strategy would not be developed and adopted. This would compromise the Council and the partnership's capacity to reduce and prevent SYV in Haringey and thereby jeopardise the fulfilment of the manifesto pledges and Borough Plan outcomes outlined above. It is not mandatory to have a Young People at Risk strategy. However, not having one would fail to signal the Council's intent and commitment on this issue.

6. Background information

6.1. Serious Youth Violence in Haringey

- 6.1.1. Serious youth violence (SYV) is an issue that has devastating consequences for too many young people in Haringey. There were 346 victims in Haringey in the 12 months to January 2019. However, many more young people in Haringey are exposed to violence through social networks and social media.
- 6.1.2. SYV includes, but is not limited to, weapon-enabled crime. These types of crime make up a significant proportion and have the most harmful consequences.
- 6.1.3. Young people tell us that they carry knives for personal safety and fear of being a victim, and to a lesser degree a desire for status or peer pressure. Engagement suggests that knives have become normalised for some young people in Haringey, through association with knife carriers and exposure to knife-related incidents on social media.
- 6.1.4. SYV in Haringey is largely driven by criminal exploitation of young people within a system of criminal activity that is controlled by adults for financial gain. This exploitation takes a number of forms, including county lines, child criminal exploitation (CCE), and child sexual exploitation (CSE).

6.2. Serious Youth Violence Profile

- 6.2.1. A disproportionately high number of victims of serious youth violence, including knife crime, are from Black-African and Black-Caribbean communities.
- 6.2.2. Three quarters of SYV victims are male and a quarter female. Young people have told us that under-reporting is more common when young women are victims. Three quarters of victims are aged between 15 and 19.
- 6.2.3. Perpetrators of knife crime across London and in Haringey are disproportionately described as from a BAME background. In Haringey, young Black people are significantly overrepresented in the youth justice cohort.
- 6.2.4. Across London almost 90% of violent offenders are male and 85% of the youth justice cohort are male. Children with a special educational need and/or a disability (SEND) are significantly overrepresented in the youth justice cohort.
- 6.2.5. Looked-after children are significantly overrepresented among victims and perpetrators. 28% of the Haringey youth justice cohort in 2018 were looked-after.
- 6.2.6. A significant proportion of both victims and perpetrators have experienced violence and trauma in their own lives.
- 6.2.7. Violent offences where 10-19 year olds are victims are concentrated between 3pm and 6pm, the time period immediately after school.
- 6.2.8. Key locations include Wood Green High Road, Bruce Grove, and Tottenham Hale, with high volumes of incidents also occurring across Northumberland Park, Tottenham Green, and West Green wards. However, hotspots have shifted over time following targeted partnership work with the police and communities.

6.3. Risk and Protective Factors

- 6.3.1. Risk factors are aspects of a person, group, or environment that make serious youth violence more likely to occur. From local and national data and what we have heard from young people and partners, we view the following as the most critical risk factors for young people in Haringey becoming involved in serious youth violence:
 - 6.3.1.1. Adverse childhood experiences, including abuse, neglect, and household dysfunction
 - 6.3.1.2. Being a victim of any kind of violence

- 6.3.1.3. Exploitation by adults, whether through County Lines, involvement in the drug trade, gang affiliation, or sexual exploitation
- 6.3.1.4. Mental health conditions, and specifically PTSD and emotional disorders
- 6.3.1.5. Underachievement at school
- 6.3.1.6. School exclusion
- 6.3.1.7. Lack of confidence in authorities
- 6.3.1.8. Poverty
- 6.3.2. A comprehensive overview of the risk factors and the groups of Haringey young people most vulnerable to experiencing those risk factors is set out in the Evidence Base accompanying the Strategy, at Appendix 3.
- 6.3.3. Protective factors that make involvement in serious youth violence less likely include:
 - 6.3.3.1. Strong communities, with accessible safe spaces in which to pursue developmental activities
 - 6.3.3.2. Connectedness to trusted adults and healthy relationships with peers
 - 6.3.3.3. Stable home environments
 - 6.3.3.4. Positive mental health and resilience
 - 6.3.3.5. Engagement in and commitment to education.
- 6.4. The strategy's approach to keeping young people safe is to mitigate the risk factors for involvement in serious youth violence and build the protective factors. In order to do so it focuses on five outcomes, set out in para 7.6, and improvements to the way in which the partnership works together to keep young people safe, set out in para 7.7.
- 6.5. Strategy Development
 - 6.5.1. Findings from a wide range of research and evidence-gathering activity has informed the development of this strategy including:
 - 6.5.1.1. Engagement with young people in secondary schools and youth services
 - 6.5.1.2. Community engagement through public events in Wood Green and Northumberland Park
 - 6.5.1.3. Partner engagement through a Haringey Stat on Serious Youth Violence, a strategy development session, presentations to partnership boards, and individual consultation.
 - 6.5.1.4. The Godwin Lawson Foundation report on Youth at Risk, which explores the attitudes of vulnerable young people regarding crime and safety issues
 - 6.5.1.5. A Needs Assessment that set out who is most at risk by bringing together datasets relating to a comprehensive range of risk factors
 - 6.5.1.6. A joint review of school exclusions, in partnership with Haringey secondary schools
 - 6.5.1.7. A literature review on youth violence and associated risk factors
- 6.6. Long-term Outcomes and Medium-term Priorities
 - 6.6.1. The strategy commits to achieving five key outcomes over the ten-year lifetime of the strategy. These are underpinned by medium-term priorities, which reflect the key issues that the partnership needs to address, which affect young people now.
 - 6.6.2. Outcome 1: Safe communities with positive things for young people to do, where there are strong role models and trust in institutions
 - 6.6.2.1. Priority 1: Youth Provision
 - 6.6.2.2. Priority 2: Strong Role Models

6.6.2.3. Priority 3: Trust in Institutions

6.6.3. Outcome 2: Positive family environments, low levels of family stress, good parenting; and young people able to develop strong, healthy relationships with peers and trusted adults

6.6.3.1. Priority 1: Early Help

6.6.3.2. Priority 2: Support for Parents

6.6.3.3. Priority 3: Addressing Family Risk

6.6.3.4. Priority 4: Youth Homelessness

6.6.3.5. Priority 3: Peer Relationships

6.6.4. Outcome 3: Confident, happy and resilient young people who are able to cope with negative experiences, setbacks, and stress

6.6.4.1. Priority: Developing and Embedding the THRIVE approach

6.6.5. Outcome 4: Young people thriving in school, with positive aspirations for the future and access to employment and training opportunities to get there

6.6.5.1. Priority 1: Early Learning

6.6.5.2. Priority 2: Addressing under-achievement in education

6.6.5.3. Priority 3: Reducing exclusions and improving Alternative Provision

6.6.5.4. Priority 4: Employment

6.6.6. Outcome 5: Young people are protected from exploitation and from experience of serious youth violence

6.6.6.1. Priority 1: Diversion from the Criminal Justice System

6.6.6.2. Priority 2: Keeping Deadly Weapons off Our Streets

6.6.6.3. Priority 3: Protecting and Educating Young People

6.6.6.4. Priority 4: Targeting Lawbreakers

6.6.6.5. Priority 5: Offering Ways out of Crime

6.6.6.6. Priority 6: Standing with Communities, Neighbourhoods, and Families against Knife Crime

6.6.6.6.1. Priority 7: Supporting Victims of Violent Crime

6.7. Whole Systems Approach

6.7.1. Achieving the five outcomes of this strategy for all our young people requires a collective, consistent and coordinated approach from all of our partners. A whole systems approach means working in partnership to support young people and their families, at all layers of risk. At present, the deep levels of commitment and current good practice are not achieving the required level of impact, because we are not yet working together effectively enough.

6.7.2. The strategy sets out five building blocks to achieving a step change in how the partnership works together to support young people, each with supporting workstreams:

6.7.2.1. A shared vision and strategy for tackling youth violence where all parts of the system are working towards common goals; share a common understanding of the root causes of violence and scale of the problem; and are agreed on the approach to achieving lasting impact.

6.7.2.2. Shared governance and accountability for delivery across the partnership.

6.7.2.3. A partnership where everyone's role is valued and maximised; empowering members of the community who come into contact with young people to play a full role in supporting and protecting them, maximising resource and

capability in the voluntary sector to deliver coordinated and targeted support, and strengthening relationships between delivery agencies.

- 6.7.2.4. A shared and coordinated approach across the partnership that is strengths-based, relationships-based and trauma-informed, which values engagement with young people, takes opportunities to address issues in the round, and is clear what support is appropriate for a young person's level of risk.
- 6.7.2.5. A skilled and confident workforce, across the whole partnership of public and voluntary sector professionals and practitioners, which works together routinely and seamlessly, and where staff from one organisation know and trust their colleagues in other parts of the partnership.

6.8. Action Plan

- 6.9. An Action Plan that sets out how the Council and partners will work towards the identified outcomes, priorities, and whole systems approach is appended to this report at Appendix 2.

6.10. Governance

- 6.10.1. The Director of Children's Services will chair a joint executive comprising the senior leaders from the Council, the Metropolitan Police Service, health services and Haringey schools. The executive group will have overall responsibility for delivering cross-cutting programmes and for periodic review and refresh of the strategy and action plans, ensuring all aspects of the Strategy continue to be supported in their delivery. Any decisions for individual organisations will continue to be made by those individual organisations as there is no delegation of functions to the structure described above.
- 6.10.2. The joint executive will report to the Community Safety Partnership, the Health and Wellbeing Board, the Youth Justice Partnership Board, and the Local Safeguarding Children Board.

7. Contribution to strategic outcomes

- 7.1. The Young People at Risk strategy supports the following Haringey Borough Plan (2019-23) outcomes:
 - 7.1.1. Best Start in Life: The first few years of every child's life will give them the long-term foundations to thrive
 - 7.1.2. Happy Childhood: All children across the borough will be happy and healthy as they grow up, feeling safe and secure in their family, networks and communities
 - 7.1.3. Every young person, whatever their background, has a pathway to success for the future
 - 7.1.4. All residents will be able to live free from the fear of harm
 - 7.1.5. Strong communities where people look out for and care for one another
 - 7.1.6. A proud, resilient, connected, and confident place
 - 7.1.7. A safer borough
- 7.2. This strategy fully aligns with the national approach to reducing and preventing serious violence set out in the Home Office's Serious Violence Strategy.
- 7.3. Haringey works in partnership with the Mayor of London's administration to tackle youth violence through liaison and joint working with the Mayor's Office of Police and Crime and the Metropolitan Police Service. This strategy fully aligns with the Mayor's Knife Crime Strategy and is integrated with the North Area Violence Reduction Plan.

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

Finance

The development of the strategy inclusive of a manifesto pledge of £250k p.a. for youth services, is incorporated into the council's Medium Term Financial Strategy. This takes into account the pressures facing services, the need to provide resources appropriately across the council, whilst supporting the delivery of desired outcomes stated above.

Furthermore Haringey has been successful in attracting the following additional funding in support of this programme.

- £1.5m over 3 years from the GLA for Haringey Community Gold
- £1m over 2.5 years from the DWP & DHSC for CAMHS Trailblazer
- £390k over 15 months from the MHCLG Supporting Families against Youth Crime fund for Parenting Support
- £633k over 3 years from Public Health England supporting children with alcohol dependant parents

Procurement

The contents of this report are noted. There are no procurement implications at this stage. If, and when external commissioning of services is required to support young people at risk, procurement advice should be sought to ensure the most appropriate competitive process or route to market is employed

Legal

There is no legal requirement for the Council to develop and publish the Young People at Risk Strategy and Action Plan. However, the Strategy and Action Plan compliments the Council's statutory duties towards children and young people in the borough, in particular, relating to promoting and safeguarding their welfare under the Children Act 1989 and Children Act 2004. The Strategy and Action Plan also falls within the Council's general power of competence "to do anything that individuals generally may do" under the Localism Act 2011.

Equality

- 8.1. The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:
 - Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
 - 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.
- 8.2. The three parts of the duty applies to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.
- 8.3. The strategic objective of the Young People at Risk strategy is to prevent youth violence in Haringey by addressing the risk factors that make young people more vulnerable to involvement in criminality. It sets out the ways in which particular groups, most notably young Black men, young people with SEND, and young people with mental health conditions are more likely to be victims and perpetrators of violent crime because they are over-represented among those experiencing various risk factors.
- 8.4. The Young People at Risk Strategy will help the Council to meet its public sector equality duty by reducing discrimination against and victimisation of these groups of young people. Discrimination in this sense extends to poorer outcomes in relation to their communities, their families, their mental health, and their educations. Victimisation primarily relates to their likelihood of becoming victims of violent crime.
- 8.5. The strategy also sets out how the Council and partners will work to improve outcomes for parents, and most notably parents of young people living in

relatively deprived communities, parents experiencing difficulties managing the behaviour of their children, and parents from communities who are less likely to interact with public services. These parents are more likely to be from ethnic and religious minorities, and so the strategy will help the Council to meet its public sector equality duty to eliminate discrimination with regard to the protected characteristics of race and ethnicity, religion or belief, and pregnancy/maternity.

- 8.6. The full impact on individuals and groups who share protected characteristics is set out in an Equalities Impact Assessment, attached at Appendix 6.

9. Use of Appendices

Appendix 1: Young People at Risk Strategy
Appendix 2: Young People at Risk Action Plan
Appendix 3: Young People at Risk Evidence Base
Appendix 4: Supporting Statements
Appendix 5: Haringey Stat on Serious Youth Violence Presentation
Appendix 6: Equalities Impact Assessment

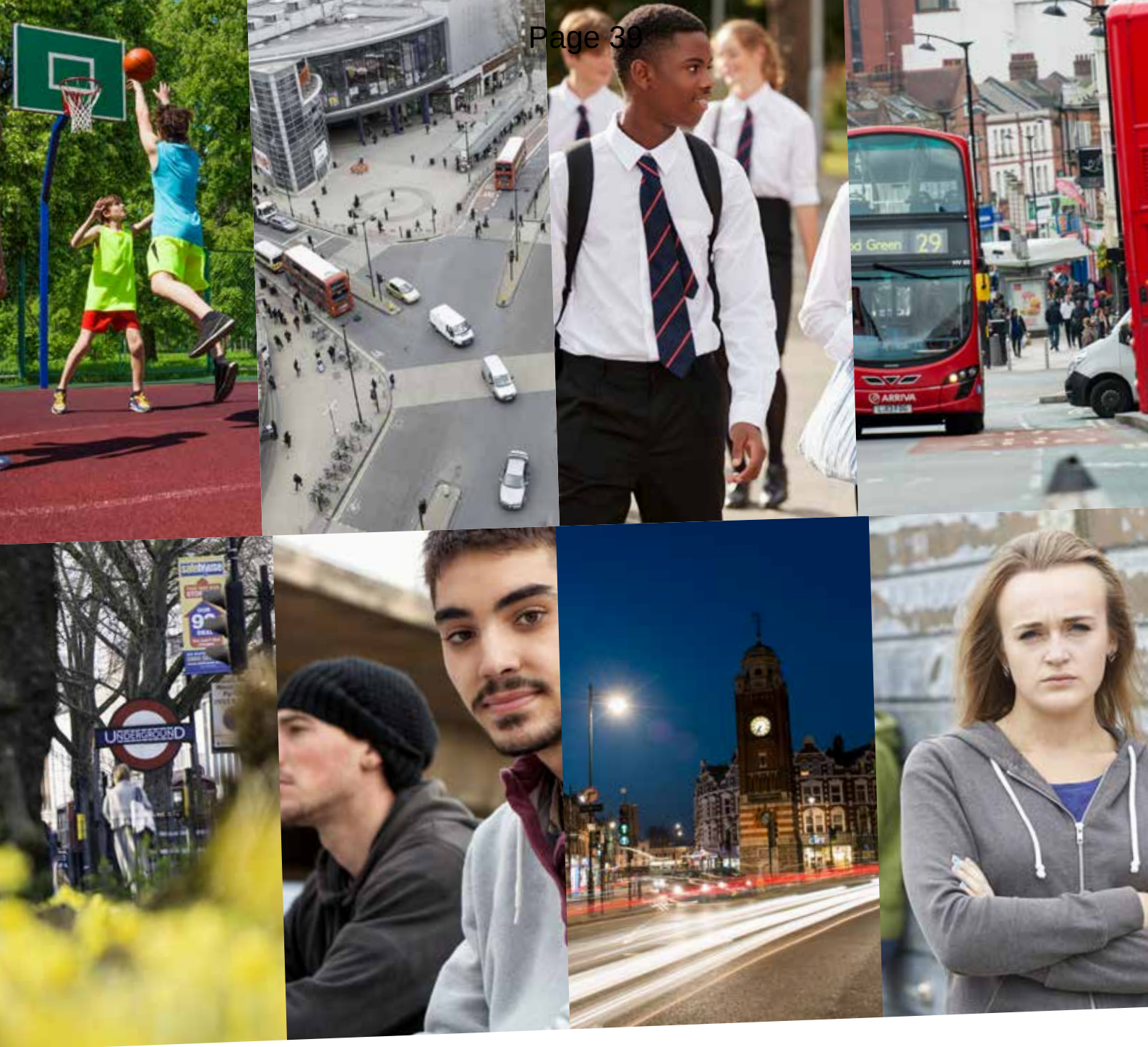
10. Local Government (Access to Information) Act 1985

Background papers:

Haringey Borough Plan 2019-23

Godwin Lawson Foundation: Youth at Risk

Health-Related Behaviour Survey



Young People at Risk Strategy

2019-2023



Cabinet Member Introduction

Nothing can be more important than providing a safe and secure environment for children to grow up in. This strategy aims to galvanise the council, our local public partners, voluntary, community and faith organisations, the wider community and young people in a civic effort to ensure that all children in Haringey are able to achieve.

Across our borough, youth projects such as Project Future in Northumberland Park, which supports young men on the estate to improve their health and well-being and take positive pathways in their lives; the London Boxing Academy on White Hart Lane; and the Council's Young Adults Service, which works with Haringey's care leavers, empower Haringey's young people to become independent adults. At the centre of all of this incredible work are strong, positive, healthy relationships between young people and their peers, and with trusted adults. That is what this strategy is focused on, developing an environment in our borough where those positive relationships, in the community, families, at schools, in faith organisations and youth providers, can flourish.

That's why we are committed to investing in youth work, which has been so undermined over recent years, and to listening and acting upon the views of young people, particularly those who are the most at risk of being affected by violence. That's why the strategy has a specific focus and actions on those young people who we know are at greater risk, such as those at risk of exclusion from school, those in the care system, those from poorer economic circumstances; black boys; and those with special educational needs. We desperately need to improve outcomes and support for children in these groups.

We place a great emphasis on community engagement and I look forward to ongoing and challenging interaction from our local communities as we deliver this strategy.

Cllr Mark Blake, Cabinet Member for Communities



Borough Commander Introduction

Haringey police are committed to reducing violence in our borough and we recognise the important role that prevention plays. This is why we believe in an approach that sees the whole problem from many angles and where we join forces to help protect young people from the earliest stages of risk. That is why we will prioritise our work in schools with an emphasis on building trust with young people as well as bearing down on violence by targeting those who are committing harm on our streets.

Only a highly committed partnership working closely with the communities and families that experience violence will achieve a lasting difference and improve safety in our borough. We are therefore committed to this work and we make that commitment knowing that policing does not have all the answers. The work we do relies on the support of our communities and we are pleased that this strategy explicitly recognises the importance of strengthening our relationships with young people and all those affected by violence.

Helen Millichap, Metropolitan Police Service North Area BCU Commander

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The strategy has been developed with a wide range of partners, who have set out their roles in delivering the strategy in an Annex to this strategy. These include:

North Area Metropolitan Borough Command Unit, Homes for Haringey, Haringey Education Partnership, Bridge Renewal Trust, The College of North East London (CONEL), North Middlesex Hospital, the Youth Court, National Probation Service, Safer London, African Caribbean Institute, Mind in Haringey, and the Bishop of Edmonton.

Executive Summary

Our vision is for a borough where all young people grow up free from fearing or experiencing violence, where they are happy, succeed at school and beyond, and are supported by communities and families who together help them thrive.

Haringey's Borough Plan sets out how we will strengthen the foundations that enable our young people to succeed, and our ambitions for:

- ➔ The first few years of every child's life to give them the long-term foundations to thrive
- ➔ All children across the borough to be happy and healthy as they grow up, feeling safe and secure in their family, networks and communities
- ➔ Every young person, whatever their background, to have a pathway to success for the future
- ➔ Strong communities where people look out for and care for one another
- ➔ A safer borough

Most young people in Haringey achieve and thrive. However, serious youth violence (SYV) is an issue that has devastating consequences for too many young people in Haringey. However, as a system have to address the complex root causes of this issue which has devastating impacts on too many young people, families and communities in the borough. The Young People at Risk Strategy is our plan to reduce and prevent serious youth violence in Haringey over the next ten years. The strategy commits to a long-term strategic approach and defines the outcomes we want to achieve over the next ten years. It also commits to priorities for the Council and partners over the next four years to focus activity that will help achieve those outcomes. These will be reviewed and refreshed in identifying the next phase of priorities.

The first phase of our activity is laid out in an accompanying Action Plan.

The strategy takes a whole systems approach, in which partners, communities, and young people themselves work collectively to support all young people on positive pathways to adulthood. This strategy builds on the deep and widespread commitment within the Borough, to create a culture which takes collective responsibility for the safety of all young people and to embed a long term, preventative and whole systems approach.

This strategy is founded on the strong evidence that vulnerability is the root cause of youth violence. Our approach seeks to nurture the protective factors that keep our young people safe and away from violent situations. It adopts a public health model, taking an evidence-based and intelligence-led approach to reducing vulnerabilities and building resilience.

This strategy focuses on achieving five outcomes:

1. Safe communities with positive things for young people to do, where there are strong role models and trust in institutions
2. Supportive and positive family environments, with low levels of family stress, good parenting; and young people able to develop strong, healthy relationships with peers and trusted adults
3. Confident, happy and resilient young people able to cope with negative experiences, setbacks, and stress
4. Young people thriving in school, with positive aspirations for the future and access to employment and training opportunities to get there
5. Young people protected from exploitation and from experience of serious youth violence.



These outcomes are based on a comprehensive needs analysis of risk and protective factors. These are summarised in the accompanying evidence base.

To meet these outcomes, we set out our priorities for action:

1. Strong Communities

- Youth provision
- Strong Community role models
- Trust in Institutions

2. Strong Families and Healthy Relationships

- Early Help
- Support for parents
- Addressing family risk
- Youth homelessness
- Peer relationships

3. Positive Mental health and wellbeing

- Developing and embedding a community-based approach (the THRIVE model)

4. High Achievement and Opportunity

- Early learning
- Addressing under-attainment in education
- Exclusions and Alternative Provision
- Employment

5. Reduction in Serious Youth Violence

- Diversion from the criminal justice system
- Keeping deadly weapons off our streets
- Protecting and educating young people
- Targeting lawbreakers
- Offering ways out of crime
- Standing with communities, neighbourhoods and families against crime
- Supporting victims of violent crime

Embedding a whole systems approach

In developing this strategy, we have sought to work together as a whole system, to address the current levels of serious youth violence collaboratively, with each stakeholder playing their part. Our understanding of a whole systems approach is summarised below:

- A shared vision and strategy for tackling youth violence and reducing reoffending
- Shared governance and accountability for delivery
- A partnership where everyone's role is valued and maximised
- A shared and coordinated approach
- A skilled and confident workforce, across the whole partnership

And importantly, this strategy has been developed in collaboration with young people from Haringey – their voices and views inform everything we do and will continue to be fundamental to the delivery of our actions under this strategy. We commit to bringing together our communities and young people to create a movement to tackle serious youth violence in Haringey.

Serious Youth violence in Haringey

Haringey can be proud of its strong, connected, and cohesive communities. Young people are able to grow up free from experience of violence in the vast majority of Haringey's communities, achieving highly, feeling healthy and happy, thanks to excellent schools, supportive families, and positive role models from all walks of life including sport, faith, business, and community activism.

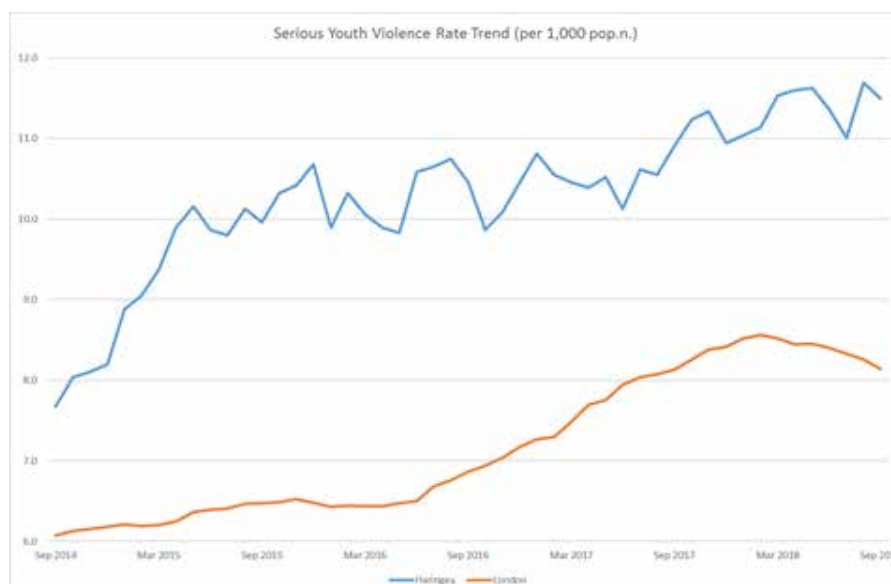
Violent crime is falling faster in Haringey than in London. In the last year we have seen 20% fewer knife injury victims under 25 years old.

However, serious youth violence (SYV) is an issue that has devastating consequences for too many young people in Haringey. A spike in violent incidents resulting in deaths of young people in London in 2018 has prompted responses from local, regional, and national government to address serious youth violence and its root causes as a matter of highest priority. Tackling serious violence is one of the top priorities within Haringey's Borough Plan 2019-23, which commits partners to ensuring that children will grow up free from violence and fear of violence in the community wherever they live in the borough.

There were 346 victims in Haringey in the 12 months to January 2019, one in every 99 young people aged 10-19 in Haringey. However, SYV affects many more young people than this, including victims who have not reported violent offences, friends of victims, and those who have witnessed violence in the community or online. These forms of exposure are traumatic and have severe and lasting effects. While most young people in Haringey grow up without direct experience of violence, we do not underestimate the breadth of its impact.

SYV includes, but is not limited to, weapon-enabled crime. These types of crime make up a significant proportion and have the most harmful consequences. In the year to January 2019, there were 68 recorded instances of knife injuries among under-25s in Haringey. This number represents a 20% year-on-year reduction compared to a 1% London-wide reduction.

Many young people in Haringey are aware of gang activity, especially 'postcode wars'. This awareness can reduce the extent to which they feel safe travelling around the borough and deter them from opportunities outside of their local area. In Haringey, the majority of organised criminality is believed to be driven by the drug trade.



Summary of profile

A disproportionately high number of victims of serious youth violence, including knife crime, are from Black-African and Black-Caribbean communities.

Three quarters of SYV victims are male and a quarter female. Young people have told us that under-reporting is more common when young women are victims. Three quarters of victims are aged between 15 and 19.

Perpetrators of knife crime across London and in Haringey are disproportionately described as from a BAME background. In Haringey, young Black people are significantly overrepresented in the youth justice cohort.

Across London almost 90% of violent offenders are male and 85% of the youth justice cohort are male. Children with a special educational need and/or a

disability (SEND) are significantly overrepresented in the youth justice cohort.

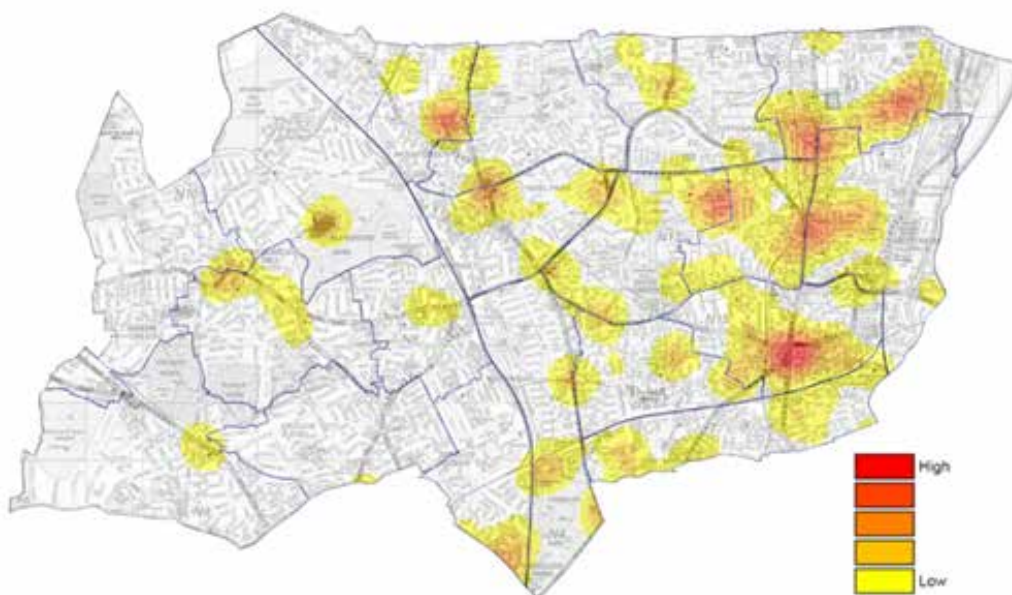
Looked-after children are significantly overrepresented among both victims and perpetrators. 28% of the Haringey youth justice cohort in 2018 were looked-after.

A significant proportion of both victims and perpetrators have experienced violence and trauma in their own childhoods.

Violent offences where 10-19 year olds are victims are concentrated between 3pm and 6pm, the time period immediately after school.

Key locations include Wood Green High Road, Bruce Grove, and Tottenham Hale, with high volumes of incidents also occurring across Northumberland Park, Tottenham Green, and West Green wards. However, hotspots have shifted over time following targeted partnership work with the police and communities.

Knife Injury Victims Aged Under 25 & Lethal Barrelled Firearm Discharges Hotspots



Knives

The 2017 Health Related Behaviour Survey found that 12% of pupils in Year 8 to 10 carry weapons when going out, or have friends who do so. However, this is likely to be an underestimate. There is also a specific issue around girls carrying weapons on boys' behalf, driven by coercion, exploitation, and a mistaken perception that girls are not stopped and searched by police.

Young people tell us that they carry knives for personal safety and fear of being a victim, and to a lesser degree a desire for status or peer pressure. Engagement suggests that knives have become normalised for some young people in Haringey, through association with knife carriers and exposure to knife-related incidents on social media.

- ➔ 49% of young people in the youth justice cohort have been charged with a knife-related offence during their offending history
- ➔ 19% of young people in the youth justice cohort have been stabbed
- ➔ Knife-related offences in 2018 among young people in the youth justice cohort were most often committed by 15-17 year olds (82%) and Black young people (64%), with a large minority committed by looked-after children (32%).

Exploitation

SYV in Haringey is largely driven by criminal exploitation of young people within a system of criminal activity that is controlled by adults for financial gain. This exploitation takes a number of forms, including county lines, child criminal exploitation (CCE), and child sexual exploitation (CSE).

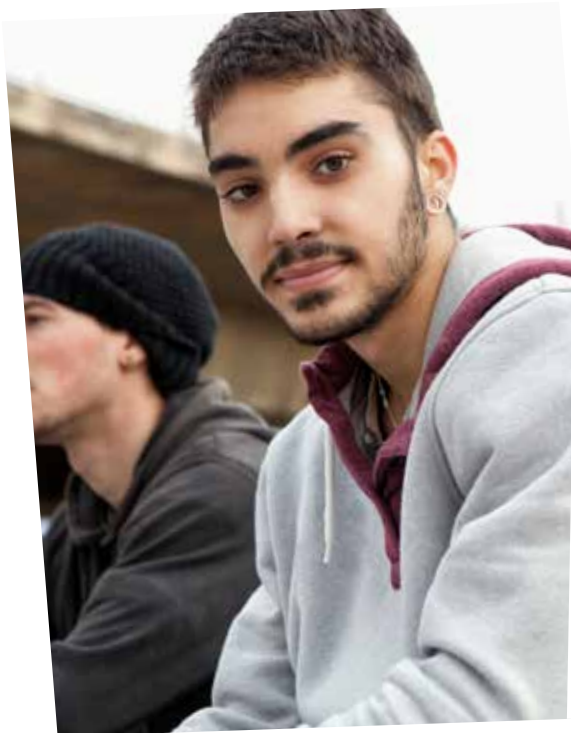
County lines means groups or gangs using young people or vulnerable adults to carry and sell drugs across borough or county boundaries¹. County lines operations impose high levels of violence and physical, mental and sexual harm. Several dozen children and young people who have been exploited in county lines operations are known to the Haringey Exploitation Panel, which identifies and addresses their individual vulnerabilities and needs. Young people from Haringey are known to have been trafficked as far away as Aberdeen.

Patterns of exploitation have changed in recent years as younger children and children from less deprived areas have been targeted by organised criminals for recruitment into their illegal activities. The peak age for CSE is 15-16 years old. Strategies are becoming more sophisticated. The majority of young people we consulted in the development of this strategy, from all parts of the borough, were aware of grooming and knew of peers who had been criminally exploited in some way.

Social media

Social Media is a catalyst and trigger for serious incidents of violence between young people. Social Media is being used to glamorise and incite serious acts of violence – and connects a wide range of young people into gang culture. Acts of violence and disrespect are being captured and spread across a range of media sites, spurring violence in real life.

We are just beginning to understand the impact and power of social media to prompt acts of violence. We want to work with a range of arts and culture and social media organisations to ensure that more positive outlets for music, video and story telling can be engaged in this area.



¹ Safer London: 'County Lines: What do I need to know?' (Accessed at <https://saferlondon.org.uk/2016/09/county-lines-i-need-know/>)

Our approach



Introduction

There is a deep and widespread commitment across the Borough to tackling youth violence and to supporting our young people on positive pathways to adulthood. This strategy builds on this commitment, seeking to create a culture which takes collective responsibility for the safety of all young people; and to embed a long term, preventative and whole systems approach. The Council cannot achieve the outcomes of the strategy on its own. All partners and all communities need to work together and take collective ownership of the issue.

The causes of serious youth violence are deep-rooted and complex, and require the whole system to work together in partnership to achieve lasting impact. Tackling youth violence is extremely challenging, in an environment where significant numbers of our young people are exposed to risk within their communities and families, experience trauma and mental ill health, struggle at school, and where criminal networks and gangs are working against us to draw young people into crime. Therefore, it is crucial that we are making the best possible use of the resources that we have and that every part of the system is enabled to play its full role.

In Haringey, the partnership is taking a twofold approach to tackling serious youth violence. This strategy sets out a long term whole systems approach to tackle the complex root causes of violence, based on the World Health Organisation's public health model. This is a long term strategic approach, which requires a ten year commitment from partners across the Borough.

This strategy is founded on the strong evidence that vulnerability is the root cause of youth violence. Our approach seeks to nurture the protective factors that keep our young people safe and away from violent situations. Whilst any young person can become a victim or a perpetrator of violence, there is

clear evidence that certain protective factors within communities, families, schools, and peer groups greatly reduce that risk.

In parallel with a long-term preventative approach, the strategy sets out our approach to tackling violence, urgently, here and now. We commit to taking tough enforcement action to disrupt professionalised criminality, tackle the drugs trade, and to target those who exploit young people. Our focus is on preventing reoffending and reprisals, and on re-integrating former violent offenders wherever possible.

Young people who are on the periphery of, or involved in criminal and gang activity are almost always victims as well as perpetrators. Therefore, there is a difficult balance to be struck between enforcement and support –and the Police and Youth Justice Service are at the forefront of managing this. A fundamental component of this strategy is a partnership approach that keeps young people away from the criminal justice system wherever possible and provides support at every opportunity, to help them back on to positive pathways to improve their life chances.

Vision and Outcomes

'Our vision is for a borough where all young people grow up free from fearing or experiencing violence, where they are happy, succeed at school and beyond, and are supported by communities and families who come together to help them thrive.'

This supports the Haringey Borough Plan's vision for a Haringey where strong families, strong networks and strong communities nurture all residents to live well and achieve their potential.

This strategy focuses on achieving five key outcomes. The fifth is the overarching outcome of preventing serious youth violence and keeping young people safe. These outcomes are based on a comprehensive needs analysis of the key risk factors associated with involvement in serious youth violence, and the key protective factors that lead to positive outcomes. These risk and protective factors are summarised in the accompanying evidence base.

We have selected a number of key measures, which will help us to understand the impact of our actions on outcomes for children and young people. We are

particularly interested in ensuring that outcomes for all children and young people improve, especially those who are currently most significantly affected by vulnerability and serious youth violence.

1. Strong Communities

Strong, supportive communities which celebrate and protect young people, where everyone feels safe, where there are positive activities for young people to do, and where there are positive role models and residents have trust in institutions.



Key success measures:

- ➔ Percentage of residents feeling very safe or fairly safe when outside in the local area during the daytime/after dark (Veolia/ Haringey Residents Survey)
- ➔ Proportion of young people in Haringey reporting positive perceptions of public authorities, including the Police.
- ➔ Communities who feel empowered to support young people to stay safe
- ➔ Percentage of residents who have taken part in any volunteering activities over the last 12 months
- ➔ Number of positive mentions of Haringey young people in the media

2. Strong Families and Healthy Relationships

Strong, supportive families in stable home environments, with low levels of stress and conflict. Healthy, positive relationships with parents, other trusted adults and peers.

Key success measures:

- ➔ Number of recorded instances of domestic abuse
- ➔ Number of households in temporary accommodation
- ➔ Proportion of Haringey residents who report ability to cope with unexpected expense
- ➔ Number of parents accessing parenting support
- ➔ Number of parents with increased ability to support children displaying risky behaviours

3. Positive Mental Health and Wellbeing

Young people are confident, happy and resilient; they are able to cope with setbacks, and stress, and to resolve conflicts constructively. They protect themselves through healthy behaviours and seek help when they need it.

Key success measures:

- ➔ Percentage of pupils reporting they are satisfied with their life at the moment



- ➔ Percentage of pupils reporting that they feel there is someone to talk to
- ➔ Percentage of young people reporting anxiety-related symptoms
- ➔ Young people in Haringey know how and where they can access help and are able to get help at the earliest opportunity of personal concern
- ➔ Levels of young people involved in substance misuse and risky sexual behaviours
- ➔ THRIVE model embedded across Haringey

4. High Achievement and Opportunity

All young people thriving in school, with positive aspirations for the future and access to employment, appropriate support, and training opportunities to get there.

Key success measures:

- ➔ Percentage of children achieving Good Level of Development at Early Years Foundation Stage
- ➔ Percentage of children reaching expected standard in reading, writing and mathematics at Key Stage 2
- ➔ GCSE 'Progress 8': a measurement of students' progress against expectations across 8 subjects between Key Stages 2 (aged 10/11) and 4 (aged 15/16)
- ➔ Number of Secondary school fixed term and permanent exclusions as a percentage of the school population
- ➔ Attainment gap between BAME and White British pupils
- ➔ A range of pathways into high-quality employment, education, and training opportunities after the age of 16 are clear and accessible for all young people
- ➔ Percentage of young people aged 16-24 known to be in education, employment or training

5. Reduction in Serious Youth Violence

Young people are and feel safe. They are protected from exploitation and from experience of serious youth violence.

Key success measures:

- ➔ Number of recorded incidents of serious youth violence
- ➔ Number of recorded Violence with Injury (non-domestic abuse) offences
- ➔ First time entrants to the youth justice system aged 10 to 17 (rate per 100,000 10-17 year olds)
- ➔ Number of repeat offenders in the Youth Justice System
- ➔ Number of young people who have been sentenced for violent or weapon-enabled offences who reintegrate successfully into the community

This strategy is for all young people living in Haringey under the age of 25, recognising that the transition to adulthood is not complete by the age of 18. It sets out our priorities for achieving these outcomes over the next four years, with an accompanying Action Plan setting out key commitments and next steps.

The Young People at Risk Strategy is rooted in the principles of the World Health Organisation's model of violence prevention:

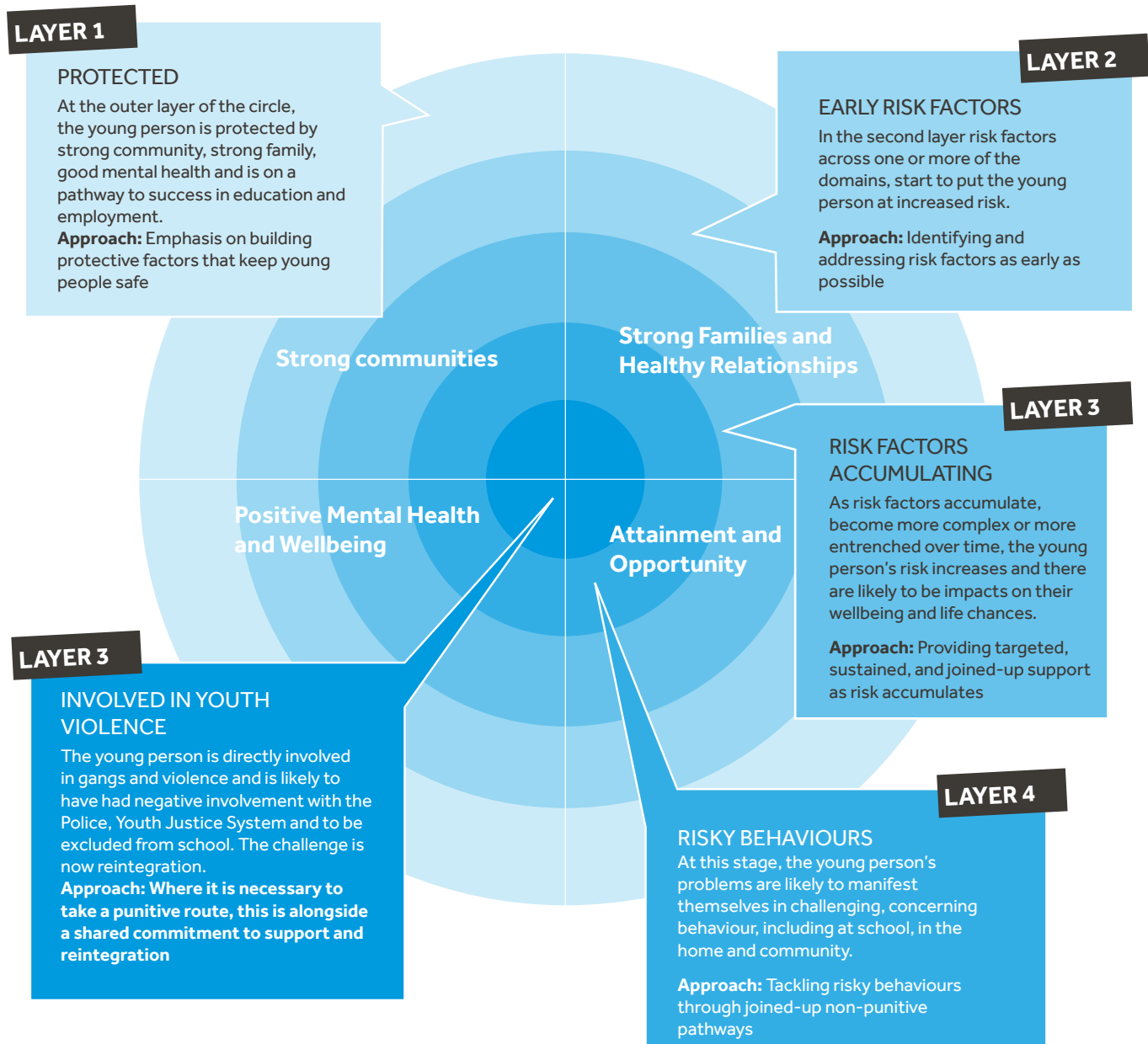
- ➔ Established with and for communities
- ➔ Rooted in evidence of effective practice
- ➔ Based on data and intelligence concerning risk factors, protective factors, causes, and correlates of violence
- ➔ Focused on long-term prevention as well as early intervention
- ➔ Focused on a defined population



Haringey's public health model

We have developed a model to conceptualise our public health approach to risk, in which the young person's level of risk is visualised as layers of a circle. The overarching goal is to keep, or pull back, our young people to the outer layers of the circle where they are protected by strong families and communities, good mental health and where they are enjoying and achieving at school and beyond.

This model is based on evidence of the key risk and protective factors within different domains of a young person's life. It sets out the different types and levels of intervention needed as risk escalates and compounds to put a young person at increased risk.



Risk factors: Haringey's most prolific young offenders

The model of accumulating risk over the life course is reflected in Haringey Youth Justice Service's analysis of the lives of 20 prolific young offenders up to the age of 18. The analysis demonstrates that prolific young offenders' life pathways result from early adverse child experiences, culminating in vulnerability and leading to risky behaviour and involvement in crime. The summary sets out a summary of experiences by age and provides an illustration of missed opportunities for early intervention:

Age 0	• Poor parenting was evident in the first year in 45% of cases within the cohort
Age 1	• 30% of the cohort had parents involved in substance/alcohol misuse
Age 2	• One young person in the cohort had already been the victim of emotional abuse
Age 3	• 25% of the cohort had a parent diagnosed with a mental health problem
Age 4	• Average age of young people in the cohort initially coming to the attention of various agencies due to behavioural concerns
Age 5	• 90% of young people in the cohort had experienced loss of a parent either through death or separation
Age 6	• This was the average age of young people in the cohort referred to CYPS due to safeguarding concerns
Age 7	• 30% of the cohort had witnessed domestic violence
Age 8	• 25% of the cohort had been a victim of physical abuse by parent/step-parent
Age 9	• 30% of the cohort were displaying aggressive behaviours and/or bullying at school
Age 10	• 65% of young people in the cohort were performing poorly in education by the age of ten
Age 11	• Average age of first fixed-term or permanent school exclusion for young people in the cohort
Age 12	• Average age that a young person in the cohort becomes looked after by local authority
Age 13	• Average age of first violent offence committed, usually ABH or common assault. Violence is often the first offence
Age 14	• Average age of first contact with youth justice service for young people in the cohort
Age 15	• The highest incidence of drugs-related offences are committed
Age 16	• 50% had been reported as a missing person at some point. The majority of these were placed in care of the local authority
Age 17	• Professionals expressed concerns about the emotional wellbeing of 75% of young people in the cohort
Age 18	• 65% had been a victim of crime, often violence, and some had been exploited by older people in gangs

Young Black Men

The analysis of serious youth violence in Haringey and the risk factors for involvement demonstrates that young Black men are more likely than their peers of other ethnicities to become victims or perpetrators of serious violence. Where data on the ethnicities of young people who are vulnerable is not available, we can usually identify the neighbourhoods where young people are most at risk. These neighbourhoods tend to be in the East of the borough, where residents are more likely than the Haringey or London averages to be Black African and Black Caribbean.

Key points include:

- ➔ The largest proportion of victims of SYV in Haringey are Black African or Black Caribbean. They make up 25% of Haringey's 10-19 population but 36% of victims
- ➔ Young Black men are significantly overrepresented in the youth justice cohort
- ➔ Black men living in North Tottenham and Wood Green are most likely to be involved in the drug trade and arrested for drug-related offences
- ➔ Young Black men are more likely to attain few or no qualifications than their peers
- ➔ Young Black boys are disproportionately excluded from school, whether permanently or for a fixed term. The 2016/17 rate of fixed period exclusions in Haringey secondary schools was 19% among Black Caribbean pupils and 8% among Black African pupils, compared to 5% for White British pupils.
- ➔ Community violence is highest and perceptions of safety are lowest in neighbourhoods where the highest proportion of residents are Black African and Black Caribbean, particularly North Tottenham
- ➔ Income deprivation affecting young people is higher in the East of the borough, with Northumberland Park, White Hart Lane, and Tottenham Hale having the highest levels.

Whilst young black men are more likely to experience many of the risk factors set out in this model, this does not fully explain the disproportionality across all of the outcomes noted above. In 2017 the Haringey Children and Young People's Scrutiny Panel² identified negative stereotyping as "having a demonstrably detrimental

impact on the life chances of groups of young people in our borough and still drives the responses of many agencies". The Lammy Review into the treatment of, and outcomes for, BAME individuals in the Criminal Justice System³ (CJS) further identifies unconscious and overt bias as drivers of disproportionately negative outcomes for BAME individuals who come into contact with the Criminal Justice System. Reviews of Exclusions and Alternative Provision in Haringey, not concluded at the time of drafting this Strategy, also highlight that it is in part how the system – through the curriculum, behaviour policies, access to appropriate support, concepts of appropriate sanctions – responds to young Black boys in particular, which is also having an impact on their experience in the education system. This reflects the perspectives of those engaged in the development of the strategy, including faith leaders, teachers, youth workers, and young people themselves, many of whom identified racism and prejudice as underpinning the experiences and life chances of black boys.

In order to improve the safety and overall outcomes for young Black men we will seek out opportunities to learn from localities that have made progress in addressing similar issues. Hackney Council has adopted a targeted approach to improving the life chances of young Black men and reducing disproportionality over a ten year period⁴. This approach is based on a similar understanding of inequality as driven by factors including discrimination, cultural factors, and poverty. Haringey will learn from the practice and experiences of Hackney and other local authorities in order to ensure that our work delivers real change for young Black men.

Later sections of this strategy will set out specific interventions to prevent serious youth violence and include measures to address discrimination, contextual factors, and inequality of opportunity. However, our model for prevention and our programme of work will be based on principles that will help ensure that there is a collective effort to improve the life chances and outcomes of young Black men:

- ➔ Fair treatment
- ➔ Equality of opportunity
- ➔ Valuing heritage, culture, and identity
- ➔ Celebrating success

Partners across the Borough will work together in a collective effort to embed the principles, policies, and

² Scrutiny Review: Disproportionality within the Youth Justice System (2016). Accessed at <https://www.minutes.haringey.gov.uk/documents/s89632/Disprop%20FinRep%202%202.pdf>

³ The Lammy Review (2017). Accessed at https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/643001/lammy-review-final-report.pdf

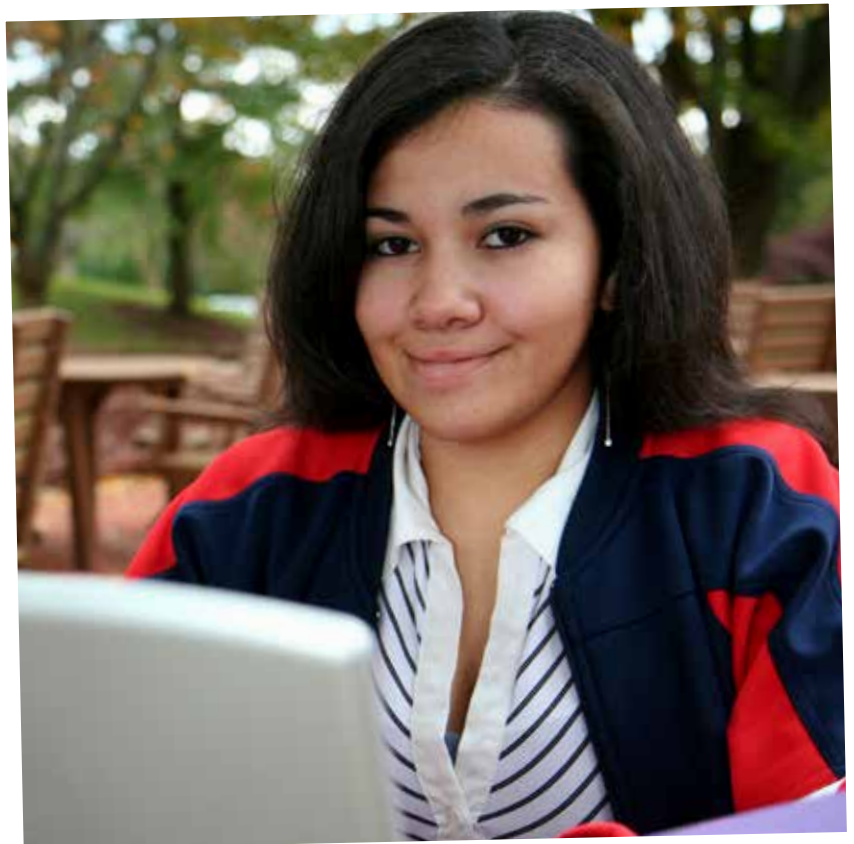
⁴ Hackney Council: Improving Outcomes for Young Black Men. Accessed at <https://hackney.gov.uk/article/4262/Improving-outcomes-for-young-black-men>

procedures that best improve outcomes and reduce the disproportionate impact of serious youth violence on young black men.

Young Black Women

Young black women experience many of the same risk factors as young black men and are increasingly being targeted by exploitative gangs. Over half of the young people supported through Haringey's Exploitation Panel last year were women and there is evidence that their involvement in gangs and violence is increasing in the Borough. They are often targeted through exploitative sexual relationships and act as knife or drugs carriers for male gang members, although some young women are playing a more active role in criminal activities.

This strategy commits partners to undertaking focused research on the experiences of young Black women and will prioritise the development of interventions targeted at this group, recognising that at heart a similar nexus of needs and vulnerabilities is driving behaviours and responses.



Embedding a whole systems approach'

Achieving the five outcomes of this strategy for all our young people requires a collective, consistent and coordinated approach from all of our partners. Our most vulnerable young people experience risk across different domains of their life and problems interrelate and compound one another over time, meaning that effective support needs to address problems in the round. At present, the deep levels of commitment and good practice taking place are not achieving the required level of impact, because we are not yet working together as a system.

Embedding a whole systems approach is challenging and will take time and focus. It requires a significant shift in the way all partners work together. We will need to build trust, take joint decisions, agree common approaches, develop common processes, and test and develop new models of joined-up support. The core building blocks of an effective whole systems approach are set out below, with a summary of initial steps on the journey.

- ➔ A shared vision and strategy for tackling youth violence and reducing reoffending
- ➔ Shared governance and accountability for delivery
- ➔ A partnership where everyone's role is valued and maximised
- ➔ A shared and coordinated approach
- ➔ A skilled and confident workforce, across the whole partnership

The key partners in Haringey's work to prevent serious youth violence include:

Haringey's communities, families and young people
 Haringey Council
 Haringey & Enfield Metropolitan Police Service
 Youth Court
 Mayor's Office for Policing and Crime
 Haringey Primary and Secondary Schools
 Haringey further education establishments
 Haringey Education Partnership
 Haringey Clinical Commissioning Group
 Barnet Enfield Haringey Mental Health Trust
 North Middlesex University Hospital Trust
 Whittington Health
 Homes for Haringey and Registered Social Landlords
 Haringey Safer Neighbourhoods Board
 Voluntary sector organisations across the borough
 Faith groups
 Sports organisations
 Haringey businesses
 Victim Support
 Community Rehabilitation Company
 Drug and alcohol services
 Sexual health services
 Arts and culture organisations

The Police, Council, schools, health and housing have crucial roles to play, but much of the work to support and protect our young people, rightly takes place within families, peer groups, social networks, and communities, and will remain below the radar of statutory services.

1. A shared vision and strategy for tackling youth violence and reducing reoffending

We need a shared vision and strategy for tackling youth violence, where all parts of the system are working towards common goals; share a common understanding of the root causes of violence and scale of the problem; and are agreed on the approach to achieving lasting impact. This strategy, combined with the separate needs assessment, sets out this shared evidence base, vision, outcomes and approach. A wide range of partners have contributed to the development of this document and have signed up to working together to deliver it. This represents a significant step forward, but is not in itself sufficient to drive the change needed.

Priorities:

- ➔ Communication of the strategy to frontline staff across partner organisations, and to our young people, families and communities
- ➔ Raising awareness of the risk and protective factors, and levels of need within the Borough.
- ➔ Develop and deliver our Action Plan.

2. Shared governance and accountability for delivery

Delivery of the strategy is dependent on clear accountability and strong, multi-agency governance, and this work will be overseen by and report into each of four statutory and strategic partnership boards, symbolising the approach (safety; wellbeing; safeguarding; diversion) being taken to responding to the issues of serious youth violence: the Community Safety Partnership (co-chaired by the Lead Member for Communities and the Borough Commander), the Health and Wellbeing Board (chaired by the Lead Member for Adults and Health), the Local Safeguarding Children's Board (chaired independently) and the Youth Justice Board (chaired by the Director of Children's Services).

Any decisions for individual organisations will continue to be made by those individual organisations as there is no delegation of functions to the structure described above. The Director of Children's Services will chair a joint executive board comprising the senior leaders from the Council, the Metropolitan Police Service, the NHS, and Haringey schools. The executive group will have overall responsibility for delivering cross-cutting programmes and for periodic review and refresh of the

strategy and action plans, ensuring all aspects of the Strategy continue to be supported in their delivery.

3. A partnership where everyone's role is valued and maximised

It is crucial that we are making the best possible use of the resources we have, both human and financial, and that every part of the system is enabled to play its full role.

For young people and their families, this means trusting and valuing young people and their families and building up their trust in the system in return. It means empowering them to build up their skills and confidence and recognising that when young people and their families are involved in the design of support, it will be more effective.

Priorities:

- ➔ Celebrating Haringey's young people and their achievements
- ➔ Involving young people and their families in the design of activities and support, including within governance and advisory Boards.
- ➔ Building the confidence and skills of parents, including through facilitating and supporting peer support networks
- ➔ Providing better information about the support available, and clearer routes into it.
- ➔ Building levels of trust and confidence in the Police and other statutory services.

At community-wide level, this means empowering the wide range of people who come into contact with young people to play a full role in supporting and protecting them, with a particular focus on the most vulnerable. It means creating a movement which recognises Serious Youth Violence as a public health issue and uniting our Borough in celebrating and valuing young people.

Priorities:

- ➔ Empowering the community, through raising awareness of serious youth violence and how to protect, and support our young people.
- ➔ More support for faith leaders, sports coaches and the many other community members who are already playing a crucial role in supporting young people, including through making it easier to volunteer.
- ➔ Clearer routes into advice and support when a community member is concerned about a young person
- ➔ Enabling those working in the community to identify and take action to address risk

For the voluntary sector, this means recognising and valuing the crucial role of the voluntary sector and including voluntary sector organisations within governance and decision making, and as part of integrated support for young people and families. It means supporting the voluntary sector to build their capacity to deliver, including through increasing resources and making sure that these are targeted and coordinated effectively.

Priorities:

- ➔ Joint workforce development, to embed a common approach, build skills and connections across the system
- ➔ Maximising funding coming into the local VCS, including through support with funding applications and new funding mechanisms, including Haringey Giving
- ➔ Better coordination of VCS activity, including matching up providers with organisations who have free space
- ➔ Greater involvement of the VCS within governance and decision-making
- ➔ Greater role for VCS in playing key worker roles and as part of integrated packages of support for young people and families, including through Early Help

For core delivery partners

Whilst partnerships across statutory partners are already strong, there is more to be done to make sure that Drug and Alcohol, Mental Health, Sexual Health, A&E, GPs, sports and arts organisations and others are playing a full part in identifying risk factors, taking advantage of opportunities to engage young people in support, and intervening in the most effective ways for this cohort. Relationships between universal and specialist services, and community-based support need to be strengthened, and a common approach taken.

External partners

We must also work closely with our neighbouring Boroughs; in particular Enfield, with whom Haringey shares a Metropolitan Police Borough Command Unit (BCU). Without joint working, there is the risk that enforcement approaches just push criminal activity across borders. The BCU, the use of North Middlesex Hospital by Haringey residents, and the travel of young people between Boroughs to attend schools and the College of Haringey, Enfield, and North East London (CONEL), and the cross-border work of voluntary organisations including the Godwin Lawson Foundation, Selby Trust and the Tottenham Hotspur Foundation all underline the importance of strong partnership working.

We also need to work constructively with our London

partners, notably the Mayor of London, the Mayor's Office for Policing and Crime (MOPAC), MOPAC's new Violence Reduction Unit, and London Councils. Haringey is fortunate to have been the recipient of the largest grant from the Mayor's Young Londoners Fund, enabling the borough to deliver Haringey Community Gold. We have also benefitted from London Councils' activity in sharing innovation and best practice among London boroughs. These examples highlight the importance of Haringey's strategic relationships with pan-London partners, with whom we will continue to work collaboratively.

4. A shared and coordinated approach

In order to work together most effectively, we will take a common approach when supporting young people and their families. We will develop and embed a common practice approach, with involvement from a wide range of partners, communities, young people and families, based on the following principles:

- ➔ **A strengths-based, relationships-based and trauma-informed approach**, focused on building on strengths, at all levels of risk.
- ➔ **Engagement of young people and their families in the design of support packages**
- ➔ **Intervening as soon as issues are identified and sustaining support for as long as it is needed**, with smooth transitions as levels of risk change, and as the young person moves into adulthood.
- ➔ **Addressing problems in the round - taking a joined-up, whole family approach**
- ➔ **Making best use of moments of opportunity, to engage young people and their families**, providing support back on to a positive pathway even for the most prolific offenders.

Young people need different types of support according to their age, range of risk and protective factors, and level of risk. The Strategy includes an age range up to 25, recognising that the transition to adulthood is not complete at the age of 18. This will require a nuanced approach to safeguarding which recognises the different approaches already in place for children and young people, and for adults. As a system, we need to work to avoid 'cliff edges', or abrupt changes in approach and support levels as a young person reaches certain ages or levels of risk.

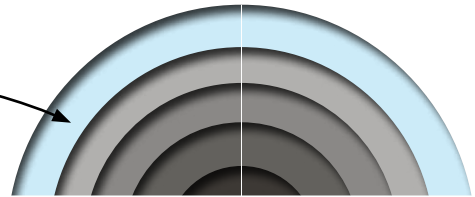
The typology below sets out an overview of the approach at different levels. In a fully integrated system, young people's support can be intensified, amended or stepped back as the individual moves between different layers of the circle, and in response to changes or specific incidents, with minimal disruption.

Layer 1: Protected

Young people are supported to achieve the outcomes set out in this strategy, primarily by excellent universal services; strong families and communities; safe, attractive places; affordable, quality housing; and a thriving economy. Excellent universal services including children's centres and early years education, schools, healthcare, youth provision, and the police, are key partners.

LAYER 1: PROTECTED

Protective factors



STRONG COMMUNITIES

- ➔ Low levels of crime and ASB
- ➔ Intolerance of violence
- ➔ Availability of meaningful developmental activities
- ➔ Safe spaces to spend time
- ➔ Visible positive role models.

STRONG FAMILIES AND RELATIONSHIPS

- ➔ Family stability
- ➔ Connectedness to family or trusted adults
- ➔ Ability to discuss problems with parents
- ➔ High parental expectations for school performance
- ➔ Shared activities with family
- ➔ Consistent presence of parent(s)
- ➔ Frequent social activity
- ➔ Family use of constructive problem-solving strategies
- ➔ Strong relationships with non-deviant peers

POSITIVE MENTAL HEALTH

- ➔ Healthy relationships
- ➔ Developed social skills
- ➔ Frequent social activity
- ➔ Stable home environment

HIGH ACHIEVEMENT AND OPPORTUNITY

- ➔ Early language and communication skills
- ➔ Commitment to school
- ➔ High parental expectations for school performance
- ➔ High quality schooling
- ➔ Visible role models
- ➔ Economic opportunity in the local area

Approach: Haringey's new Borough Plan sets out our approach to strengthen these foundations, which enable our young people to succeed. In particular, the Borough Plan sets out our ambition to ensure:

- ➔ The first few years of every child's life will give them the long-term foundations to thrive
- ➔ All children across the borough will be happy and

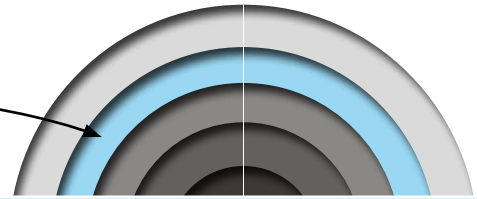
healthy as they grow up, feeling safe and secure in their family, networks and communities

- ➔ Every young person, whatever their background, has a pathway to success for the future
- ➔ All residents will be able to live free from the fear of harm
- ➔ Strong communities where people look out for and care for one another

Layer 2: Early Risk

The second layer of the circle sets out the range of early risk factors that start to put young people at increased risk. The vast majority of young people who experience risk in one or more areas of their lives do not become involved in violence, but it is important to identify and address these risks as early as possible in order to support all of our young people to thrive.

LAYER 2: EARLY RISK



COMMUNITY

Communities with multiple deprivations; little infrastructure for community activities or youth services; and in which residents experience crime, anti-social behaviour, and interactions with the state that lower trust in civic institutions.

FAMILY AND RELATIONSHIPS

Family environments in which young people experience early trauma, instability, or in which parents have difficulties parenting due to their own needs such as poor housing, mental and physical health issues, domestic violence, and debt. Young people at this level of risk may have difficulty forming strong or healthy peer relationships.

MENTAL HEALTH

Periodic mild mental health conditions, such as stress, anxiety, low-mood; most likely caused by poverty, unstable home environments, bullying, low self-esteem and/or difficulty forming relationships

EDUCATION

Low school readiness in terms of skills and/or behaviour including poor communication and language skills, followed by negative experiences at school and compounded by curtailed potential to achieve

Approach: As a system we need to identify when young people are placed at early risk by their community and social environments, their experiences of learning or by mental health and relationship difficulties. All partners need to intervene as early as possible to address these issues in order to mitigate their impact and duration, and to build up the protective factors which will support young people to thrive. Early identification of risk is needed from the very earliest stages of life, and throughout the life course, so that emerging risk factors in adolescents and teenagers are recognised and addressed. Much of this early intervention rightly takes place informally within families and communities, and

so a key aspect of this strategy is addressing early risk by empowering families and communities to support young people to stay on a positive path.

It is also crucial that a wide range of frontline professionals, including teachers, housing officers, health workers, and voluntary sector practitioners, are able to identify and act to mitigate early risk. Everyone who works with and interacts with young people should understand the risk and protective factors for youth violence and play a part in supporting young people to thrive.

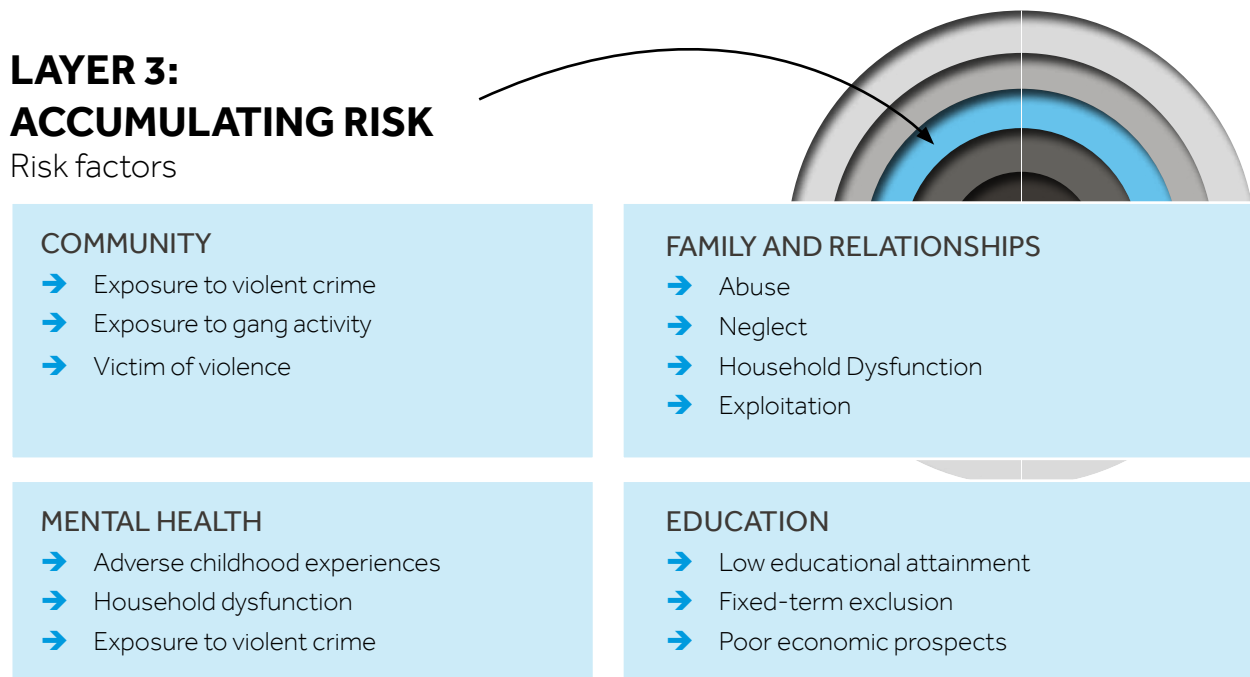
Layer 3: Accumulating Risk

The risk of a young person being involved in SYV increases as they experience a higher number of risk factors, at a higher level of severity, or for prolonged periods. Young people at this level of risk are likely to have experienced a range of adverse childhood experiences (ACEs). When a young person has ACEs across the four domains set out in our model, risk escalates as issues within one domain impact on experiences and outcomes within another. In particular,

issues within the family, peer group, and/or community tend to have impacts on the child or young person's mental health and school experiences, attainment and aspirations. For instance, neglect jeopardises mental health, affects school performance and makes young people more vulnerable to exploitation and involvement in risky behaviours. Deprived communities with few positive role models and high levels of crime can influence aspirations. Most crucially, when young people experience trauma through violence in their home, school, or community, they become more likely to use violence themselves.

LAYER 3: ACCUMULATING RISK

Risk factors



Particular life experiences and transition points can cause risk levels to rise rapidly, and unstable home environments tend to escalate risk over time. These include changes in family circumstances such as loss of a parent or primary care giver, becoming homeless or moving into temporary accommodation, transitioning to a new school, including from primary to secondary school, being subject to fixed term or permanent exclusion, and experiencing violence and trauma. If we are to prevent young people's levels of risk increasing we need to understand and respond to these trigger events.

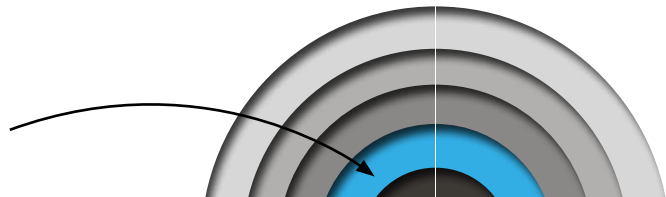
Approach: At this stage, the young person and their family need joined-up, tailored, and sustained support, which holds risk, builds protective factors and pushes them back to the outer layers of the circle. For young children, a whole family approach is needed, and engagement to support issues within the family and wider networks, should continue into the later teenage years, wherever possible. The whole partnership, needs to work together in a coordinated approach to provide a targeted and coherent offer of support, with a flexible approach to enable a wide range of people to play a key worker role.

Layer 4: Risky Behaviour

At this level of risk, the young person may start to externalise the impact of the risk factors they have experienced through risky behaviours and may be characterised as 'out of control'. These young people are often on the periphery of involvement in criminal activity and are very vulnerable to exploitation. These young people often start to disengage, or become excluded from their family, support network, school, and/or community environments, becoming either aggressive or withdrawn. A young person may exhibit these behaviours from a young age, although risky behaviours most commonly emerge as a child reaches early adolescence.

It should be noted that many young people will not respond to risk and trauma through defiant and challenging behaviour. Others internalise their problems, with trauma manifesting, for example, through serious mental health problems, including eating disorders and self-harm. These young people also need focused support.

LAYER 4: RISKY BEHAVIOUR



COMMUNITY

Exposure to the drug trade or gang activity, resulting in behaviour that is harmful to the community, such as ASB, and criminal activity such as drug dealing. This is aggravated by adult exploitation and criminal networks as well as negative relationships with institutions

FAMILY AND RELATIONSHIPS

Breakdown in relationships with adults, potentially leading to periods of missing or homelessness, becoming a victim of exploitation, and association with peers affiliated with violent behaviour and substance use. Family environments may feature negative or abusive relationships or loss of parental control.

MENTAL HEALTH

Experience of more serious mental health issues, caused or exacerbated by trauma or substance misuse. The young person's behaviour may become violent or self-destructive.

EDUCATION

Low school readiness in terms of skills and/or behaviour including poor communication and language skills, followed by negative experiences at school and compounded by curtailed potential to achieve

Approach: The approach at this stage is to focus on finding opportunities to engage young people, providing intensive, tailored, and sustained support to deal with underlying risk factors and trauma, and offering routes to improve their life chances. This involves making better use of moments of opportunity, such as coming to the attention of police for the first time, getting a fixed term exclusion or a confrontation with a parent and helping to empower peers, family members and other trusted adults to support the young person to re-engage in family life, education and positive activities and relationships.

Young people are likely to need intensive and/or specialist support, particularly to deal with mental health, trauma and behavioural issues:

- ➔ Within their community, this means swift and early action to direct the young person into positive activities away from drug dealing, knife carrying, gangs and crime; and above all to keep them from entering the criminal justice system.
- ➔ Within families, this may mean support for parents to rebuild strong caring relationships, help them manage difficult and challenging behaviour, maintain boundaries, prevent relationship breakdown and keep the young person at home.
- ➔ For looked-after children, or young people on the edge of homelessness and the care system, this means ensuring that an intensive package of support is in place that supports swift reunification with the home or family network where safe and appropriate.

- ➔ Within education, this is likely to involve action to avoid or reduce the chances of exclusion from school and to engage young people in education and/or training.
- ➔ In terms of mental health and behaviour, this may involve support to deal with trauma and its manifestation in frequent conflict, depression,

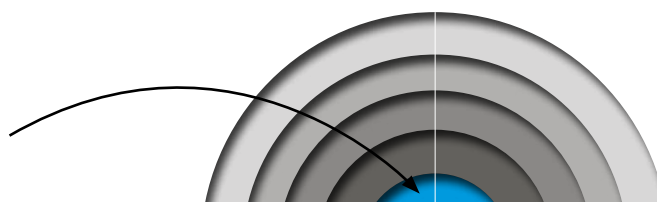
anxiety, substance use or sexually risky behaviours.

A dual approach of support and enforcement is necessary at this level of risk. We advocate an approach that deals with risky behaviour in a non-punitive way, for as long as the balance of risk allows us to do so, and will look for new and creative ways to keep young people out of the centre of the circle.

Layer 5: Involvement in Serious Youth Violence

At this layer the young person is directly involved in criminal activity, often through exploitation, which leads them into serious youth violence, whether as victim, perpetrator, or both. This layer is characterised by exclusion from mainstream society: the young person may be homeless, out of school, gang-affiliated, and known to the youth justice system.

LAYER 5: INVOLVEMENT IN SERIOUS YOUTH VIOLENCE



COMMUNITY

Exclusion from mainstream society, entrenchment in gangs with lifestyles characterised by weapon possession, experience of violence as a victim or perpetrator, and involvement in organised criminal activity controlled by adults.

FAMILY AND RELATIONSHIPS

Isolation from trusted adults and exclusion from the home, with peer relationships characterised by exploitation and/or violence within a context of gang affiliation

MENTAL HEALTH

Experience of multiple severe traumas, resulting in serious behavioural problems and maladaptive coping mechanisms.

EDUCATION

Alternative provision may not offer a genuine alternative that supports young people back to mainstream education. Employment and training opportunities are not available or don't appear attainable.

Approach: At this stage, young people have crossed a threshold and enforcement becomes necessary, alongside a continued focus on support back to a positive pathway. These young people are often known to one or more of the agencies below, and we will work to strengthen and better align the support offered through these key partners:

- ➔ Alternative Provision
- ➔ The Young People's Supported Housing Pathway
- ➔ Children's Social Care
- ➔ Youth Justice Service
- ➔ The Integrated Gangs Unit
- ➔ The Haringey Exploitation Panel, comprising

representatives of the above services, as well as other partners

We will work with partners across all of these services to drive a consistent approach to working with young people who have been involved in serious youth violence, emphasising our ambition to deliver rapid response support to victims and re-integrate young offenders wherever possible, and drawing on contextual safeguarding practice. This will involve working across children's and adults' services and adopting an approach that is conscious that the transition to adulthood should not be a cliff-edge in terms of the treatment of an individual. We will adopt a parallel approach through our Community Safety Strategy, to enforce against the criminal exploitation of young people, using data analytics and intelligence in partnership with the

Police and colleagues in Enfield to target hotspots, identify trends early, and support and participate in investigations and prosecutions.

5. A skilled and confident workforce, across the whole partnership

A whole systems approach is underpinned by a skilled and confident workforce, which works together routinely and seamlessly, and where staff from one organisation know and trust their colleagues in other parts of the partnership. We need to broaden our conception of who makes up this workforce, and to include voluntary sector staff, faith leaders, volunteers and community leaders within the support system. The aim is a coordinated movement, based on trust and strong relationships, shared skill sets and a common approach to holding and managing risk.

In addition to taking a common approach, those working with young people at risk need common tools and processes, access to shared information where appropriate, budget flexibility and comprehensive information about the support that can be offered.

Priorities:

→ Early Intervention Workforce development

We aim to create a network of 'early intervention workers', including a wide range of individuals who work directly with young people. Some of these will be volunteers, others professionals, some focusing on these issues full time, others as a small part of their day job, or in their own time. Most will be working outside of statutory frameworks and processes, with young people at lower levels of risk. They will have varied skill sets, and will work with young people in different ways and at different levels of intensity. The Council and partners will bring this workforce together, empowering and equipping them to provide more effective support. We will design and deliver joint workforce development for practitioners working with young people in the public, voluntary and community sectors. The objectives of this development programme will be to build skills and capacity; embed a common approach; and build connections, fostering a more joined-up and comprehensive system of support.

→ Strengthening joined up, sustained support for young people and families

We will extend existing multi-agency support models, learning from good practice within Early Help, the Exploitation Panel, and other areas. These models use a key worker to design and oversee multi-agency support, over a sustained period, to address problems in the round, with a focus on building on strengths, to pull the young person back to lower levels of risk. This approach is needed for individual young people, and should be strengthened and extended for families, including those with older children and teenagers. This approach will involve a wider pool of practitioners working with young people as key workers, rather than developing a new service, or 'professional key worker' roles. These roles require tenacity and flexibility; and individuals will need training, resources and ongoing support and advice to take on a greater role in coordinating holistic support.

→ Tools to support effective partnership working

The workforce will require new tools to equip them to work together more easily and efficiently. In particular, the wide range of potential support on offer could be communicated and publicised more effectively, especially as this increases. In addition, assessment processes, outcomes frameworks, support plans, referral processes and management of risk, need to be better aligned, with common tools and processes wherever possible. We need to get better at sharing information, whilst retaining regard for data protection and confidentiality. A more flexible use of budgets across organisations, to achieve a wider set of outcomes, is also a key enabler.

Achieving the five outcomes

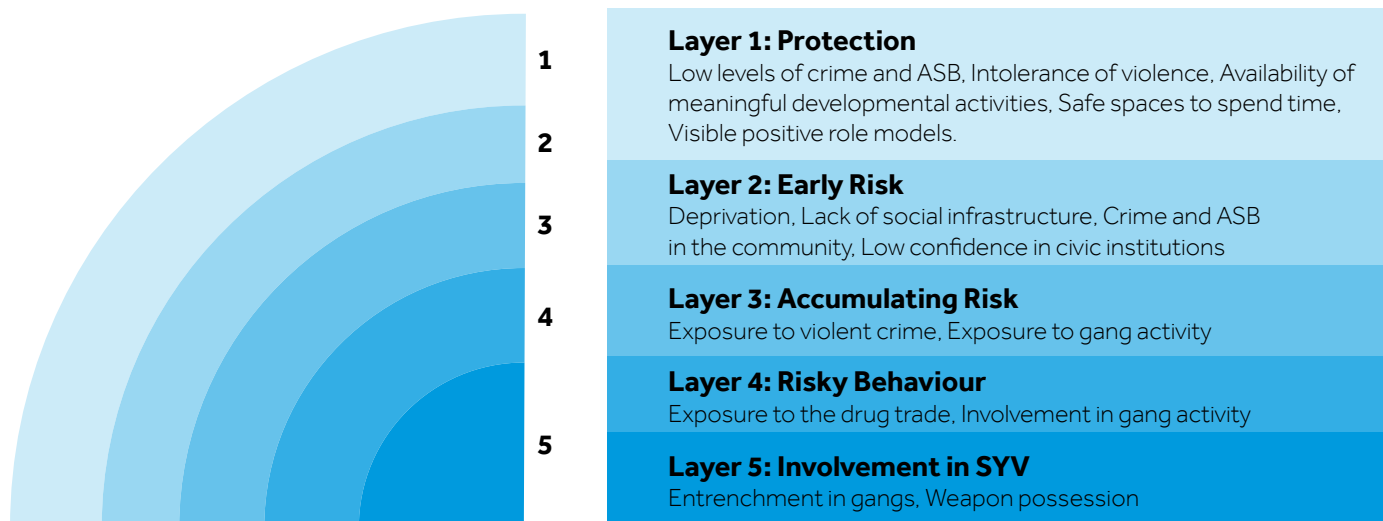
This section sets out our strategic priorities for achieving the five outcomes of this strategy, focusing on the next four years, 2019–23. It summarises the risk and protective factors for each of the five outcomes, at increasing levels of risk, and provides an overview of our current approach. More detail on delivery of the identified priorities is set out in the accompanying Action Plan, and more detail on the risk and protective factors and their prevalence, is set out in the accompanying Evidence Base.

→ Across all our delivery for this Strategy, we will take a common approach, based on the following principles:

- A strengths-based, relationships-based and trauma-informed approach, for young people at all levels of risk
- Engagement of young people and their families in the design of support packages
- Intervening as soon as issues are identified and sustaining support for as long as it is needed
- Addressing problems in the round, taking a joined-up, whole family approach
- Making best use of moments of opportunity, to engage young people and their families in support

Outcome 1: Strong Communities

Outcome: Safe communities with positive things for young people to do, where there are strong role models and trust in institutions



PRIORITIES FOR ACTION

Youth Provision

This strategy commits to developing a stronger more co-ordinated universal youth offer, alongside provision targeted at specific locations, times and groups of young people, including those most at risk, girls and for particular communities such as the Somali community. We know that incident of serious youth violence tend to occur between 3-6pm, and so safe spaces for young people to go after school is a priority. We also need more activities in the school holidays, particularly in the long summer break, in order to prevent at-risk young people from being drawn into risky or criminal behaviour. Wood Green is particularly lacking in youth provision and is therefore the initial focus for additional youth space. We will also focus on provision in major social housing estates, including those in North Tottenham and Broadwater Farm, building on existing good practice in Bruce Grove and Project 2020 in Northumberland Park.

Strong Role Models

Haringey's communities are strengthened by individuals who act as positive role models for our young people. Positive relationships with adults can help young people to cope with setbacks, raise aspirations and build confidence. Faith leaders, sports coaches, teachers, volunteers, and neighbours enrich the lives of Haringey's young people, and help keep them safe. We will support and extend the network of mentors and role models in the Borough, with a focus on those communities most at risk.

Building trust in Institutions

Building greater trust in the Police, the Council and the education system is fundamental to the success of this strategy. We recognise that building trust is challenging and will take time.

Haringey can be proud of its strong, connected, and cohesive communities. Haringey's Residents Survey 2018 found that over 90% of Haringey residents agree that people from different backgrounds get on well in their local area, compared to 81% of people across the country⁵. There is particularly strong cohesion between different ethnic and religious communities, neighbours tend to interact more frequently than the national level, and levels of volunteering are relatively high. Haringey is home to active faith communities and a vast number of voluntary sector groups who all help make our communities stronger, more resilient, and safer. Communities provide activities from sports and performing arts at the universal level, to conflict mediation and weapon sweeps at the hard end. Young people are able to grow up free from experience of violence in the vast majority of Haringey, with visible positive role models from walks of life including sport, faith, education, business, and community activism.

However, we know that communities can also expose young people to risk:

- ➔ Only 49% of residents in North Tottenham feel safe outside at night in their local area, compared to the Haringey average of 69%.
- ➔ While the Council's recent Ofsted report rightly highlighted Bruce Grove Youth Space as "excellent provision for young people in Haringey [that] offers a wide range of effective universal and targeted support, facilitated by highly motivated and skilled workers", there is a lack of youth provision across the Borough, as highlighted through the Godwin Lawson research and our wider engagement with young people.
- ➔ East and North Haringey have some of the lowest confidence levels in policing in London.
- ➔ A lack of economic opportunity and positive role models within some communities were highlighted through engagement.

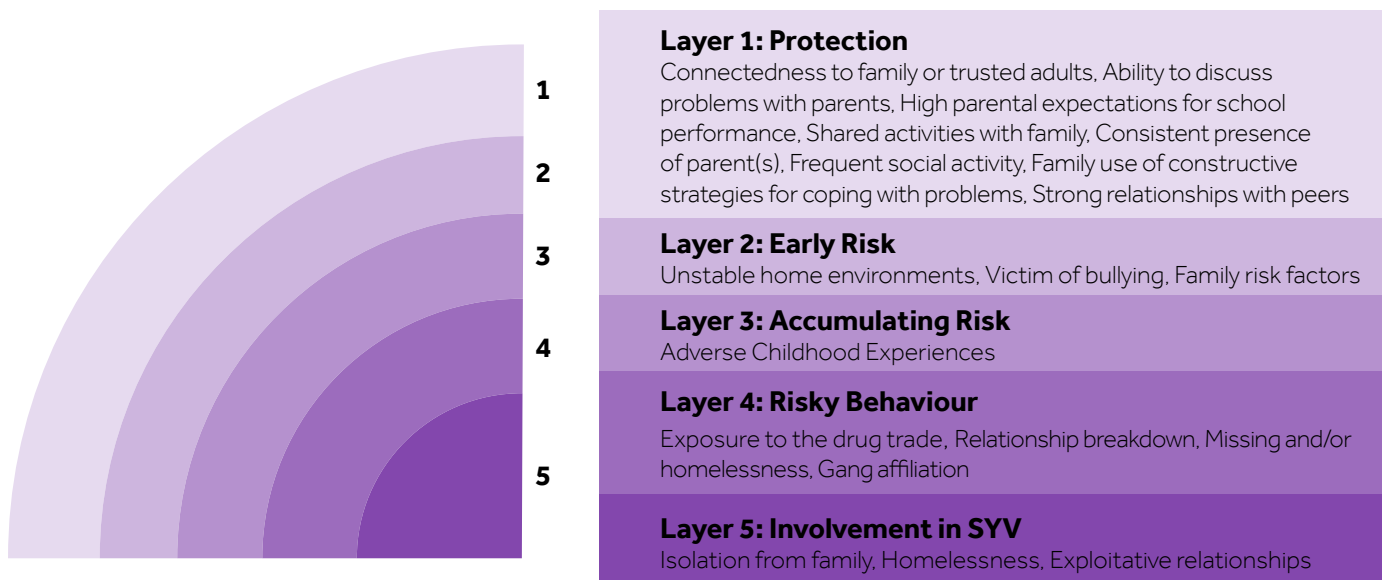
'There used to be youth workers on the basketball courts, engaging and supporting young people. Where they've gone, their places are taken by gang members who are there to lead them on to a very different path.'

Hesketh Benoit, Haringey Sports Benefit

⁵ Haringey Council (2018) 'Haringey Residents Survey' (Accessed at <https://www.haringey.gov.uk/local-democracy/have-your-say-haringey/residents-survey>)

Outcome 2: Strong Families and Healthy Relationships

Outcome: Positive family environments, low levels of family stress, good parenting, and young people able to develop strong, healthy relationships with peers and trusted adults



Strong families and healthy relationships are the best defence against young people becoming involved in violence. For looked-after children, holistic support from dedicated adults is vital to keep young people safe.

Most children in Haringey grow up in healthy, positive environments that enable them to succeed in life. However, raising children can be tough, especially for those in Haringey who are facing challenges. Difficult, unstable and stressful home environments are key risk factors for involvement in violence and other poor life outcomes. ACEs, which include abuse (physical, emotional, and sexual), neglect (physical and emotional), and household dysfunction (parental mental illness, domestic violence, parental separation, parental incarceration, and parental substance use) characterise the childhoods of the vast majority of our young offenders. Family risk factors are often, but far from always, interlinked with poverty. Young people experiencing family-level risk factors are also most likely to live in neighbourhoods which have the most community-level risk factors.

- ➔ In 2017/18 Haringey had the second highest rate of domestic violence of all London boroughs (46.9 per 10,000 residents), and the fourth largest number of incidents (1,018).
- ➔ 30% of the most prolific young offenders' parents had issues with drugs and alcohol.
- ➔ The Council provides temporary accommodation to over 3,100 households, a disproportionately high number of whom are households with lone parents, young children, and from BAME communities.

Whilst numbers are reducing, high numbers of children in the Borough have experienced homelessness and temporary accommodation in their lives.

- ➔ Census data indicates that 53% of all Black households with dependent children are lone parent households. Our engagement has identified that these households may feature lower levels of parental supervision, and that this can, in turn, place young people at a higher level of risk.
- ➔ In 2017/18, 480 16-24 year-olds received housing and/or homelessness support in Haringey, following separation from their families. The Home Office's 2018 Serious Violence Strategy states that experiences of homelessness are a marker for being at higher risk of becoming a victim or offender.

The results of our Health-Related Behaviour Survey indicate that most young people are able to talk to their parents about difficult topics. However, parents of older children are asking for help to deal with challenging behaviour, stress and trauma and for more information about the risks posed by gangs, drugs and exploitation.

Public and voluntary services across Haringey are working to support families and help ensure young people are able to form strong and healthy relationships with their peers. Children's Centres and the most effective schools act as hubs for wider support for families. The Council's Early Help service supports families experiencing difficulties to resolve their issues and become more resilient, and there is a strong

partnership approach to reducing and preventing neglect and abuse through the Local Safeguarding Children Board. There is excellent support for families experiencing domestic violence and abuse, including through the Hearthstone programme, the borough's independent domestic violence advocacy service, and advocates in North Middlesex Hospital.

PRIORITIES FOR ACTION

Support for Parents

A key gap in current support is for parents of older children and young people. Universal and more targeted support and advice is needed to help parents identify and address risk and to resolve problems and family conflict. We will facilitate peer support groups for parents to share challenges and support each other. More targeted support programmes will focus on enabling parents to have more positive interactions with their children, to build their resilience, set appropriate boundaries.

Early Help

Early Help promotes prevention and earlier intervention aimed at achieving better outcomes for children and young people, who are vulnerable either through their circumstances or the communities in which they live, with a focus on the whole family's needs. It is a coordinated response to multiple needs that require a multi-disciplinary team around the family.

Our vision is for a coordinated Early Help offer in which every part of the partnership sees itself and that seeks to deliver integrated interventions at the earliest possible opportunity. We will focus on harnessing opportunities to work alongside partners, implementing a collective approach across the wide range of services. We will seek to learn from good practice elsewhere and develop our offer in partnership in order to address priority issues in Haringey.

Addressing Family Risk

We will improve support to address the key family risk factors, including domestic violence, parental substance misuse and parental conflict, seeking additional funding and taking steps to improve the targeting and effectiveness of interventions.

Youth Homelessness

We will implement a new approach to youth homelessness, which places greater emphasis on

supporting young people to resolve family conflict and improve relationships, and which provides a larger number of modern, shared-house style housing units for those young people who cannot remain at home. This will include female-only accommodation, which recognises the particular needs of young homeless women and girls.

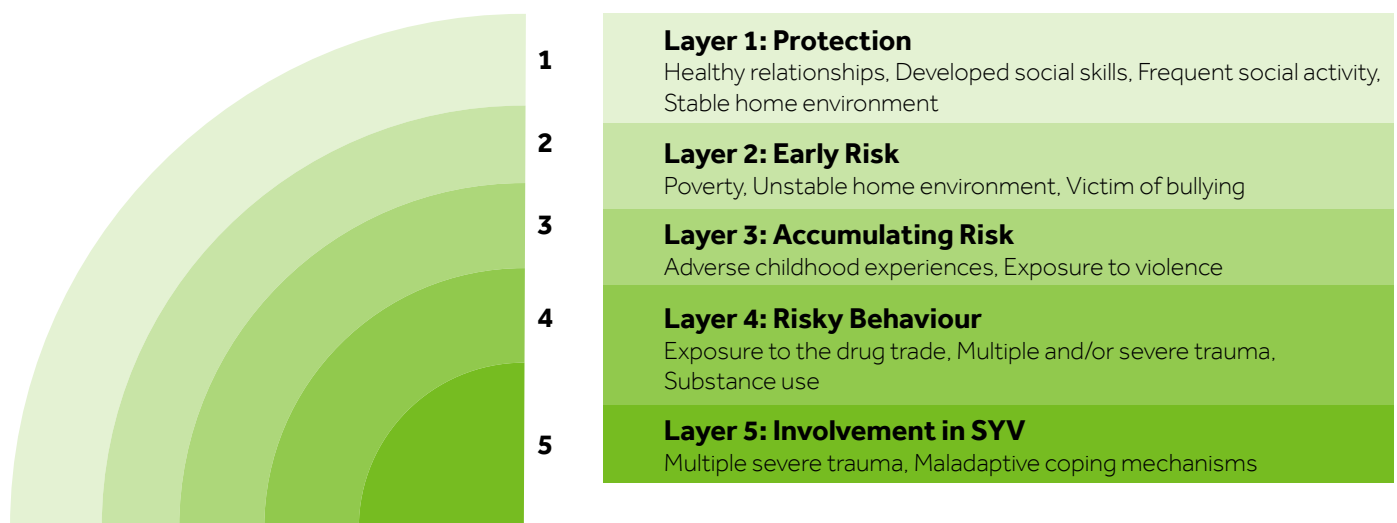
Peer Relationships

As a young person becomes older, the influence of family lessens and the influence of peers becomes more important. Our analysis in the previous sections demonstrates that negative peer relationships are a strong risk factor for involvement in SYV. Association with young people who are themselves involved in violence or risky behaviour can be instrumental in drawing young people into similar patterns of behaviour, while exploitation and grooming by adults severely heighten risk. Conversely, the ability to develop healthy relationships is an important protective factor against involvement in youth violence. We will build on good practice and work with partners in schools and the voluntary sector in particular to help ensure our young people are able to develop healthy friendships and relationships.



Outcome 3: Positive Mental Health and Wellbeing

Outcome: Confident, happy and resilient young people who are able to cope with negative experiences, setbacks, and stress



We are committed to enabling a mentally healthy society where mental distress and illness can be raised and supported without stigma, at any age; where the impacts of mental health and wellbeing are taken as seriously as those of physical health; and where we have a collective understanding of what good mental health looks like.

We know that young people face particular challenges in terms of their mental health. Some of these, such as coming to terms with identity, are inherent in growing up. However, peer pressure, bullying and stress are being exacerbated by social media and the pressures of the complex society in which young people are becoming adults. Many young people will have had ACEs which may have affected their emotional development and their trust in those around them, and some will be affected by negative cultural perceptions of mental health issues. Support for youth people's mental health needs to take account of and address the whole range of these experiences to effectively build their wellbeing.

A significant number of young people in Haringey are made vulnerable to involvement in serious youth violence due to poor mental wellbeing and associated behaviours such as substance use, risky sexual behaviours and inability to deal with conflict. Sometimes, children have needs which have not been identified and supported in a timely fashion – most typically around those on the Autism Spectrum (ASD) or experiencing Attention Deficit Hyperactivity (ADD).

→ Two-thirds of Year 8 and 10 pupils report that they are generally satisfied with their lives, whilst one third are not. Only a third report having high self-esteem.

- Approximately one in ten young people has a diagnosable mental health condition
- A quarter of primary pupils and 13% of secondary school pupils report having been bullied in the last year
- 19% of secondary pupils know someone who takes drugs, 14% have been offered cannabis, and 3% have been offered cocaine. Use of drugs among young people is relatively high compared to London averages.

A wide range of services that help keep our young people mentally well are already in place in Haringey. These range from universal services such as a strong education system to more specialised services such as a range of targeted mental health provision including NHS Choices and CAMHS to approaches for vulnerable young people such as Project Future. There are also examples of local innovation. For example, Haringey Youth Team are delivering the innovative More Than Mentors peer-mentoring project in partnership with Community Links from East London to help build resilience in young people, with older adolescents supporting their younger vulnerable peers. Funding through the CAMHS Trailblazer will build on existing approaches in schools to reach out to children and young people where they sit on a daily basis as well as reducing waiting times for specialist support. In order to reduce the fragmentation in our system and to provide better and more timely access to all children, young people and families to the help they may need, partners are committed to developing and embedding the Thrive approach in Haringey.

PRIORITIES FOR ACTION

Developing and Embedding the THRIVE approach

Good mental health and wellbeing cannot be delivered by a single agency, however strong their clinical practice – but depends on how wider society, as well as more localised communities, see mental illness. We want to encourage a borough where mental illness can be raised and supported without stigma, at any age.. This will mean that coming forward for support around anxiety and depression is not seen as a sign of weakness, but as a sign of a healthy approach to life. From this Strategy alone, there are no illusions that life is straightforward – we all need support at various points and support which we feel speaks to our particular circumstances and needs.

We also know that we need to improve our transitions pathways for children and young people into adult mental health services, where these may be needed for the longer term. This may involve rethinking the age bandings used to determine where young people go for help. And we need to focus on ensuring that the Thrive approach can span ages and enable access to the right support.

We are at the early stages of developing the Thrive model in Haringey but are committed to embedding its approach across four key areas, with the child, young person and family at the centre:

Getting advice: Signposting; self-management; one off support

Ensuring that children, young people and families know what is available, can access evidence based self help and support and feel confident in knowing their way around what is there to help. Community and faith organisations can play a key role here in providing non-stigmatising information and support.

Getting help: Goals focused, evidence informed and outcomes focused interventions

Where needs have been identified, ensure that there is timely access to the right support – and that children, young people and families feel confident in this support. The CAMHS Trailblazer will test the extent to which this could be offered through schools and community based networks in Haringey.

Getting more help: extensive treatment

Sometimes, children and young people need more specialist help which may only be delivered by qualified and trained clinicians – we need to reduce the waiting times for this treatment (including for young people with ASD and ADD) and to make sure that whilst waiting for more help children and young people are supported effectively. Where young people continue to need support into adulthood, we need to strengthen pathways for transition.

Getting risk support: risk management and crisis response

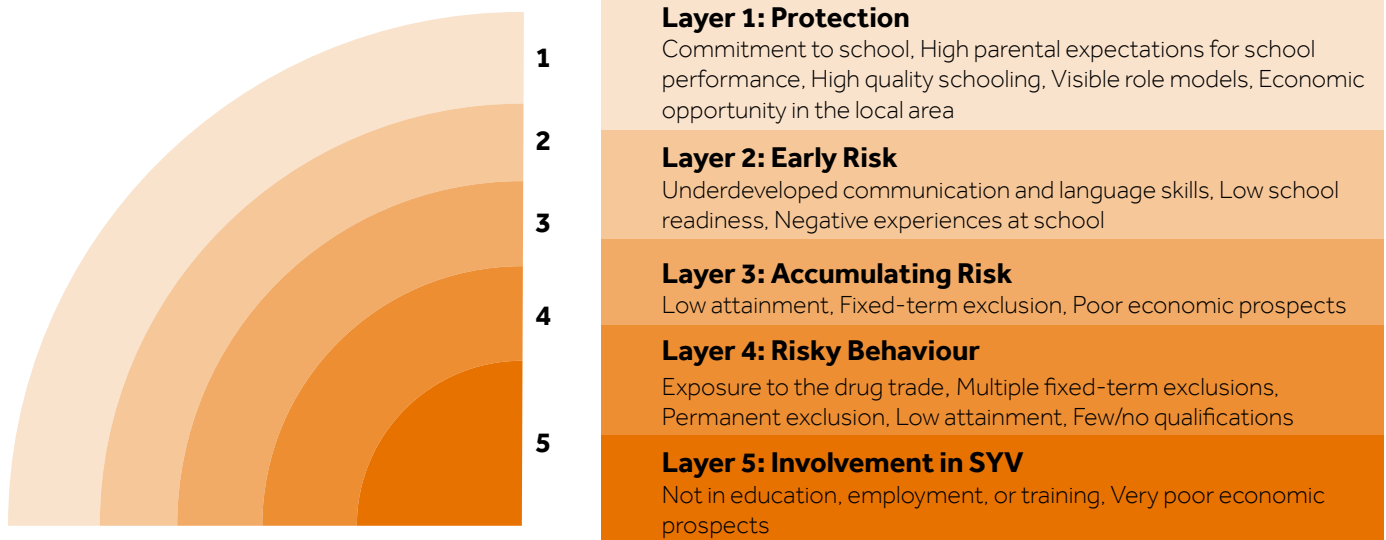
In a crisis, we need to have clear and direct support for children, young people and their families. When young people become very unwell, we need to support parents and families through a very challenging time and to build their resilience to address long term mental health.

The approach is not reserved for those currently identified as CAMHS practitioners, or specialists in mental health. In the Thrive model, children, young people and families are central to the work – as are people involved in community activities, neighbours, school based staff and specialist clinicians – recognising that it is in part the effective access and in part the effective intervention which contribute to an effective outcome.

Our work to build young people's resilience, to develop trauma informed practice and to extend our network of provision in schools all forms part of the Thrive approach.

Outcome 4: Attainment and Opportunity

Outcome: Young people thriving in school, with positive aspirations for the future and access to employment and training opportunities to get there



A focus on enabling all children and young people to achieve their potential, with educational attainment, engagement levels in school, aspirations and economic opportunities all high, will help to keep young people away from risky or violent lifestyles. These protective factors speak to some of Haringey's major strengths. Over 95% of schools in Haringey have a 'Good' or 'Outstanding' rating from Ofsted. Haringey pupils have the best progress nationally from Key Stage 2 to GCSE and Haringey's average Progress 8 score, which aims to capture the progress a pupil makes from the end of primary school to the end of secondary school, is above the London and national averages. Moreover, the overwhelming majority of young people we spoke to in the course of developing this strategy had positive aspirations for the future, whether progressing into higher education, securing high-quality employment, or working to improve their communities.

However, we know that there are persistent issues with some groups of pupils not achieving their potential and that early risk factors, such as poor speech and language development and late diagnosis and support of Special Educational Needs and Disabilities (SEND), have far reaching impacts.

- ➔ Boys (69%) and pupils with free school meal status (69%) are less likely to reach a good level of development at the end of reception, compared to the Haringey average (74%).
- ➔ Black boys have the lowest attainment of all ethnic and gender groups (in 2015/16 52.3% achieved

A*-C in English and Maths, compared to 61.3% of all pupils across London).

- ➔ In 2016/17, 74% of Haringey Secondary school pupils with fixed period exclusions were boys. Black pupils are significantly more likely to be excluded than their peers, at 19% compared to 5% for White British pupils in Haringey. Data on pupils attending alternative provisions indicates that pupils with SEND or a social, emotional or mental health need are more likely to be excluded than their peers.
- ➔ Nationally, over 70% of young offenders who have been sentenced for knife-related offences have received at least one fixed-term exclusion
- ➔ Haringey has high numbers of NEETs, compared to other Boroughs and larger proportions of Mixed Race (10.7%), Black (7.9%) and Asian (5.6%) 16-17 year olds are NEET compared to the London averages (8.4%, 5.7% and 3.9% respectively).

This strategy will seek to address the root causes of underachievement and the ways in which this can limit young people's aspirations and opportunities in adulthood. It will build on the excellent practice already taking place within our schools, colleges and early years settings, focusing on the priority areas below.

PRIORITIES FOR ACTION

Early Learning

Early education has a deep and lasting impact on future outcomes. We will continue to strengthen work to identify and address speech and language issues; to diagnose special educational needs and disabilities (SEND), including Autism Spectrum and Attention Deficit Hyperactivity early; and to improve support within mainstream education.

Addressing under-achievement in education

BAME children and those on free school meals achieve less well at school than their peers. To address this, we will continue and strengthen work with Haringey Education Partnership and local schools to target activity to raise attainment of BAME pupils, including through identifying and supporting those at risk of under-achievement early, and through improving the relevance of the curriculum to BAME groups.

Reducing exclusions and improving Alternative Provision

School exclusions are a key contributory factor to involvement in SYV. Preventing exclusions where possible and reducing their impact on individual pupils' life chances is a key component of this strategy. The partnership is committed to tackling the institutional challenges around BAME and SEND disproportionality in exclusions. We know that the transition from primary school to secondary school can be difficult for some pupils, and we will make sure that this transition is as positive as possible. We will review and recommission Alternative Provision where appropriate, in order to improve outcomes for those young people who cannot attend mainstream education.

Employment

Young people who have been excluded from school or who have been involved in youth violence can find it difficult to find work or progress onto further education. We will prioritise increased support to get young people at risk into meaningful employment and education post 16 and reduce the numbers of NEETs.



Outcome 5: Reduction in Serious Youth Violence

Outcome: Young people are protected from exploitation and from experience of serious youth violence

The overarching aim of this strategy is to prevent serious youth violence. The focus on the four outcomes above is key to preventing youth violence in the long term, but we must in parallel take a strong enforcement and disruption approach to stop violence now, by disrupting gangs and associated drug trading and exploitation. Most young people become involved in criminal behaviour through exploitation, and should therefore be treated as victims, alongside enforcement where necessary. Whilst our approach is tough on those involved in criminal behaviour, it retains a focus on opportunities for reintegration and support back on to a positive path.

We have an effective Community Safety Partnership, jointly chaired by the local authority and the Metropolitan Police, which brings together representatives from the criminal justice, health and wellbeing, housing, education, and voluntary sectors to take a solutions-focused approach to community safety issues facing our borough. This strategy is integrated with the forthcoming Haringey Community Safety Strategy, which will set out how partners in Haringey will tackle violent crime with our communities and young people, by focusing on prevention and early intervention, addressing vulnerability, targeting

resources at high crime areas, empowering former offenders and victims to move on, and driving a zero tolerance approach to violence against women and girls.

The actions taken to tackle serious youth violence now, are set out in detail in the North Area Violence Reduction Group's action plan for Haringey and Enfield, co-owned by the North Area Metropolitan Police BCU, Enfield Council, and Haringey Council. The action plan's priorities are fully integrated with those of this strategy, as set out below:

Diversion from the Criminal Justice System

Our ambition is for fewer young people from Haringey to enter the criminal justice system. The Police, Council and Youth Justice System will work in partnership to develop and test new approaches for young people on the periphery of the criminal justice system and work to maximise all available opportunities to engage and re-engage young people in support.

Keeping Deadly Weapons off Our Streets

In partnership with Police, schools, retailers, and communities, we will reduce opportunities for violent crime by minimising accessibility and availability of weapons, including through the Responsible Retailers Programme and community weapons sweeps.



Protecting and Educating Young People

We will take an approach to protecting young people that focuses on early intervention and prevention. This will be rooted in honest, frequent, and consistent engagement between all partner agencies and young people.

Targeting Organised Criminality

The partnership will enforce against those who jeopardise the safety of our young people with an approach driven by strategic and tactical analysis and based on information sharing between agencies and co-ordinated and targeted use of resources.

Offering Ways out of Crime

We believe in the importance of offering second chances to those who have already been involved in violence crime, through addressing the factors that led them to become involved, setting their lives back on the right track, and providing opportunities for employment or further education and training. We will work in partnership to reduce the harm caused by serious violence by addressing vulnerability, providing opportunities for young people to access services, and by empowering gang members to exit gangs.

Standing with Communities, Neighbourhoods, and Families against Knife Crime

As a partnership, we will work with communities to address the problems that cause and result from violence. Extending the use of locality approaches to tackle violence, with a focus on building strong partnerships between the Police and the wider community, we will support and develop street-based approaches to prevent and mediate conflict and strengthen the support offered to young people and communities in the aftermath of violence.

Supporting Victims of Violent Crime

In alignment with our locality approach, the partnership will deliver support in the community from local teams for victims, ensuring consistent support through the aftermath of incidents and criminal justice system processes. As a partnership, we will also strengthen existing good practice to support young people who have been victims of exploitation, building on the success of the multi-agency Haringey Exploitation Panel by expanding its scope to cross-border issues and re-naming to the Haringey Contextual Safeguarding Panel.



Conclusion

The Young People at Risk Strategy supports the Haringey Borough Plan and sets out the borough's long-term strategic approach to keeping local young people safe, focusing on achieving outcomes that will reduce young people's vulnerabilities and the risk that they may become involved in serious youth violence. While it provides a framework for a number of initiatives that are either already in place or in development, it does not detail everything we will do as a partnership. The short-term action we will take is captured in the accompanying Action Plan. Delivery of the Young People at Risk Strategy will involve collective action from every organisation involved in working with young people and families in Haringey. We commit to making sure that the voices and views of Haringey's communities and young people inform everything we do, and we commit to galvanising a movement to end serious youth violence in Haringey.

The wider context



National

This strategy fully aligns with the approach set out in the Home Office's Serious Violence Strategy, which sets out the national approach to reducing and preventing serious violence and addressing cycles of violence that affect individuals, families, and communities across the country. It sets out an approach based on early intervention and prevention and emphasises the importance of communities and partnerships.

London

The Mayor of London has brought forward ambitious plans to tackle serious youth violence and its root causes. The Mayor's 2017 Knife Crime Strategy sets out his administration's key areas of focus for taking action against knife crime. The new Violence Reduction Unit is taking forward a London-wide public health approach, supported by the £45m Young Londoners Fund. Haringey Council has been the largest recipient of the Young Londoner's Fund, receiving £1.5m to fund our community-based approach to protecting our young people. Haringey works in partnership with the Mayor's administration in the effort to tackle youth violence, through liaison and joint working with MOPAC and the Metropolitan Police Service.

Haringey

This strategy is being brought forward immediately after Haringey Council's adoption of its Borough Plan for 2019-23. This document sets out the vision, priorities, and objectives for Haringey over the next four years. Key objectives relate to increasing young people's safety, reducing rates of entry into the youth justice system, and reducing crime. This strategy sets out how the Borough will achieve these objectives, focusing on achieving positive outcomes for our young people.

This strategy also aligns closely with the forthcoming Haringey Community Safety Strategy 2019-23. This outlines how the Community Safety Partnership will make Haringey a safer borough by addressing high priority forms of criminality. This strategy complements the Community Safety Strategy by focusing on young people's safety. Activity to target adult perpetrators, including the adults who criminally exploit children, will be set out in more detail in the Community Safety Strategy.

Both the Borough Plan and the Community Safety Strategy adopt a whole systems approach, setting out how we will work with our partners and our communities.



Methodology



A wide range of research and evidence gathering has informed the development of this strategy including:

Engagement with Young People

Through the development of this strategy we have prioritised engagement with young people, parents, communities, and with our partners. The most important piece of activity has been engagement with young people. Council officers have had conversations with dozens of young people in settings across the borough, many of whom have had direct experience of the issues discussed in this strategy, in order to better understand their perspectives on the issues and potential solutions. We found pervasive awareness of gang activity and weapon-enabled crime, high levels of concern for personal safety, and low levels of confidence in civic institutions. However, we also gained insight into the most suitable ways forward and developed a clear sense of young people's priorities.

Partner Engagement

We have engaged with partners through statutory boards, partnership boards, one-to-one conversations, and through events in October 2018 and February 2019 that brought a diverse array of stakeholders together to discuss the data and evidence on youth safety and look at ways forward. This strategy has been developed in partnership and as a whole systems model, and so collaboration with our partners has been fundamental to its development and will be vital in its delivery.

Godwin Lawson Foundation Report

In partnership with Bridge Renewal Trust, we commissioned the Godwin Lawson Foundation to conduct a consultation with vulnerable and high-risk young people in Haringey to find out more about their attitudes towards crime and safety issues. The findings are wide-

-ranging and cover perspectives on crime levels, weapon carrying, police, schools, the Council and youth services, and include recommendations for ways forward. These findings provided a starting point for our work to develop Haringey-specific solutions to local issues.

Needs Assessment

Haringey Council's Public Health team undertook a needs assessment that set out who is most at risk by bringing together datasets relating to a comprehensive range of risk factors including deprivation, school exclusions, GCSE attainment, mental health issues, negative home environments, risky behaviours, and criminal activity. This needs assessment provides baseline figures and confidence in our assessment of the groups of young people and families who are most likely to experience risk overall. It has been tested with and informed by our partners. We will therefore be able to target interventions at those most in need, ensuring the most effective use of limited resources.

Literature Review

Council officers undertook a review of literature on youth safety and associated issues from sources including academic publications, think tanks, charities, and government agencies and departments. This review was not restricted to UK-based sources, as a significant amount of relevant literature has been published on youth safety and violence reduction around the world, from Bogota to Baltimore. However, we have also drawn learning from research and good practice from our neighbours including Hackney, Camden, Waltham Forest, and Lewisham. The outcome of the literature review is a solid understanding of the causes and consequences of youth violence, prioritisation of the issues that need to be addressed in a collective effort to prevent youth violence, and an evidence base for the effectiveness of interventions to address those issues.

Acknowledgements

Haringey Council would like to thank:

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Bridge Renewal Trust

Bruce Grove Youth Space

Catherine West MP

David Lammy MP

Godwin Lawson Foundation

Haringey BAME Attainment Steering Group

Haringey Citizens

Haringey Clinical Commissioning Group

Haringey Community Safety Partnership

Haringey Early Help Partnership Board

Haringey Education Partnership

Haringey Health and Wellbeing Board

Haringey Multi-Faith Forum

Haringey Safer Neighbourhoods Board

Haringey Youth Justice Partnership Board

Homes for Haringey

Hope in Tottenham

Mayor's Office for Policing and Crime

North Area Violence Reduction Group

Metropolitan Police Service North Area BCU

North Middlesex Hospital

Project 2020

Pupils and teachers from Alexandra Park School

Pupils and teachers from Dukes Aldridge Academy

Pupils and teachers from Fortismere School

Pupils and teachers from Gladesmore School

Pupils and teachers from Heartlands High School

Pupils and teachers from Highgate Wood School

Pupils and teachers from Park View School

Pupils and teachers from the Octagon Pupil Referral Unit

Pupils and teachers from The Willows Primary School

Pupils and teachers from Woodside High School

RISE Projects

Students and staff from the College of North East London (CONEL)







Young People at Risk

ACTION PLAN

2019-2023

The Young People at Risk Strategy sets out a long-term strategic approach to serious youth violence, with outcomes and priorities for the period 2019-2023. This action plan sets out the actions we will take in the short- and medium-term, with the resources we currently have, to deliver the priorities identified in the Strategy and realise our long term approach. It will drive the long term system change needed to embed a preventative, integrated system of support for young people from 0-25, at all levels of risk.

The Action Plan is a combination of new programmes and initiatives as well as transformation of the existing system and services. It does not, therefore, capture everything we are already doing that we consider business as usual. This Action Plan will be a live and dynamic document, updated regularly to reflect developments and fresh ideas, based on frequent and honest engagement with our communities and our partners. In creating and monitoring this Action Plan, there is a further opportunity to co-ordinate and strengthen existing delivery plans as well as to establish new actions and so to achieve the outcomes in the Strategy.

As a partnership we have secured a significant amount of external funding to support young people. This Action Plan highlights the additional funding being brought in to deliver the outcomes of the Strategy, which will supplement our core funding. It is crucial that we use this funding to develop the long-term sustainability of services, building in resilience and planning for the future.

Partners, through the strategy, are committed to a common approach, based on the following principles:

- ➔ A strengths-based, relationship-based, and trauma-informed approach, for young people at all levels of risk
- ➔ Engagement of young people and their families in the design of support packages
- ➔ Intervening as soon as issues are identified and sustaining support for as long as it is needed
- ➔ Addressing problems holistically, taking a joined-up, whole family approach
- ➔ Making best use of moments of opportunity to engage young people and their families

Headline Interventions

Action	Timing	Resource
Haringey Community Gold A network of detached and outreach youth work and community programmes will help young people at risk of exclusion fulfil their potential and avoid getting caught up in crime. The projects include employment support, a future leaders programme, mental health support, and a BAME careers service	April 2019 – April 2022	£1.5m (GLA)
Improved Mental health in schools - CAMHS Trailblazer Haringey Council, the NHS, and the voluntary sector will establish two multidisciplinary mental health support teams that will provide targeted mental health and emotional wellbeing support to pupils from years 6, 7, and 8 in Tottenham schools.	April 2019 – September 2021	£1m (DWP & DHSC)
Community Parenting Support We will work with the VCS to deliver support to parents of older children, including peer support groups and drop-in support services for parents, located in secondary schools.	April 2019 – July 2020	£388,500 (MHCLG)
Wood Green Youth Space We will develop a new youth offer in Wood Green to deliver a varied programme of activities catering to diverse interests, co-produced with young people.	2020 onwards	Approx. £100,000 p.a.
Summer Programme 2019 Our 2019 Summer Programme will provide activities for the school holidays targeted at at-risk young people across the borough, with tailored activities targeted at locations with the most at-risk young people and the highest levels of youth crime.	Summer 2019	£100,000p.a.
Alternative Provision The Council and partners are reviewing both our approach to and offer for alternative provision to ensure it meets the needs of our young people and reintegrates pupils into mainstream education as frequently as possible.	Ongoing from March 2019	N/A
Early Intervention Workforce Development Joint workforce development for practitioners working with young people across Haringey, building capacity and connections, and embedding a shared practice approach, starting with eight locality-based training events in summer 2019.	Summer 2019 onwards	Drawn from pooled training budgets

Embedding a Whole Systems Approach

Achieving the outcomes of this strategy for all Haringey's young people, requires a collective, consistent and coordinated approach from all of our partners. We can achieve greater impact by working together as a system. Embedding a whole systems approach is challenging and will take time and focus. It requires a significant shift in the way all partners work together.

Action	Timing
Priority: A shared vision and strategy for tackling youth violence	
Communications The strategy will be communicated widely across the Borough; community-friendly and young people friendly summaries will be developed and disseminated widely; and an easily accessible summary of risk and protective factors, and levels of need, will be shared and embedded through training.	Ongoing from March 2019
Priority: Shared governance and accountability for delivery	
Governance The Council will establish a Joint Executive Board chaired by the Director of Children's Services with responsibility for delivering cross-cutting programmes. The executive group will include key partner organisations and will be accountable to the Community Safety Partnership, Health and Wellbeing Board and other relevant boards. The Council will also create a new Assistant Director for Stronger Communities to drive strategic activity.	Ongoing from March 2019
Priority: A partnership where everyone's role is valued and maximised - Young People	
Youth Summit The Safer Neighbourhoods Board will host an annual Youth Summit, involving young people from across the Borough in developing the response to youth violence, with the first taking place in March 2019 at the London Academy of Excellence in Tottenham.	Annual March 2019
Youth Involvement in Governance The North Area Metropolitan Police will develop a Youth Independent Advisory Group to increase confidence in policing and to better understand causes of violent crime and potential solutions. Young people will also be part of the governance of the £1.5m Haringey Community Gold programme.	June 2019 onwards
Youth-led inspections We will develop a mystery shopper project for young people to inspect services.	2019

Priority: A partnership where everyone's role is valued and maximised - Communities	
Awareness Raising Campaign A targeted communications campaign developed by the Local Safeguarding Children Board and the Community Safety Partnership and delivered across the partnership	Autumn 2019
Clear Routes into Support Reinforcement and promotion of pathways into Early Help so that members of the community can raise concerns when they suspect a young person is at risk.	Medium term
Better Information about Support Available Simple, accessible information and guidance to enable members of the community to assess whether a child is at risk and the severity of that risk, integrated with a means of identifying appropriate sources of advice. We will assess the best means of dissemination, mindful that technology presents opportunities to engage young parents.	Medium term
Training to Identify Risk Focused training on signs of risk, and where to raise concerns, for people who come into contact with young people. We will pilot awareness-raising training with tenancy repairs officers within Homes for Haringey, who visit all social housing properties at least once a year and are well-placed to spot signs of risk.	Medium term
Volunteering The partnership will work together to make it easier for community members to volunteer	2019 onwards

Priority: A partnership where everyone's role is valued and maximised - VCS	
External Funding Haringey Council and Bridge Renewal Trust will support voluntary sector providers of youth services to prepare funding bids, including through provision of a clear and comprehensive evidence base, with proactive outreach to groups operating in locations with less existing youth provision.	Ongoing from March 2019
Activity Credits The Council will pilot allocating vouchers or time credits to youth workers within the VCS, to enable them to engage at-risk young people in positive activities, including at Alexandra Palace Ice Rink.	Summer 2019
Activity Space Help to facilitate delivery by brokering connections with organisations with space to spare, beginning in Wood Green.	Summer 2019 onwards
Community Investment Bridge Renewal Trust, Haringey Giving and Tottenham Youth Fund will work to bring in more resource for more youth provision, to be delivered by the local VCS, including through crowd-funding campaigns.	Ongoing from March 2019
Workforce Development VCS organisations will be included in the workforce development programme set out below.	Ongoing from May/June 2019
Making connections The GLA have commissioned the Selby Trust to work with youth organisations in Haringey and Enfield. The HEY (Haringey and Enfield Youth) Network will provide training, support, networking opportunities and capacity building to organisations achieving activities in either or both boroughs, including those not funded via Young Londoners Fund.	March 2019-March 2022

Priority: A Common Approach	
Development of a common practice approach Partners will work together to develop a common approach across all agencies working with children and families, including strengths-based and trauma-informed ways of working, involvement of young people and families and a focus on prevention and reintegration. This will be embedded through the workforce development below.	Ongoing from March 2019
Action Learning The Council will seek to establish action learning groups with partners to develop a common understanding of the issues young people in Haringey face, a common approach to addressing them, and to share learning and good practice.	Ongoing from May /June 2019
Smoothing transitions The Council and partners recognise that vulnerable young people continue to require support well beyond their 18th birthday, and will review practice within housing, Policing, and other areas with the aim of creating smoother transitions into adulthood.	Ongoing from March 2019

Priority: Workforce Development	
Early Intervention Workforce Development Joint workforce development for a wide range of practitioners working with young people in the public, voluntary and community sectors. This programme will drive a common approach, build capacity and build connections, fostering a more joined-up and comprehensive system of support.	Ongoing from May 2019
Development of Keyworker Roles The Council will strengthen its Early Help offer to families, with an increased focus on families with older children at risk of violence. This will include greater involvement of the voluntary and community sector as key workers and providers of support.	Ongoing from May 2019
Sharing Information about Available Support Bridge Renewal Trust will map voluntary sector youth provision to provide the basis of a comprehensive public directory of available support.	Ongoing from May 2019
Tools to Support Stronger Partnership Working We will review current assessment tools and processes, to move towards an integrated approach.	Ongoing from May 2019

Outcome 1: Safe communities with positive things for young people to do, where there are strong role models and trust in institutions

Young people are able to grow up free from experience of violence in the vast majority of Haringey communities, with visible positive role models from all walks of life. However, we know that conditions in our communities can lead to young people becoming more vulnerable to involvement in violence. Our ambition is to build on the strengths of our communities to keep young people safe.

Action	Timing
Priority: Youth Provision	
Haringey Community Gold – Detached Youth Work Four new specialist detached and outreach youth workers will reach those young people who are most at risk in communities most affected by youth crime and anti-social behaviour, build strong relationships, link those young people into youth provision, and coordinate more specialist support.	April 2019 – April 2022
Less Heat on the Street Within Haringey Community Gold, local groups will provide weekly universal sport provision for 90 young people aged 13 – 21 on Broadwater Farm estate	April 2019 – April 2022
Fitness Sessions Within Haringey Community Gold, UK Health Ministries will deliver fitness sessions with disaffected young people.	April 2019 – April 2022
Haringey Play & Wood Green Sandbunker Within Haringey Community Gold, Haringey Play and Wood Green Sandbunker will work with 10 – 15 year olds in Tottenham and Wood Green offering activities to support social and emotional wellbeing.	April 2019 – April 2022
Summer Programme 2019 We will deliver an ambitious Summer Programme in 2019, comprising activities for the school holidays for young people across the borough. The offer will be more targeted for young people at risk of involvement in anti-social behaviour or criminal activity.	July-August 2019
Youth Space in Libraries Our capital investment programme for libraries will create or enhance youth space in all Haringey libraries by spring 2020. These new youth spaces will offer opportunities to signpost young people to other youth provision and support in Haringey.	February 2019 – February 2020
Capital Improvements at Bruce Grove Youth Space We will assess the need for capital improvements to existing youth provision, including Bruce Grove Youth Space, with a view to ensuring that buildings are fit for purpose.	2019/20
Investment in Youth Space in Wood Green We will develop a new youth offer in Wood Green working with community and voluntary sector partners to deliver a varied programme, co-produced with young people. In the long term, we plan to create a permanent youth space in Wood Green. The offer will be informed by strategic analysis of existing provision and available assets across the borough, with a view to developing a more coordinated approach.	Medium term
Haringey East Model City Coalition With support from Laureus Sport for Good, the Haringey East Model City Coalition, through sport and physical activity will develop and drive plans to ensure that East Haringey is a well-connected, active community, where families, children and young people are empowered, included and safe.	2019-2021

Priority: Strong Community Role Models	
Mentoring Leadership We will map and evaluate mentoring programmes in Haringey to learn from successful practice and identify gaps. This will inform partnership development and dissemination of a best practice model for mentoring, defining what high-quality mentoring looks like.	Autumn 2019
Community Leader Programme Within the Haringey Community Gold programme NLPC will deliver a programme that will cultivate disenfranchised young people into future community leaders.	April 2019 – April 2022
Peer Support We will build on learning from the More than Mentors scheme to develop peer-support activity in the borough.	2019/20
Visible Role Models We will use all available channels to raise the profile of outstanding role models in Haringey, particularly those from neighbourhoods affected by crime who provide a positive and relatable example to young people in Haringey who are most at risk.	Ongoing from March 2019
Community Befriending Pilot We will create a network of faith leaders and community members to befriend young people at 'teachable moments', upskilling them to provide mental health support and enabling them to access funding.	Ongoing from March 2019

Priority: Trust in Institutions	
Neighbourhood Policing The Council and the North Area Metropolitan Police will embed community engagement and multi-agency problem solving in neighbourhood policing, beginning with a professional development programme in Spring 2019, in order to foster good relationships between the police service and Haringey's communities.	April 2019
Safer Schools Officers The North Area Metropolitan Police will allocate four Police Officers to primary schools and a Safer Schools Officer to every secondary school in Haringey.	March 2019
School Engagement Community Safety partners will engage with school pupils through programmes designed to drive anti-violence messages and build trusting relationship between civic authorities and young people, delivered in partnership with specialist organisations	2019/20 – 2020/21

Outcome 2: Positive family environments, low levels of family stress, good parenting; and young people able to develop strong, healthy relationships with peers and trusted adults

Strong families and healthy peer relationships are the best defence against young people becoming involved in violence. We will work to reinforce the protection that positive family and peer relationships offer young people in Haringey.

Action	Timing
Priority: Early Help	
Early Help Delivery Plan	Autumn 2019
The Early Help Partnership will strengthen its offer through an Early Help Delivery Plan	
Team Around the School	Ongoing
We will widen our Team Around the School partnership to better support schools and pupils to deal with safety issues	
Priority: Support for Parents	
Community Support	April 2019 – July 2020
The Council will work with the VCS and schools to deliver support to parents of older children who may be at risk of becoming involved in serious youth violence, including peer support groups and drop-in support services for parents, located in secondary schools.	
Peer Support	2019/20
Haringey Youth Justice Partnership Board, in partnership with colleagues in Islington, will roll out peer mentoring support to parents of young people known to the youth justice service.	
HMP Pentonville Programme	Ongoing from March 2019
We will build the capacity of young incarcerated parents to be able to fulfil their roles as parents upon release. We will also work with the mothers of young people within HMP Pentonville with a view to reducing the risk of their children re-offending.	
Priority: Addressing Family Risk	
Support for Families Affected by Parental Alcohol Use	April 2019 to 2021
We will work with Adfam and Blenheim CDP to initiate new work to support 160 families affected by parental alcohol use, featuring community workshops, engagement, support for the whole family, and peer mentors.	
Domestic Violence Advocates	Ongoing from March 2019
North Middlesex Hospital will host two new Independent Domestic Violence Advocates, one of whom will work specifically with 13-25 year-olds, to provide timely direct support to victims of domestic violence and drive improvements in responses to domestic violence.	
Parental Conflict	2019/20
The Council will provide Reducing Parental Conflict training for professionals across the partnership to reduce the impact of parental conflict on children and young people.	
Family Homelessness	2020
The Council and Homes for Haringey will review the impact on children of becoming homeless and moving into temporary accommodation, with a view to developing practices to ensure families are engaged in Early Help at this stage.	

Priority: Youth Homelessness	
New 'Shared House' Style Units The new Young People's Supported Housing Pathway provides shared house style accommodation to help young people who become homeless to live independently, and will include specialist accommodation for young women for the first time.	Ongoing from March 2019
Housing First for Care Leavers The first of its kind in the UK, our Housing First pilot for Care Leavers will test out what can be achieved by focusing on making housing available to young people with the most challenging needs, with the appropriate wrap around support.	Ongoing from March 2019
Family Mediation A family mediation worker will work with families to prevent homelessness among young people, addressing the root causes of family difficulties that may lead a young person to become homeless.	Ongoing from March 2019
YMCA Development Hornsey YMCA will be renovated to provide secure, modern accommodation for young people who have experienced homelessness.	Ongoing from Summer 2020

Priority: Peer Relationships	
Vulnerability Education We will establish a network of the providers of education programmes around gangs, exploitation, and criminal activity to prevent duplication and foster good practice.	Autumn 2019
Social Media impact We will undertake research and engage with young people and specialists to better understand the impact of social media and its role in serious youth violence, with a view to developing guidance for frontline staff	2019/20
Preventing Violence Against Women and Girls The Council commissions Solace Women's Aid to deliver interventions in Haringey schools designed to prevent violence against women and girls, including 12-week programmes, assemblies, and training; and Yuva, a confidential support service for young people in abusive relationships.	Ongoing from March 2019
Restorative Practice We will work to roll out the recommendations of the Scrutiny Review of Restorative Justice, facilitating conflict resolution and healthy peer relationships	Autumn 2019

Outcome 3: Confident, happy and resilient young people who are able to cope with negative experiences, setbacks, and stress

A significant number of young people in Haringey are made vulnerable to involvement in serious youth violence due to poor mental wellbeing and associated behaviours such as substance use. Our ambition is for our young people to be mentally resilient and thereby free from harm.

Action	Timing
Priority: Developing and embedding a community based approach	
THRIVE Model Working across the whole system in Haringey, we will implement the THRIVE model involving the Council, the NHS, the voluntary and community sector, schools and other stakeholders to ensure the children, young people and families have access to the right support when they first need it.	Ongoing from March 2019
CAMHS Trailblazer Haringey Council, the NHS, and the voluntary sector will establish two mental health support teams that will provide targeted mental health and wellbeing support to pupils from years 6, 7, and 8 in Tottenham schools, spanning the transition from primary to secondary school.	April 2019 – October 2021
Exodus Programme Haringey Community Gold will feature a rolling programme for 12-21 year old high risk offenders and those excluded and at risk of exclusions. This will seek to address trauma caused by knife crime and gangs.	April 2019 – April 2022
Thinking Space Tavistock Portman NHS Trust will train outreach workers to work with young people who have experienced trauma, as part of the Haringey Community Gold Programme.	April 2019 – April 2022
College Mentoring The College of North East London (CONEL) will use funding from the Mayor of London's Young Londoners Fund to run the Mentoring Plus Project, which will identify at-risk 14-21 year-olds and maintain their engagement by providing weekly mentoring sessions with a psychotherapist to work on their social/personal/mental health issues.	April 2019 – April 2022
Trauma-Informed Training The Council will establish a training programme for professionals and volunteers who come into regular contact with young people, which will feature training on how to support the mental health of young people who have been affected by trauma.	2020/21
Project Future The Council will continue to support Project Future, a service that takes a trauma-informed approach to supporting the mental wellbeing of young people who have been involved in serious youth violence.	Ongoing from March 2019
Hope in Tottenham Counselling Hope in Tottenham will continue to provide 31 days of counselling every week within 28 Haringey schools, reaching more than 500 students per year.	Ongoing from March 2019

Outcome 4: Young people thriving in school, with positive aspirations for the future and access to employment and training opportunities to get there

Educational attainment and prospects for the future are significant bulwarks against involvement in serious youth violence. However, we know that there are persistent issues with some groups of pupils not achieving their potential. This strategy seeks to address the root causes of underachievement.

Action	Timing
Priority: Early Learning	
Healthy Child Programme The Council will continue the Healthy Child Programme and integrate the 2 year old check with Children's Centres and childcare settings, in order to increase early identification of speech and language difficulties, ASD, ADD and other SEND, specifically targeting BAME communities.	Ongoing
Speech and Language Therapy The Council will explore extending speech and language therapy into Key Stage 2, for children with ongoing difficulties, who fall below the threshold for an Education Health and Care Plan.	2019
Priority: Addressing under-attainment in Education	
Focused Action on Attainment of Black Pupils The BAME Attainment Steering Group, comprised of leaders from schools across Haringey, will be refocused with concerted action from teachers to drive up educational attainment among Black pupils; including roll out of the 'Vulnerability to Underachievement Toolkit'. Haringey Education Partnership will provide resources to enable schools to make progress on common issues, reflecting the different approaches required to address issues within specific communities. An annual meeting of school leaders, governors and representatives will support schools to move this agenda forward.	Ongoing from March 2019
Learning Materials Haringey Education Partnership will support schools to buy culturally appropriate reading materials and embed Black history in the primary and pre-GCSE curriculum, so that pupils are able to see themselves and their communities reflected in their education.	Ongoing from March 2019
Haringey Pirates Funded by the Mayor of London's Young Londoners Fund, Haringey Pirates will provide 350 children aged 9-13 in Tottenham with help to improve their reading and writing; along with increased confidence in their abilities to keep going when it gets tough in the classroom.	April 2019 – April 2022

Priority: Exclusions and Alternative Provision	
Alternative Provision We will review our alternative provision in order to ensure that options available to local schools meet the needs of our young people, particularly those with social/emotional and mental health needs, and reintegrate pupils into mainstream education as frequently as possible. Through this Review we will work with schools to address some of the root causes of behaviours leading to exclusions, including availability of culturally responsive reading material and curriculum content.	Ongoing from March 2019
Transition to Secondary We will host strategic discussions between primary and secondary school colleagues to strengthen the transition process and expand the reach of transitions groups held in Bruce Grove Youth Space. We will also support rollout of the Stepping Stones mentoring programme across additional schools in Haringey, making use of GLA resources and learning from the experience of Gladesmore School.	Summer 2019
Exclusions Review The Council will implement the recommendations of our review of Exclusions, working across the partnership with schools, the Octagon Pupil Referral Unit, parents, and pupils.	Ongoing from March 2019

Priority: Employment	
BAME Careers Service The ACCESS UK careers service will support marginalised and disadvantaged BAME young people through Haringey Community Gold and our wider regeneration activity.	April 2019 – April 2022
Council Workforce Haringey Council will offer at least 30 work experience placements to pupils at local secondary schools, ensuring access for disadvantaged young people, aiming to provide practical insight into the workplace.	Ongoing from March 2019
Apprenticeships The Council will increase the number and quality of apprenticeships the Council offers, increase uptake among Haringey employers, and expand access to opportunities for Haringey's young people.	Spring 2020
Developer Commitments We will secure commitments from developers in the borough to employ local people, offer apprenticeships, and engage with young people in schools, targeting those who are most disadvantaged.	Ongoing from March 2019

Outcome 5: Young people are protected from exploitation and from experience of serious youth violence

The overarching aim of this strategy is to prevent serious youth violence. The focus on the outcomes above is key to preventing youth violence in the long term, but we must in parallel take action to stop violence now. The actions below are integrated with the North Area Knife Crime Action Plan.

Action	Timing
Priority: Diversion from the criminal justice system	
Integrated early support for young people engaged in risky behaviours The Council will develop options with partners for new interventions to provide integrated, sustained support to address the issues behind offending behaviour.	Ongoing from March 2019
Exploring a New Approach The Police, Council and other partners will develop proposals to help young people stay out of the criminal justice system, making better use of non-punitive means of addressing risky behaviours, firstly through a conference in May 2019.	May 2019 onwards
Rapid Response Pilot Haringey Council will explore piloting place-based interventions with partners at specific times to more effectively deal with serious youth violence, beginning with outreach through Haringey Community Gold.	2020
Moments of Opportunity We will undertake analysis of key moments of opportunity and teachable moments, to identify areas where we can do more to engage young people and families.	Summer 2019
Priority: Keeping Deadly Weapons off Our Streets	
Knife Bins The Police and Council will identify the most effective locations for knife bins through analysis of crime patterns and install where appropriate.	2019/20
Weapons Sweeps Partners and community members will undertake weapon sweeps in areas affected by knife crime, building on the success of previous sweeps in North Tottenham.	2019/20
Responsible Retailers We will carry out targeted knife and corrosive substances test purchase operations and prosecute or review licences of businesses that sell knives and corrosive substances unlawfully. In parallel, we will work with retailers to target retail premises to prevent shoplifting.	Ongoing from March 2019

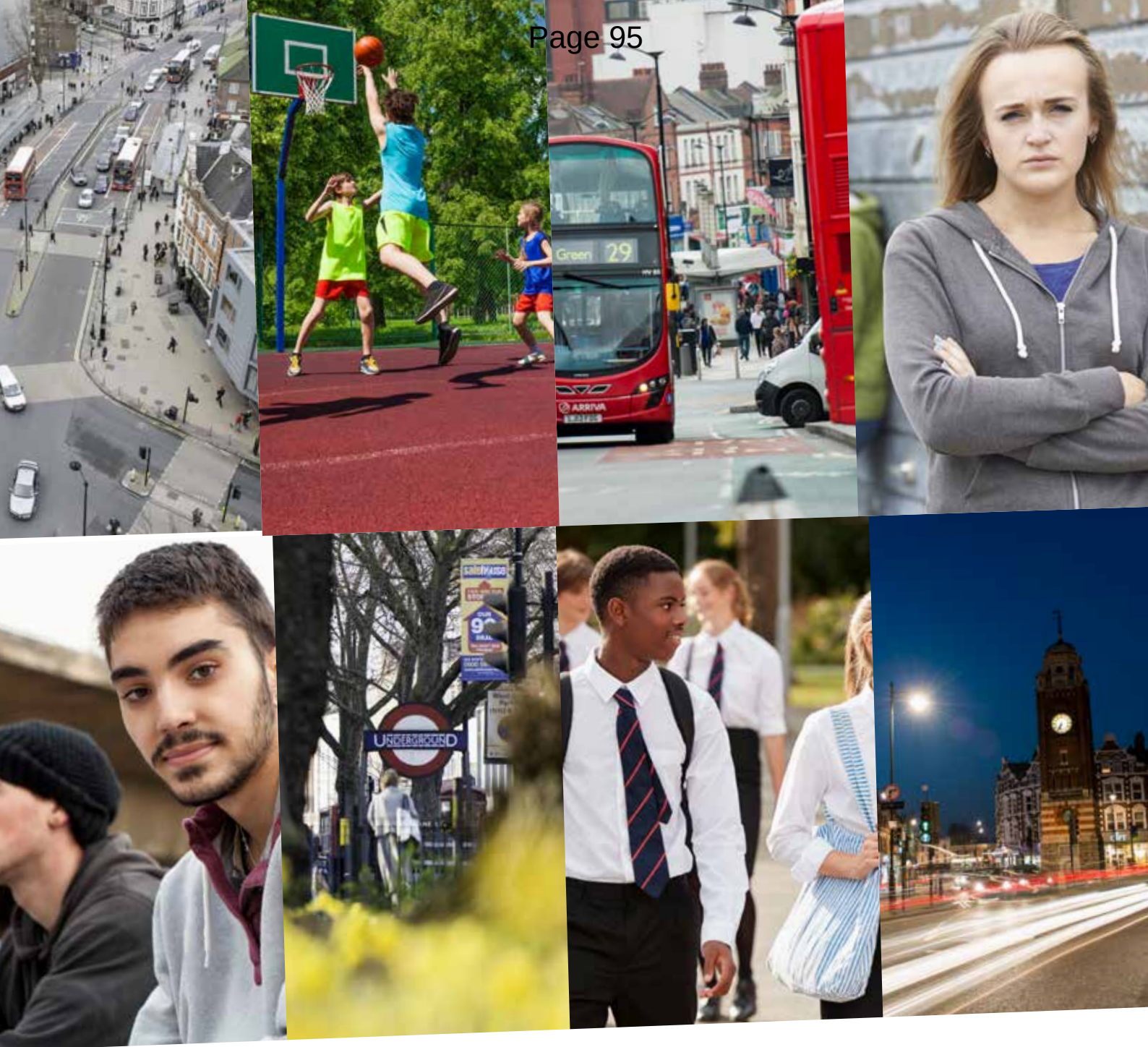
Priority: Protecting and Educating Young People	
Awareness raising in education Partners will deliver universal awareness programmes on topics including knife crime and exploitation, across all education establishments, mapped to avoid duplication.	Ongoing
Safer Schools Officers The North Area Metropolitan Police will allocate four Police Officers to primary schools and a Safer Schools Officer to every secondary school in Haringey.	2019/20
School Transition Transition workshops delivered by Haringey Youth Team will include Knife Crime Awareness and Personal Safety, targeting vulnerable Year 6 pupils and supporting successful transfer to secondary school.	Annual from Summer 2019

Priority: Targeting Lawbreakers	
Shared Intelligence and Data The Council and the North Area Metropolitan Police will share intelligence and data to generate a consistent picture of criminal activity in the borough that drives strategy and operational delivery to target lawbreakers.	Ongoing from March 2019
Enforcement The Council will use all enforcement assets to target the locations most affected by youth crime and organised criminality as well as individuals who are known to be involved in criminal activity.	Ongoing
Integrated Offender Management Through our Integrated Offender Management service, we will implement clear offender management processes to minimise opportunities for offenders to re-offend.	Ongoing

Priority: Offering Ways Out of Crime	
MOPAC-Commissioned Services We will deliver services in partnership with MOPAC and neighbouring London boroughs to reduce vulnerability, protect victims, and prevent reoffending, including: Rescue and Response , to support young people affected by County Lines. Advance Minerva , wraparound support for female offenders aged from 15 years old From the Inside Out , restorative and holistic resettlement for young people in custody Drug Intervention Programme , rapid access into services for adult drug users in custody.	April 2019 – April 2021
Work Works Within the Haringey Community Gold Programme we will work in partnership to deliver targeted employment and training support to 300 offenders and re-offenders.	April 2019 – April 2022

Priority: Standing with Communities, Neighbourhoods, and Families against Crime	
Mediation We will intervene at moments of crisis and opportunity to prevent violent incidents through a pilot of a street-based rapid response violence mediation service, beginning in neighbourhoods most affected by criminal activity.	2019/20
Locality Partnerships We will participate in operations with the North Area Metropolitan Police and local communities to tackle crime in known hotspots, building on the success of Operation Marlin in Northumberland Park.	2019/20
Place-Based Solutions Homes For Haringey and the Council will encourage communities to support targeted knife sweeps and to utilise anonymous reporting schemes for ASB and criminality.	Ongoing

Priority: Supporting Victims of Violent Crime	
Exploitation and Contextual Safeguarding The Haringey Exploitation Panel is a multi-agency partnership panel that ensures appropriate support for victims of exploitation including CSE and County Lines. We will expand the panel's scope to become a Contextual Safeguarding Panel with a remit across North London, working with colleagues from neighbouring London boroughs.	2019/20 -2020/21
Young Black Women Evidence Base The partnership will develop a more robust shared evidence base on the issues that jeopardise young Black women's safety, particularly gang affiliation and exploitation, with a view to developing and implementing a stronger partnership response.	By 2020
Monitoring Haringey Council and the North Area Metropolitan Police will explore developing a monitoring system to enable better, joined-up long-term support for victims of exploitation.	2020
MASH Multi-Agency Safeguarding Hubs will ensure all young victims of knife crime have referral to victim support services and/or CAMHS.	Ongoing
Victim Support Partners in Haringey will draw on the London Crime Prevention Fund to provide direct support to victims of ASB, carrying out Vulnerability Risk Assessments to monitor and reduce victims' risk and co-developing support plans to enable their needs to be met.	April 2019 – April 2021



Serious Youth Violence Evidence Base

Serious Youth Violence Evidence Base

This evidence base presents the known risk factors for involvement in serious youth violence, the prevalence of those risk factors in Haringey, and their impacts on Haringey's young people.

Serious Youth Violence Profile

Our data and intelligence shows that, in Haringey:

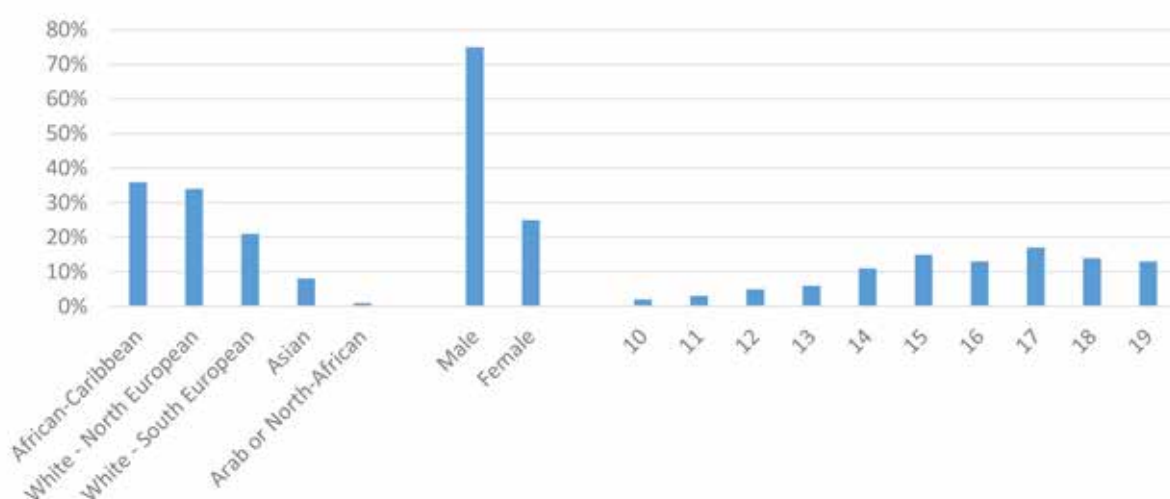
- ➔ A disproportionately high number of victims are Black African and Black Caribbean, at 36% of all victims compared to 25% of the 10-19 year-old population. White North European young people constitute 34% of victims, White Southern European young people 21%, and Asian young

people 8%. The largest proportion of victims of knife crime are Black.

- ➔ Three quarters of victims are male and a quarter female. Young people have told us that under-reporting may be more common in instances where young women are victims.
- ➔ Three quarters of victims are aged between 15 and 19, with the largest proportion of victims being aged 17.

From this data we can see that young Black men aged 15-17 are more likely than their peers to be victims of SYV. However, this is not an issue that affects this group exclusively. In particular, we have reason to believe that victimisation of girls is an emerging issue.

Victims of Serious Youth Violence



It is possible to draw similar conclusions in terms of perpetrators:

- ➔ Across London almost 62% of violent offenders were from BAME backgrounds¹. In Haringey, young Black people are significantly disproportionately overrepresented in the youth justice cohort, compared to the borough-wide demographic, with the greatest number coming from Northumberland Park, Tottenham Hale and White Hart Lane wards.
- ➔ Perpetrators of knife crime across London are predominantly described as from a BAME background. This pattern is replicated in Haringey, with Young Black men overrepresented relative to the population as a whole.
- ➔ Across London almost 90% of violent offenders are male and 85% of the local youth justice cohort are male.
- ➔ There is a disproportionately high number of looked after children and young people with SEND in the local youth justice cohort.

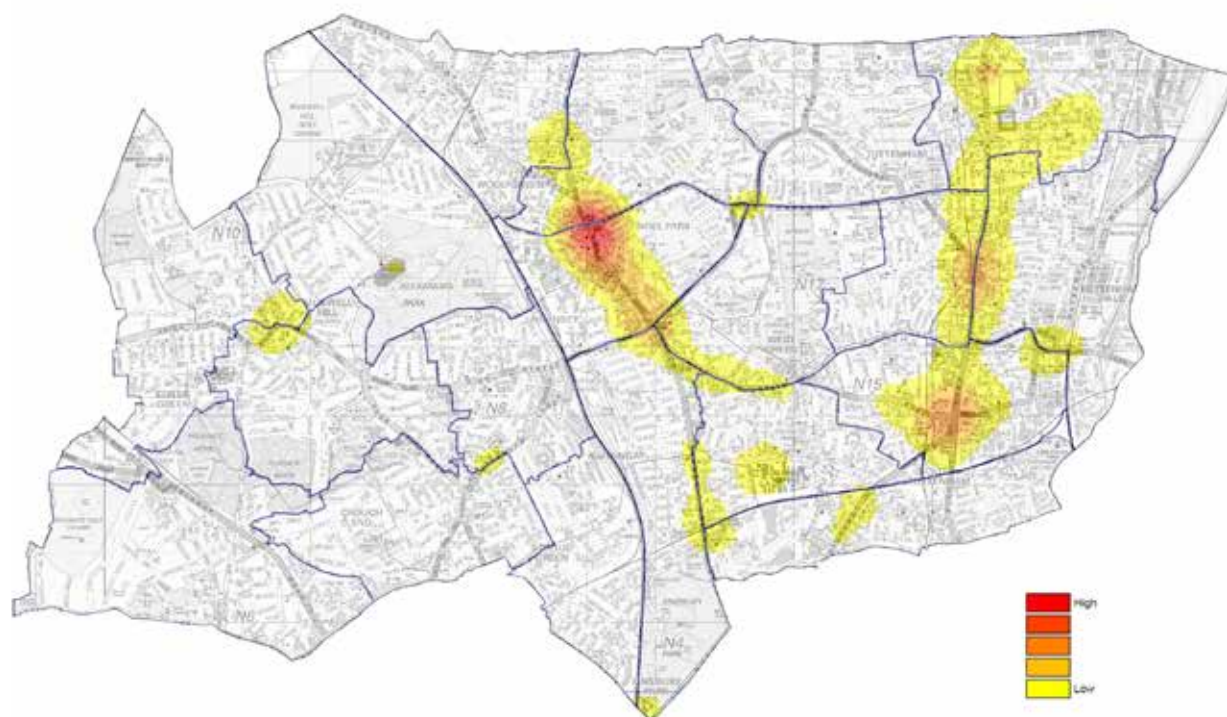
From this we can infer that Young Black men in their late teenage years from the East of the borough are

more likely than their peers to be both victims and perpetrators of SYV, but do not exclusively make up either category.

Analysis of Metropolitan Police Service (MPS) data indicates that:

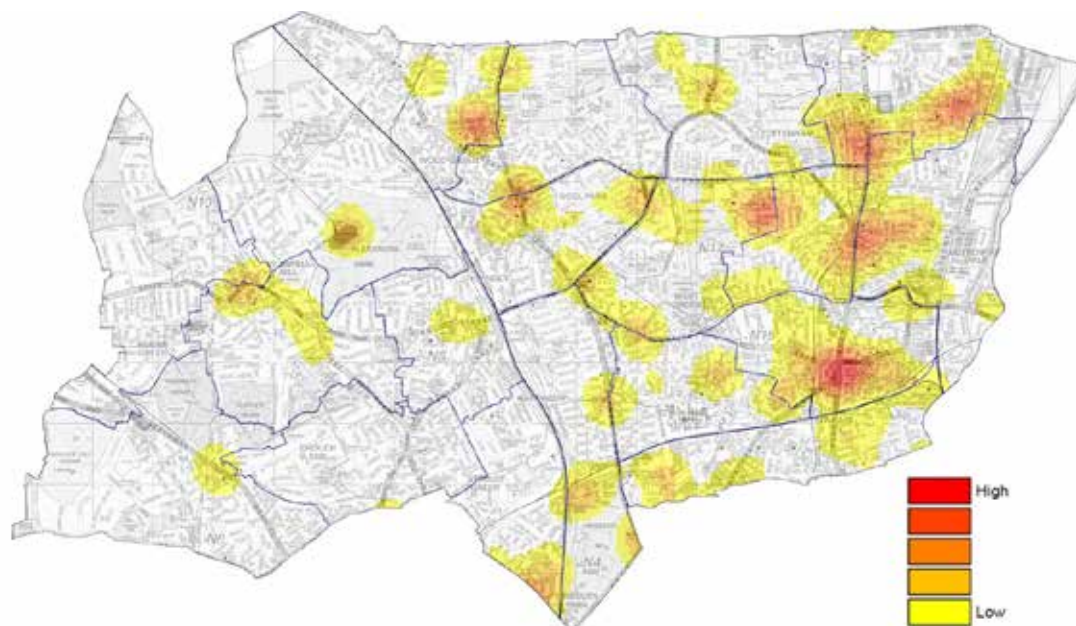
- ➔ A higher volume of incidents tend to occur in areas of high footfall, such as high streets, transport hubs, and housing estates.
- ➔ Key locations include Wood Green High Road, Bruce Grove, and Tottenham Hale, with high volumes of incidents also occurring across Northumberland Park, Tottenham Green, and White Hart Lane wards. Knife-related offences are most often clustered around retail areas in Wood Green and along Tottenham High Road, with lower volumes occurring in retail areas in Crouch End and Muswell Hill. Gun crime offences most often occur in Wood Green and North Tottenham. However, hotspots have shifted over time following targeted partnership work with the police and communities.
- ➔ Violent offences where 10-19 year olds are victims are concentrated between 3pm and 6pm, the time period immediately after school.

Non-Domestic Violence with Injury



¹ Mayor of London (2017) 'Knife Crime Strategy' (Accessed at https://www.london.gov.uk/sites/default/files/mopac_knife_crime_strategy_june_2017.pdf)

Knife injury victims under 25 and lethal barrelled firearm discharges hotspots



Research conducted into weapon carrying has pointed to self-defence and protection as the key motivating factor. Young people who carry weapons frequently believe protecting themselves from others carrying weapons outweighs the risk of being caught by police. Research conducted by the Godwin Lawson Foundation in Haringey² and our conversations with secondary school pupils across Haringey found that knife-carrying is driven primarily by concerns for personal safety and fear of being a victim, and to a lesser degree a desire for status or peer pressure. This engagement also highlighted that knives have become normalised for some young people in Haringey, through association with knife carriers and exposure to knife-related incidents on social media.

Weapon possession, and particularly knife possession, is a serious and prevalent issue for many young people in Haringey. Our most reliable estimate of how many young people carry weapons comes from the 2017 Health Related Behaviour Survey, which found that 12% of pupils in Year 8 to 10 carry weapons when going out or have friends who do so³. However, the Godwin Lawson Foundation report highlights that this is likely to be an underestimate. There is also a specific issue around girls carrying weapons on boys' behalf, driven by coercion, exploitation, and a mistaken perception that girls are not stopped and searched by police.

Gang members are becoming progressively younger, with some now becoming involved between the ages of 10 to 13. Most young people in Haringey are aware of

gang activity, especially 'postcode wars'. This awareness can reduce the extent to which they feel safe travelling around the borough, deter them from opportunities outside of their local area, and raise their risk of potential exposure to violence on social media. A report commissioned by Waltham Forest Council on gang activity, 'From Postcodes to Profits', found that gangs are primarily driven by opportunities to make money from the drug trade. Similarly, the Mayor of London's Knife Crime Strategy notes that gang violence is often linked to drug markets.

Exploitation

SYV in Haringey is largely driven by criminal exploitation of young people within a system of criminal activity that is controlled by adults for financial gain. This exploitation takes a number of forms, including county lines, child criminal exploitation (CCE), and child sexual exploitation (CSE). The most common form of exploitation in cases known to the multi-agency Haringey Exploitation Panel, which delivers an operational response to risk posed to children and young people by various forms of exploitation, is CSE, followed by CCE, and gang affiliation.

Local police data tells us that young people from BAME communities are over-represented among victims of CSE as the largest group of CSE victims (42%), followed by White European (32%). The peak age for CSE is 15-16 years old.

² Godwin Lawson Foundation (2018) 'Youth at Risk' (Accessed at www.godwinlawsonfoundation.org/wp-content/uploads/2018/06/glf-summary-of-findings-5b-1-JA95-IK100518-11-May-1.pdf)

³ Haringey Council (2017) 'Health Related Behaviour Survey 2017' (Accessed at www.haringey.gov.uk/sites/haringeygovuk/files/haringey_sheu_results.pdf)

County lines means groups or gangs using young people or vulnerable adults to carry and sell drugs across borough or county boundaries⁴. County lines operations impose high levels of violence and physical, mental and sexual harm. Several dozen children and young people who have been exploited in county lines operations are known to the Haringey Exploitation Panel and young people from Haringey are known to have been trafficked as far away as Aberdeen.

Criminal operations that profit from the exploitation of young people in Haringey are dynamic and adapt to enforcement activity, giving the impression that they are becoming more sophisticated. We have heard from young people, teachers, and members of the community that patterns of exploitation have changed in recent years as younger children and children from less deprived areas have been targeted by organised criminals for recruitment into their illegal activities. The majority of young people we consulted in the development of this strategy, from all parts of the borough, were aware of grooming and knew of peers who had been criminally exploited in some way.

Risk Factors

Risk factors are aspects of a person, group, or environment that make serious youth violence more likely to occur. The more risk factors that accumulate in an individual or in a particular setting, the higher the likelihood that the individual will become involved in youth violence as a victim or a perpetrator, or that violence occurs in a certain setting. Accumulation of a higher number of risk factors and an absence of protective factors (which make violence less likely to occur) increases individuals' levels of vulnerability. The vulnerability of young people is the key factor that increases the likelihood that they may become involved in behaviours and activities that put them at risk. However, there is no simple causal relationship between any risk factor and SYV.

Risk factors are not evenly distributed across society. The lower an individual's socio-economic status, the more likely it is for them to experience risk factors and for those risks to have a greater impact⁵. They are also less likely to experience protective factors and for the protective factors they do experience to have less of an impact.

Local data and intelligence, brought together in our Needs Assessment, suggests that the most critical risk factors for young people in Haringey becoming involved in SYV are:

- ➔ Adverse childhood experiences (ACEs), including abuse, neglect, and household dysfunction
- ➔ Being a victim of any kind of violence
- ➔ Exploitation by adults, whether through County Lines, involvement in the drug trade, gang affiliation, or sexual exploitation
- ➔ Mental health conditions, and specifically PTSD and emotional disorders
- ➔ Underachievement at school
- ➔ School exclusion
- ➔ Lack of confidence in authorities
- ➔ Poverty

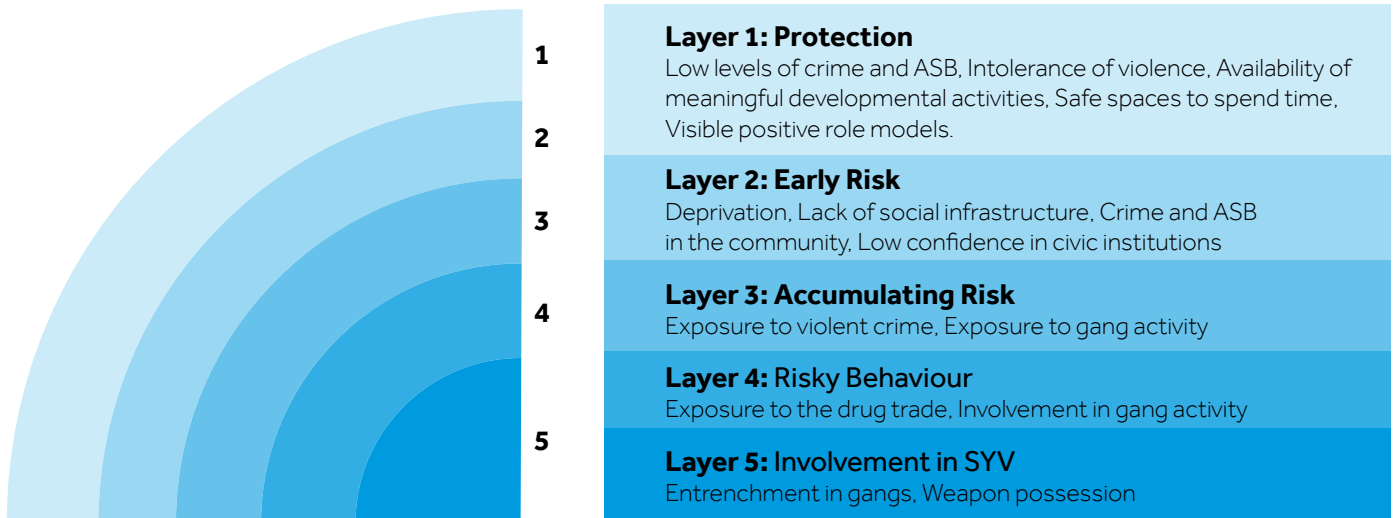
Young people who become involved in SYV are more likely to be, males from relatively deprived backgrounds, Black communities, in Wood Green and Tottenham. This is not to ignore pockets of deprivation, vulnerability, and risk elsewhere. For example, we know that Kurdish boys, girls, and young people in parts of Hornsey are at risk of similar vulnerabilities. However, it is crucial that we are clear on where risk and vulnerability are most concentrated.

A comprehensive overview of the risk factors for involvement in serious youth violence, and the groups of Haringey young people most vulnerable to experiencing those risk factors is set out below.

⁴ Safer London: 'County Lines: What do I need to know?' (Accessed at <https://saferlondon.org.uk/2016/09/county-lines-i-need-know/>)

⁵ NHS Scotland: 'Children overview' (Accessed at <http://www.healthscotland.scot/population-groups/children/children-overview>)

Risk Factors: Community



Exposure to violence and gang activity in the community

The public health approach to serious violence, associates exposure to violence in the community with increased likelihood of committing violent offences later in life. Mechanisms for this association include normalisation of violent behaviour, desensitisation to the consequences of violence, and development of maladaptive coping mechanisms for threatening situations.

Research indicates that exposure to community violence can lead to emotional, social and cognitive problems⁶. Young people might have difficulty regulating emotions, paying attention or concentrating at school⁷. Living in an unsafe community can have a corrosive effect on child development.

The Childhood Trust⁸ have found that 54% of young people have witnessed violence during the summer holidays and 65% are frightened of being attacked and/or exploited by gangs during the holidays. This demonstrates the extent to which violence can be a pervasive experience in many young people's communities. Exposure to drug use and dealing is also a daily or regular experience for 19% of young Londoners in the areas where they live⁹. Although this is not inherently violent, the drug trade is associated with serious violence.

We know from conversations with secondary school pupils in Haringey that witnessing violence in their local area has significant negative effects. In the words of one pupil "there's not much safety. If I'm around my area I've got to be cautious. I've seen it. I've heard of things that have happened. It worries me. I don't want to be in that situation." We have heard that witnessing violence causes young people to adjust their behaviour in public to keep safe, for example by avoiding large groups, refusing to go up to the top deck of buses, and only going out with company.

Our analysis of violent offending and gang activity in Haringey suggests that young people living in certain neighbourhoods are more likely than their peers to be exposed to violence in the community. In particular, young people living in North Tottenham, Wood Green, and large social housing estates such as Broadwater Farm and the Lightfoot Estate are more exposed to community violence. Demographically, these young people are more likely to be from deprived backgrounds and BAME communities.

6 Margolin and Gordis (2000) 'The Effects of Family and Community Violence on Children', Annual Review of Psychiatry, (51), pp.445-479 (Accessed at <https://doi.org/10.1146/annurev.psych.51.1.445>)

7 Mazza, J. J., & Overstreet, S. (2000). Children and adolescents exposed to community violence: A mental health perspective for school psychologists. School Psychology Review, 29(1), 86-101.

8 Childhood Trust (2018) 'A Summer Holiday from Hell'

9 MOPAC (2015) Youth Matter! Listening to the voice of young London

Lack of confidence in authorities

A lack of confidence in authorities – public institutions such as the Council, the police, the health service, and schools, among young people and the wider community can jeopardise young people's safety. Reluctance to report incidents to police or to act as a witness can perpetuate cycles of violence in the community. Low trust levels in the community can lead to reluctance to access Council services that could help increase family resilience, such as drug treatment or employment support. Moreover, children may be less likely to achieve in their education if they or their families do not trust and engage with schools and teachers, putting them at risk of low attainment. At a broad level, studies¹⁰ have shown that when the public's trust in government and its elected officials goes down, violence goes up.

Research¹¹ into weapon-carrying suggests that young people who had little or no trust in the police were more than twice as likely to carry a weapon and that young people who live in high-crime neighbourhoods or who are already involved in crime may not see the police as being able or willing to protect them from harm.

This research is validated locally by the Godwin Lawson Foundation report and the Council's conversations with secondary school pupils, in which some young people said that they would view reporting an incident to the police as representing a risk to their own safety and their standing among their peers. Some young people we spoke to in schools and youth clubs 'shared views that young people don't talk' to the police to report suspicions or eye-witness accounts because of the risk of reprisals, a lack of confidence that police would keep them safe, and a disinclination to get personally involved in an incident that is not their "business". One young woman noted that if she saw a stabbing she would "walk away".

Young people have told us that interactions with police can be both positive and negative, with corresponding impacts on levels of trust. For instance, interactions with Safer Schools Officers were felt, by many young people, to be very positive and highly valued. On the other hand, experience of stop and search can be frightening,

confusing, and feel like harassment or discrimination. Some young people felt that Police lacked a sufficient understanding of young people's culture and this is partly driven by differences in ethnicities between the Police and the communities they're policing. This can cause differences of opinion about legitimacy of certain kinds of music or fashion.

Data for September 2018 from MOPAC's Public Voice Dashboard¹² indicates a low level of trust in the police among the wider community. In this data, 49% of Haringey residents believe that the police do a good job in the local area, compared to the London-wide average of 64%.

However, targeted partnership operations undertaken with the community have achieved positive results, such as with Operation Marlin in Northumberland Park¹³, and Haringey ranks high among London boroughs on measures relating to community engagement.

Haringey Council's 2018 Residents Survey found that 15% of residents say they feel unsafe when outside in their local area after dark. Residents of North Tottenham (49%) and West Green & Bruce Grove (24%) are most likely to say they feel unsafe after dark. This indicates a particular vulnerability in these neighbourhoods.

Poverty

The Interim Report of the Commission on Youth Violence¹⁴ recognises poverty as a root cause of youth violence. It is important to note that there isn't necessarily a direct causal relationship between crime and poverty. Rather, intervening conditions, experiences and events may cement this relationship in some circumstances while not in others. We can nevertheless state that poverty generates conditions that make crime more likely than would otherwise be the case.

The Edinburgh Study of Youth Transitions and Crime¹⁵ found that "poverty [has] a significant and direct effect on young people's likelihood to engage in violence at 15, even after controlling for a range of other factors", positive and negative, including poor family functioning, drug use, impulsiveness, and strong relationships with

10 Densley and Storrod (2018) 'Youth violence: rise could be linked to British people's growing distrust of authority' (Accessed at <https://theconversation.com/youth-violence-rise-could-be-linked-to-british-peoples-growing-distrust-of-authority-107483>)

11 Brennan (2018) 'Knife crime: important new findings could help us understand why people carry weapons' (Accessed at <https://theconversation.com/knife-crime-important-new-findings-could-help-us-understand-why-people-carry-weapons-101755>)

12 MOPAC (2018) 'Public Voice Dashboard' (Accessed at <https://www.london.gov.uk/what-we-do/mayors-office-policing-and-crime-mopac/data-and-statistics/public-voice-dashboard>)

13 <https://www.haringey.gov.uk/news/residents-benefit-crime-reduction-northumberland-park>

14 The Youth Violence Commission (2018) 'Interim Report' (Accessed at <http://yvcommission.com/wp-content/uploads/2018/07/Interim-Report-FINAL-version-2.pdf>)

15 Edinburgh Study of Youth Transitions and Crime (Accessed at <http://www.esytc.ed.ac.uk/>)

parents. Further research¹⁶ indicates that young people who live in areas with high levels of deprivation and crime, or who have few educational or employment opportunities may be less likely to see potential for their future and may be more vulnerable to claims that crime is an option for achieving status and resources.

This research appears to be applicable at a local level. An analysis undertaken by the GLA Intelligence Unit shows a strong significant statistical association between local rates of SYV and the proportion of young people living in poverty. The same analysis shows a similar association between local rates of SYV and the index of multiple deprivation.

The participants at Haringey Safer Neighbourhoods Board's Youth Safety Summit in March 2018 identified poverty as a root cause of involvement in gangs and serious violence. One young person mentioned that she thought that poverty was a big issue because some young people were robbing or drug dealing to make money for themselves and their families. It was noted that some young people see crime as a way out of the inadequate material conditions and seemingly dangerous areas they live in. This view was corroborated by secondary school pupils in Haringey, who stated

repeatedly in several separate focus groups that a significant driver of violent crime is the potential to make money, whether through robberies or the drug trade, and that this driver is stronger for young people who have grown up in poverty.

Haringey is ranked 30th out of the 326 local authorities in England for deprivation, and is the 6th most deprived in London. Approximately 10,800 Haringey children live in low income families. The most deprived neighbourhood areas are more heavily concentrated in the East of the borough, where more than half fall into the 20% most deprived in the country. Income deprivation affecting young people is higher in the East of the borough than in the west, with Northumberland Park, White Hart Lane, and Tottenham Hale having the highest levels. Despite East Haringey having the highest levels of income deprivation affecting young people, there are pockets of high deprivation in Hornsey and Seven Sisters, as well as in the central wards of Noel Park, Bounds Green, West Green and Woodside.

We can state with some degree of confidence that young people who grow up in poverty, most likely to be those in the East of the borough, are particularly vulnerable to involvement in SYV.

Risk Factors: Families and Relationships



Layer 1: Protection

Connectedness to family or trusted adults, Ability to discuss problems with parents, High parental expectations for school performance, Shared activities with family, Consistent presence of parent(s), Frequent social activity, Family use of constructive strategies for coping with problems, Strong relationships with peers

Layer 2: Early Risk

Unstable home environments, Victim of bullying, Family risk factors

Layer 3: Accumulating Risk

Adverse Childhood Experiences

Layer 4: Risky Behaviour

Exposure to the drug trade, Relationship breakdown, Missing and/or homelessness, Gang affiliation

Layer 5: Involvement in SYV

Isolation from family, Homelessness, Exploitative relationships

Adverse childhood experiences

Negative, stressful, traumatizing events that occur before age 18 are referred to as adverse childhood

experiences (ACEs). ACEs are divided into 10 categories that fall into the categories of abuse (physical, emotional, and sexual), neglect (physical and emotional), and household dysfunction (parental mental illness, domestic violence, parental separation, parental incarceration, and

¹⁶ Dijkstra et al. (2012) 'Testing three explanations of the emergence of weapon carrying in peer context: The roles of aggression, victimization, and the social network', *Journal of Adolescent Health*, 50 (4), 371-376

parental substance use)¹⁷. These experiences create toxic stress. Children with ongoing, unmitigated toxic stress develop patterns of adaptive and physiological disruptions that compromise health over the lifespan.

Studies suggest that almost half of all adults have suffered at least one ACE, with 9% of adults having suffered four or more ACEs¹⁸. Those experiencing more ACEs are more likely to be involved in violence and other anti-social behaviour and perform more poorly in schools. Compared to people with no ACEs, those with four or more are 14 times more likely to have been a victim of violence, 15 times more likely to have committed violence against another person, and 20 times more likely to have been incarcerated¹⁹.

Each individual category of ACEs will be considered separately in this chapter. The strategy takes a partnership approach to tackling youth violence, of which collective action to reducing ACEs is a core component.

Parental neglect

The Interim Report of the Commission on Youth Violence²⁰ recognises deficient parental support as a root cause of youth violence, noting that children who are neglected are more likely to develop behavioural problems and experience emotional disorders. The association is borne out by Haringey Council's audit of the most prolific young offenders, 45% of whom had experienced deficient parental support within their first year. Research into the impact of ACEs indicates that neglect can lead to maladaptive coping mechanisms for stress and can negatively affect individuals' abilities to form healthy relationships.

The last five years has seen an increasing trend in recorded offences of cruelty and neglect of children under 16 by a parent or carer in England, Wales and Northern Ireland. By the time they reach 18, 10% of young people will have experienced parental neglect²¹. Locally, rates of Children in Need, Looked after Children, and children becoming subject to Child Protection Plans are slightly above the England and London averages.

The large majority of current Children in Need and Child

Protection Plans citing neglect as the primary need are found in the East of the borough. The concentration of neglect is highest in Northumberland Park, Tottenham Green and Tottenham Hale wards.

Domestic violence

Exposure to domestic violence can make a young person more vulnerable to SYV by establishing norms relating to the use of violence in personal relationships, by predisposing young people to violent behaviours, and by reducing the extent to which the home is a safe place that can offer protection from external risks such as exploitation by other adults. The effects of exposure to domestic violence are clear in the cohort of young people in need of Council services. Among the youth justice cohort as a whole, 14% have been exposed to domestic violence, but our audit of the 20 most prolific young offenders found that by the age of seven 30% had witnessed domestic violence.

We know that domestic violence is vastly under-reported. Estimates based on those interviewed in the Crime Survey for England and Wales during the year ending March 2015 showed that around 4 in 5 victims (79%) of partner abuse did not report the abuse to the police²². Taking this into account, MPS data indicates that the incidence and rate of domestic abuse with injury is higher in Haringey than the London average. In 2017/18 Haringey had the second highest rate of all London boroughs (46.9 per 10,000 residents), and the fourth largest number of incidents (1,018). Hotspot locations are around residential locations, such as Turnpike Lane, Wood Green and Bruce Grove. Over two-thirds of all reported domestic violence occurs in the East of the borough. Haringey's Violence Against Women and Girls Strategy (2016)²³ sets out a comprehensive overview of domestic violence in the borough and the action that the Council and partners will take to prevent it.

17 Scottish Government (2018) 'Adverse Childhood Experiences' (Accessed at www.gov.scot/publications/adverse-childhood-experiences/)

18 Public Health Institute, Liverpool John Moores University (2018) 'Adverse Childhood Experiences' (Accessed at www.cph.org.uk/wp-content/uploads/2014/05/ACE-infographics-BMC-Medicine-FINAL-3.pdf)

19 Scottish Government (2018) 'Adverse Childhood Experiences' (Accessed at www.gov.scot/publications/adverse-childhood-experiences/)

20 The Youth Violence Commission (2018) 'Interim Report' (Accessed at <http://yvcommission.com/wp-content/uploads/2018/07/Interim-Report-FINAL-version-2.pdf>)

21 NSPCC (2017) 'How safe are our children?'

22 Mayor of London (2017) 'Knife Crime Strategy' (Accessed at www.london.gov.uk/sites/default/files/mopac_knife_crime_strategy_june_2017.pdf)

23 Haringey Council (2016) 'VAWG Strategy' (Accessed at www.haringey.gov.uk/sites/haringeygovuk/files/vawg_strategy.pdf)

Parental mental health problems

Living in a household where parents or carers have mental health problems doesn't mean a child will experience abuse or negative consequences. Most parents are able to give their children safe and loving care. However, there is a risk that parental mental health problems can have a negative impact on children. In particular, some children and young people whose parents have mental health problems may be at heightened risk of developing mental health difficulties themselves, may become victims of bullying, may be at heightened risk of developing behavioural problems such as physical aggression, or may develop maladaptive coping mechanisms.

17.6% of Haringey's adult population are estimated to experience a common mental health disorder, which is higher than London (16.4%) and England (15.6%). 4,000 people have been diagnosed with severe mental illness in Haringey (1.3%), significantly higher than the London average of 1.1%. Benefit claimants citing mental health problems tend to live in Central and Eastern wards in Haringey. This data indicates that children in these wards may be more vulnerable to the negative effects of living with a parent with a mental health condition.

Parental substance use

The Youth Violence Commission's Interim Report²⁴ recognises parental substance use as a risk factor for children's involvement in SYV. This is considered valid in Haringey as our youth justice service's audit found that 30% of prolific young offenders' parents had been involved in substance misuse.

Levels of illicit substance use have been consistently higher in London than the England average since at least 1996. Levels follow a social gradient, with substance use more prevalent in deprived areas than affluent areas²⁵. Haringey ranks in the mid-range for adult substance use among London boroughs, but this ranking may mask higher rates in areas with more deprivation²⁶.

Alternative datasets can help provide a more local picture of adult substance use. Haringey residents who seek treatment are most likely to come from areas around Seven Sisters, Bruce Grove and Northumberland

Park. Haringey's drug treatment population aligns closely with the borough population in terms of ethnicity, but men make up three-quarters of adults in treatment. The primary drug offence hotspots in Haringey are located along Wood Green High Road, around Seven Sisters train station, and within Northumberland Park ward. Among suspects for these offences over half were Black, 77% were 20 or older, and 96% were male.

From the data, the Youth Violence Commission's research, and our Youth Justice Service, we can conclude that parental substance use is a significant risk factor for children's involvement in youth violence and is likely to disproportionately affect children living in Wood Green and Tottenham from Black African and Black-Caribbean families.

Unstable home environment

We have heard from partner organisations, professionals, and young people themselves that the home environment is fundamental when considering a young person's vulnerability. We know that if that environment is characterised by financial or housing instability, young people are more likely to become vulnerable to involvement in violence. Such instability may cause them to spend more time outside of the home in locations where they are more at risk, or to seek sources of illicit income.

Housing data can indicate which families are more likely to be living in unstable home environments. Across London those of Asian (14%), Black (11%) or Other (12%) ethnicity are more than five times more likely than those of White British ethnicity (2%) to be living in households with more than one person per room. Moreover, in Haringey, 40% of households accepted as statutory homeless are Black, more than double the representation of this ethnic group in the borough.

While most single parents successfully raise their children in safe, healthy environments, many young people who become involved in SYV come from these households. Our audit of the most prolific young offenders found that 90% had experienced the loss of a parent through bereavement or separation by the age of 5.

Approximately 10,300 households in Haringey are lone parent households with dependent children, representing 11% of all households, with a 40/60 split between the

²⁴ The Youth Violence Commission (2018) 'Interim Report' (Accessed at <http://yvcommission.com/wp-content/uploads/2018/07/Interim-Report-FINAL-version-2.pdf>)

²⁵ Public Health England (2017) 'An evidence review of the outcomes that can be expected of drug misuse treatment in England' (Accessed at https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/586111/PHE_Evidence_review_of_drug_treatment_outcomes.pdf)

²⁶ NHS Digital (2018) 'Statistics on drugs misuse' (Accessed at <https://files.digital.nhs.uk/publication/c/k/drug-misu-eng-2018-rep.pdf>)

parliamentary constituencies of Hornsey and Wood Green in the West and Tottenham in the East. 24% of all households with dependent children in Hornsey & Wood Green constituency are lone parent households, compared to 36% in Tottenham. More than 40% of households with dependent children in White Hart Lane, Northumberland Park, and Tottenham Hale wards are single parent families, indicating that young people in these neighbourhoods may be more vulnerable.

Bullying

A key aspect of the public health approach to violence is understanding it as a communicable disease that relies on exposure and transmission to spread. Accordingly, being a victim or perpetrator of physical, verbal, or indirect bullying can be a precursor to violent behaviour. Moreover, bullying can induce risk factors such as low academic performance and mental and physical health problems.

NSPCC analysis of the prevalence of bullying has found that almost 60% of young people aged 11 to 17 will have been victimised by a peer at some point in their life. Bullying is the top concern reported by children aged 11 and under and the most common reason for children aged 11 and under to contact Childline²⁷.

The Haringey Health Related Behaviour Survey (2017) found that bullying is a serious problem for a minority of pupils in Haringey. A quarter of primary pupils and 13% of secondary school pupils reported having been bullied in the last year. 48% of pupils in primary school think their school deals with bullying well, while 20% said that they didn't. The equivalent figures are 36% and 17% for secondary pupils. We are not able to interrogate this data by gender or ethnicity, but national research indicates particular vulnerabilities for boys in terms of physical bullying, for girls in other forms, and for pupils from more deprived backgrounds or with some form of unstable home environment²⁸.

Friends that engage in risky behaviour

We know that peer groups exert a strong influence over the behaviours and attitudes of young people. Focus groups and individual conversations with young people in secondary schools and youth services have highlighted the importance to young people of fitting in with their peer group, which can mean engaging in similar behaviour and adopting similar attitudes to their peers. Unfortunately, this can drive young people to adopt risky behaviours such as substance use, weapon possession, and violent crime.

The Godwin Lawson Foundation report found that peer pressure is a significant factor that can encourage some young people to carry weapons. In the words of one young person, "People want to be safe, fit in – the knife becomes like a uniform." This view has been corroborated by subsequent engagement with young people in secondary schools, some of whom stated that weapon-carrying and substance use is in part driven by a desire to emulate peers who demonstrate such behaviour on social media. Moreover, research into weapon-carrying suggests that people who had peers who had been in trouble with the police were more than twice as likely to carry a weapon, demonstrating the potential negative influence of offending peers.

Homelessness

The Home Office's 2018 Serious Violence Strategy states that 'young offenders often come from disadvantaged backgrounds and have very complex needs such as homelessness, poor educational attainment, lack of employable skills, mental health issues' and notes that experiences of homelessness are a marker for being at higher risk of becoming a victim or perpetrator of serious youth violence.

In 2017/18 people aged 16-24 were recorded as having received housing and/or homelessness support in Haringey. 49 of these were accepted as statutory homeless. The most common reason for these young people leaving their last settled base was that their parents were no longer willing or able to accommodate them (30/49). It is notable that 25% of young homeless people in Haringey are LGBT, an over-representation compared to the wider borough population.

²⁷ NSPCC (2016) 'What children are telling us about bullying'

²⁸ Silva et al. (2013) 'The Involvement of Girls and Boys with Bullying: An Analysis of Gender Differences' International Journal of Environmental Research and Public Health, 10(12), pp.6820-6831

Gang affiliation

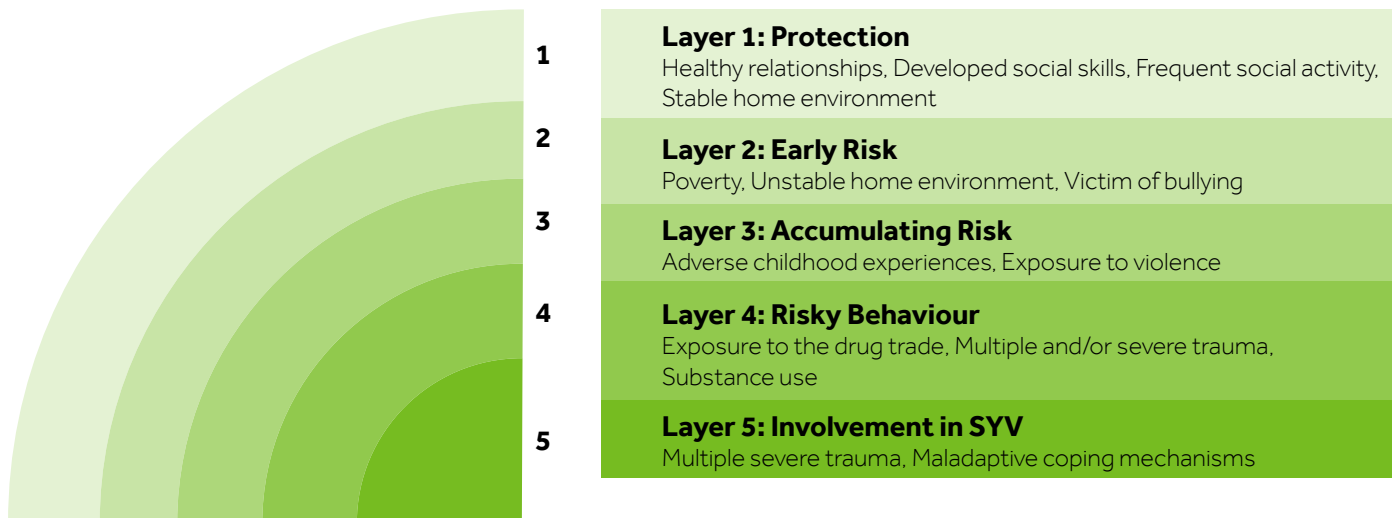
There is a strong link between gang activity and SYV. The challenge, therefore, is to understand the drivers of gang affiliation.

There is a clear link between a desire for status and gang affiliation. Focus groups with secondary school pupils highlighted that gang affiliation is glamorised, with young people vulnerable to claims of an exciting and lucrative lifestyle and enhanced reputation among their peers. There is also a clear link between a desire for safety and gang affiliation. Focus group participants told us that some of their peers believe that gang

membership will protect them from exploitation and violence.

In addition to the 'pull factors' above, there are several notable 'push factors'. An important minority (11%) feel under pressure to join a gang. This pressure is more marked for the youngest surveyed (school Year 7, 15%), for those who have been victims of crime (21%) and attendees/former attendees of Pupil Referral Units (31%)²⁹. This indicates particular vulnerabilities for pupils transitioning from primary to secondary school and for pupils who have been excluded from mainstream education. Additionally, it supports the public health approach to violence by indicating that those who have been victims of crime are vulnerable to future involvement in criminal activity.

Risk Factors: Mental Health



²⁹ MOPAC (2015) Youth Matter! Listening to the voice of young London

Mental health issues

Mental health issues can be both a risk factor and consequence of involvement in SYV. Mental health issues can make young people more vulnerable to recruitment into activities that place them at risk of involvement in SYV; more vulnerable to experiences and behaviours associated with future involvement, such as school exclusions and substance use; or more likely to resort to violence, especially in instances where there is an emotional disorder such as unmanaged anger. Moreover, exposure to violence can adversely affect mental health and induce conditions including depression, anxiety, and post-traumatic stress disorder.

A strong theme in the Godwin Lawson Foundation report is the extent to which young people who have been involved in violence struggle with anger issues. Where anger was a frequent occurrence almost all the young people identified external factors which they could not manage, or be expected to manage, as the cause. The anger, therefore, was perceived by them as an appropriate reaction to things over which they had no control. The report found that some young people immediately responded to anger and for these young people it was not unusual for the anger to become physical. In some of the research groups there was general acceptance that anger is likely to lead to a physical response which can be directed at objects or people. The association between anger and violence is supported by an analysis undertaken by the GLA Intelligence Unit, which shows a significant statistical association between local rates of SYV and the rate of emotional disorders, including unmanaged anger, among 5-16 year olds.

Taking a broader view of mental health, Public Health England data suggests that one in 10 young people aged 5-16 are estimated to have a mental health disorder in Haringey. This represents 3,817 children and young people in Haringey and a higher estimated prevalence of mental health disorders than London and England³⁰. A survey conducted in Haringey schools in 2017 found that 39% of boys and 29% of girls in Year 6 had high self-esteem scores. Among Year 8 and 10 students, 31% of pupils had high self-esteem scores. The same survey found that 44% of pupils have someone they can talk to about almost everything while 9% have no one they can talk to.

Substance use

Substance use is identified as a risk factor for involvement in SYV in the Home Office's Serious Violence Reduction Strategy³¹. Academic research has linked substance use as both a risk factor for and consequence of experience of violence. As a risk factor, young people who use illicit substances may be more likely to become perpetrators due to the effects of the substances themselves, the need for money to fund substance use, and disruption associated with substance use such as school exclusion. As a consequence, we have heard from medical professionals that some young people who have experienced violence are likely to self-medicate as a means of coping with trauma. This form of use may, in turn, make future experience of violence more likely.

The vast majority of children in Haringey do not smoke, drink alcohol, or use drugs. However, Haringey has the 4th highest rate of admission episodes in London for alcohol-specific conditions among under 18 year olds (27.5 per 100,000 population under 18, compared to 19.4 in London). In addition, 14% of 15 year olds in Haringey report having been drunk at least once in the last four weeks.

According to Public Health England, 7% of 15 year olds in Haringey have taken cannabis in the last month³², above the London average of 5%. Use of other drugs (excluding cannabis) is relatively high in Haringey, with 2.4% of 15 year olds saying they have taken other such drugs in the last month. This is the second highest rate in London. In addition, the 2017 Health Related Behaviour Survey found that 19% of Haringey secondary pupils know someone who takes drugs, 14% have been offered cannabis, and 3% have been offered cocaine.

Approximately a quarter of all drug offence suspects in Haringey are aged 10-19, the overwhelming majority of these are male, and approximately half are identified as Black. Offences and police drug stops are concentrated in North Tottenham and central Haringey, including Noel Park and Harringay wards. Approximately a third of the youth justice cohort in Haringey are known drug users, indicating a strong association in Haringey between substance use and SYV.

30 Public Health England (2015) 'Estimated prevalence of mental health disorders in children and young people 2015, Children and Young People Mental Health Profile'

31 Home Office (2018) 'Serious Violence Strategy' (Accessed at <https://www.gov.uk/government/publications/serious-violence-strategy>)

32 Public Health England (2015) 'Drug usage among 15 year olds, What About Youth? Survey 2014/15'

Risk factor: Education



Layer 1: Protection

Commitment to school, High parental expectations for school performance, High quality schooling, Visible role models, Economic opportunity in the local area

Layer 2: Early Risk

Underdeveloped communication and language skills, Low school readiness, Negative experiences at school

Layer 3: Accumulating Risk

Low attainment, Fixed-term exclusion, Poor economic prospects

Layer 4: Risky Behaviour

Exposure to the drug trade, Multiple fixed-term exclusions, Permanent exclusion, Low attainment, Few/no qualifications

Layer 5: Involvement in SYV

Not in education, employment, or training, Very poor economic prospects

Underachievement at school

Most young people in Haringey achieve at school and go on to use the qualifications they obtain at school to achieve later in life. Local education is among the best in the UK. 95% of schools in Haringey are rated good or outstanding by Ofsted. Over half of Haringey's school leavers progressed into higher education in 2017, above the national average³³.

However, for a relatively small cohort, underachievement at school can make them more vulnerable to future involvement in serious violence. We have heard from local young people that a lack of qualifications can cause individuals to perceive that crime is their only route to prosperity. This is supported by academic research that suggests that young people who have few educational or employment opportunities may be less likely to see potential for their future and may be more vulnerable to claims that crime is an option for achieving status and resources³⁴.

Analysis of the local youth justice cohort supports indicators that educational underachievement is a risk factor. While 1.6% of 16-17 year-olds in Haringey are not in employment, education, or training (NEET),

25% of young offenders are NEET. This local analysis is supported by research conducted by the Ministry of Justice and Department for Education³⁵, which found that few than 50% of young offenders who have committed knife possession offences attained five or more GCSEs with an A* to G grade, compared with 90% of all pupils.

In terms of groups at particular risk, local data suggests that larger proportions of Mixed Race (10.7%), Black (7.9%) and Asian (5.6%) 16-17 year olds are NEET compared to the London averages (8.4%, 5.7% and 3.9% respectively). These groups may therefore be at higher risk than their White peers or other BAME young people in other London boroughs.

GCSE attainment data also indicates that Young Black men have the lowest attainment of all ethnic and gender groups. In 2015/16, 52.3% achieved A*-C in English and Maths, compared to 63.7% of all Haringey pupils³⁶. A report for the London Borough of Lambeth in 2017 identified factors that can contribute to underachievement for Black pupils, including low expectations among teachers, a lack of diversity in schools' workforces, negative peer pressure, low parental trust in schools, and low parental engagement in education³⁷. Locally, we know that some BAME pupils

33 Department for Education (2018) 'Destinations of KS4 and KS5 pupils: 2017' (Accessed at <https://www.gov.uk/government/collections/statistics-destinations>)

34 Dijkstra et al (2012) 'Testing three explanations of the emergence of weapon carrying in peer context: The roles of aggression, victimization, and the social network', *Journal of Adolescent Health*, 50 (4), 371-376

35 MoJ and DfE (2016) 'Understanding the Educational Background of Young Offenders'

36 DfE (2018) 'Revised GCSE and equivalent results in England: 2016 to 2017' (Accessed at <https://www.gov.uk/government/collections/statistics-gcses-key-stage-4>)

37 Demie and McLean (2017) 'Black Caribbean Underachievement in Schools in England'

perceive that their schools fall short in addressing institutional and individual unconscious bias, which can have adverse effects on their educations. The Godwin Lawson Report highlights a perception that teachers talk down the achievements of Young Black men.

There is also a clear attainment gap between children receiving free school meals on the borough and those who are not. 54% of pupils eligible for free school meals achieve A*-C in English and Maths, compared to 63.7% of Haringey pupils. However, this gap is much smaller than the average of 16.7% across all London boroughs. In addition, future underachievement is more likely among those who have a low level of school readiness in their early years. In Haringey, boys (69%) and pupils with free school meal status (69%) are less likely to reach a good level of development at the end of reception, compared to the Haringey average (74%)³⁸.

From this data it is reasonable to conclude that Black and mixed-race young people, especially boys, as well as those on free school meals are particularly vulnerable to under-achieving at school relative to their peers, and that this underachievement increases their vulnerability to involvement in SYV.

Truancy

Truancy is recognised as a risk factor for involvement in SYV by the Home Office's Serious Violence Reduction Strategy³⁹. Absenteeism from school can lead to lower education attainment, reduce young people's exposure to positive role models, and make young people more vulnerable to exploitation by adults for criminal purposes. It is important to recognise that absenteeism can occur alongside and reinforce other risk factors such as association with peers that use drugs, and can also be caused by other risk factors such as an unstable home environment or bullying. The understanding of truancy as a risk factor is supported by an analysis undertaken by the GLA Intelligence Unit, which shows a significant statistical association between local rates of SYV and the rate of persistent absenteeism from school.

Most young people in Haringey attend school. Indeed, the rate of persistent absenteeism at Haringey primary schools is in line with the London average at 8.2%,

representing approximately 1,601 children. However, the rate for secondary schools is slightly higher than the London average at 12.5%, representing over 1,500 children. Boys and BAME pupils, and Gypsy/Roma and mixed race pupils in particular, are overrepresented among persistent absentees from school in the UK. These groups may therefore be at higher risk.

Exclusion from school

There is a strong association between school exclusions and offending. The Government's Serious Violence Strategy⁴⁰ and the Interim Report of the Commission on Youth Violence⁴¹ recognise school exclusions as a factor that increases vulnerability and propensity to youth violence. The association is highlighted by the Department for Education and Ministry of Justice's assessment that nearly 70% of all young offenders, and over 80% of all young offenders with knife possession offences have been excluded from school for a fixed period⁴².

Young people who participated at Haringey Safer Neighbourhood Board's Youth Safety Summit in March 2018 identified school exclusions as a risk factor for involvement in serious violence. It was noted that exclusions can alienate young people, and set them on the wrong path in life. The views of pupils within a local Pupil Referral Unit substantiated this view, noting that adults are known to target PRUs to recruit excluded pupils into criminal and gang activity.

Haringey's rate of permanent exclusions is in line with London and England, but there is a relatively high rate of fixed-term exclusions. For secondary schools, the permanent exclusion rate per population in Haringey (0.18) is similar to that of London (0.16) and England (0.17). However, the fixed term exclusion rate is significantly higher, at 9.95% in Haringey compared to rates of 6.9% and 8.5% in London and England respectively⁴³. It is likely that official figures underestimate the scale of exclusions. There are a number of ways in which a pupil can be functionally excluded from their school, aside from official exclusions, including off-rolling and managed moves.

In 2016/17, 74% of Haringey Secondary school pupils

38 Public Health England (2018) 'School Readiness: the percentage of children achieving a good level of development at the end of reception 2016/17' (Accessed at <https://fingertips.phe.org.uk/public-health-outcomes-framework#gid/1000041/ati/6>)

39 Home Office (2018) 'Serious Violence Strategy' (Accessed at <https://www.gov.uk/government/publications/serious-violence-strategy>)

40 Home Office (2018) 'Serious Violence Strategy' (Accessed at <https://www.gov.uk/government/publications/serious-violence-strategy>)

41 The Youth Violence Commission (2018) 'Interim Report' (Accessed at <http://yvcommission.com/wp-content/uploads/2018/07/Interim-Report-FINAL-version-2.pdf>)

42 MoJ and DfE (2016) 'Understanding the Educational Background of Young Offenders'

43 DfE (2018) 'Permanent and fixed-period exclusions in England: 2016 to 2017' (Accessed at <https://www.gov.uk/government/collections/statistics-exclusions>)

with fixed period exclusions were boys. Black-Caribbean pupils are significantly more likely to be excluded than their peers, at 19% compared to 5% for White British pupils in Haringey. Moreover, data on pupils attending alternative provisions indicates that pupils with SEND or a social, emotional or mental health need are more likely to be excluded than their peers. This is particularly pertinent as Haringey has the fifth largest proportion of secondary school SEN pupils in London. Exclusions are also understood to follow a social gradient, with poorer young people more likely to be excluded than their wealthier peers. From this data we can conclude that Young Black men and those with SEND, mental health conditions, or deprived backgrounds are most vulnerable to exclusion from school.

Risk Factors: Violence and Criminality

Victim of violence

A key aspect of the public health approach to violence is understanding it as a communicable disease. This means that exposure to violence makes an individual more likely to commit violent acts themselves. As noted in the previous chapter, there were 347 victims of serious youth violence in Haringey in the 12 months to September 2018, among whom young Black men are overrepresented. However, violence is a broad concept and includes other categories including abuse and bullying, which is analysed further on.

Victimisation includes being subject to child abuse. Children who suffer abuse during childhood tend to be at greater risk of developing aggressive and violent behaviour themselves⁴⁴. The association between abuse and SYV is validated by Haringey Council's audit of the most prolific youth offenders, 25% of whom had been a victim of physical abuse by a parent or step-parent by the age of 8. This contrasts with fewer than one in ten young Londoners feeling unsafe at home⁴⁵. Local data shows there has been an increase in physical abuse as an initial category of abuse from 11% to 19% in 2016/17 for children who became subject to a Child Protection Plan. National data indicates that BAME

children are most at risk of physical abuse⁴⁶ whilst girls are most at risk of emotional and sexual abuse⁴⁷.

Involvement in the drug trade

Involvement in the drug trade is known to significantly heighten a young person's vulnerability to involvement in serious violent crime due to the inherently illegitimate and unpoliced nature of the trade, the high volumes of money associated with it and consequent potential for acquisitive crime, and territorial disputes relating to areas in which a particular group is able to sell drugs⁴⁸. It is important to note that young people's involvement in the drug trade most often occurs as a result of exploitation by adults for financial gain. These young people are often vulnerable, and so are considered at high risk.

Involvement in the drug trade can negatively affect other areas of a young person's life. For instance, it is likely to aggravate relationships with family members, jeopardise educational attainment, and cause a degree of stress or anxiety. Teachers have also told us that drug possession is a leading driver of school exclusions, which is itself a significant risk factor for involvement in SYV.

Local focus groups have highlighted a view a lack of legitimate employment opportunities may be a potential driver for involvement in the drug trade, and that some young people involved in serious violent crime are trapped in the drug trade because they would be unable to find work in the legitimate economy upon exit. These focus groups also highlighted that involvement in the drug trade can also be driven by desire for money and status. Pupils told us that it is easy to obtain drugs lucrative to sell them to peers, and seen as cool to do so. One enabling factor is social media, as it can be a common occurrence to see pictures and videos on social media platforms such as Snapchat and Instagram relating to drug dealing and associated financial gain.

Due to its illicit nature, we don't hold comprehensive data on the individuals or groups involved in the drug trade. However, we can infer from data on drug-related offences that Black males living in North Tottenham and Wood Green are most likely to be involved. It is important

44 Widom and Wilson (2014) 'Intergenerational Transmission of Violence', *Violence and Mental Health: Its Manifold Faces*. London: Springer Netherlands, pp.27-46

45 MOPAC: Youth Matter! Listening to the voice of young London (2015)

46 Owen, C. and Statham, J. (2009) *Disproportionality in child welfare: prevalence of black and ethnic minority children within 'looked after' and 'children in need' populations and on child protection registers in England*. London: Department for Children, Schools and Families (DCSF).

47 Maikovich-Fong, A. and Jaffee, S. (2010) Sex differences in childhood sexual abuse characteristics and victims' emotional and behavioural problems: findings from a national sample of youth. *Child Abuse and Neglect*, 34(6): 429-437

48 Home Office (2018) 'Serious Violence Strategy' (Accessed at <https://www.gov.uk/government/publications/serious-violence-strategy>)

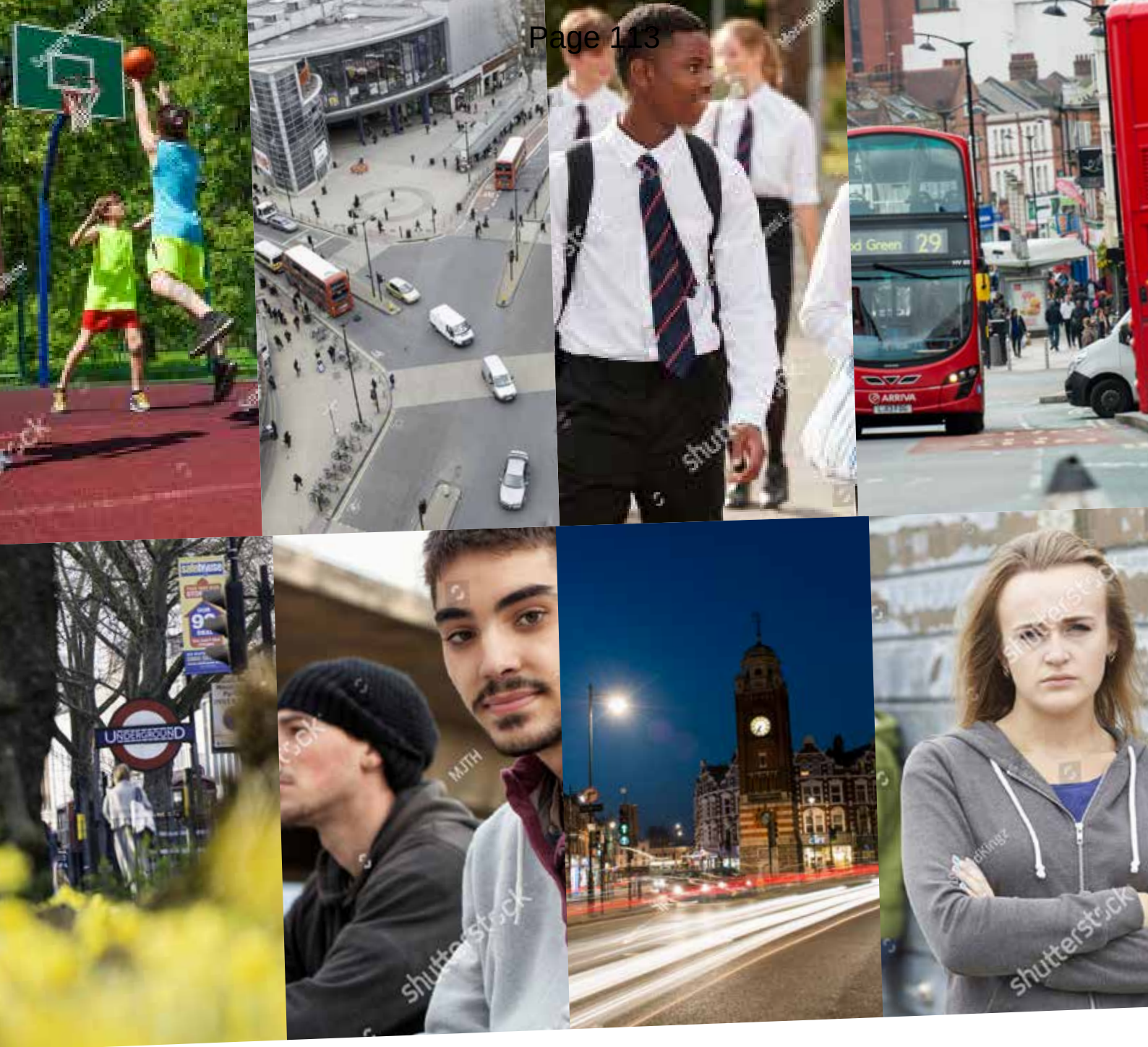
to note that the drug trade takes place across the borough and young people living in comparatively affluent neighbourhoods are still at risk. Indeed, we have heard that the drug trade is becoming more pervasive in Muswell Hill due to the perceived affluence of the young 'market'.

Key Points

- ➔ Risk factors occur at different points and in different aspects of a young person's life. Those that occur in adolescence or young adulthood can be mitigated by addressing those that occur in a child's early years. Similarly, individual-level risks can be mitigated by addressing family- and community-level risks. However, it is important to note that there is no simple causal relationship between any risk factor and SYV.
- ➔ From the local data we hold and what we have heard from young people and partners, we view the following as the most critical risk factors for young people in Haringey becoming involved in SYV:
 - ➔ Adverse childhood experiences, including abuse, neglect, and household dysfunction
 - ➔ Being a victim of any kind of violence
 - ➔ Exploitation by adults, whether through
- County Lines, involvement in the drug trade, gang affiliation, or sexual exploitation
- ➔ Mental health conditions, and specifically PTSD and emotional disorders
- ➔ Underachievement at school
- ➔ School exclusion
- ➔ Lack of confidence in authorities
- ➔ Poverty
- ➔ Young people who become involved in SYV are likely to be, but are not exclusively, males from relatively deprived backgrounds, Black communities, in Wood Green and Tottenham. This is not to ignore pockets of deprivation, vulnerability, and risk elsewhere. For example, we know that Kurdish boys, girls, and young people in parts of Hornsey are also vulnerable. It is crucial that we are clear on where risk and vulnerability are most concentrated in order to be able to target interventions and effect the most change.







Supporting Statements

North Area Metropolitan Police BCU

Haringey police are committed to reducing violence in our borough and we recognise the important role that prevention plays. This is why we believe in an approach that sees the whole problem from many angles and where we join forces to help protect young people from the earliest stages of risk. That is why we will prioritise our work in schools with an emphasis on building trust with young people as well as bearing down on violence by targeting those who are committing harm on our streets.

Only a highly committed partnership working closely with the communities and families that experience violence will achieve a lasting difference and improve safety in our borough. We are therefore committed to this work and we make that commitment knowing that policing does not have all the answers. The work we do relies on the support of our communities and we are pleased that this strategy explicitly recognises the importance of strengthening our relationships with young people and all those affected by violence.

Homes for Haringey

As the largest provider of housing services in the borough, Homes for Haringey can make a major contribution to supporting young people at risk:

- Our homelessness prevention services can mitigate the impact of poor or insecure housing, and in the most urgent cases support families to move to places that are safe
- Through managing our estates we can provide safe environments, diversionary activities and training opportunities. We can also see - often in real time - what is happening on our estates through our extensive network of CCTV, which we will upgrade and expand
- Engaging with residents and supporting positive community leadership
- Making effective use of community facilities - buildings, play spaces, sports facilities and communal areas
- Our contact with residents over tenancy matters, or to provide repairs and maintain properties, can give us early knowledge of risk factors
- We can provide employment opportunities for young people and their parents. We do this through employment support services, also directly as one of the largest employers in the borough, and through our supply chain of builders and other

employers. In particular we can stimulate a wide range of apprenticeship opportunities

- Our role as a landlord gives us the opportunity to wield very significant enforcement influence over families - if used proportionately, this can be more effective than drawing young people into the criminal justice system.

All of this is happening already, but we can increase this activity, sometimes at minimal cost, by working in close partnership with the Council and other agencies committed to the Young People at Risk Strategy.

Haringey Education Partnership

Haringey Education Partnership's vision is for a truly outstanding education system from early years through to post-16. This means the local authority and Haringey's schools working in partnership to improve school standards and the quality of education for every child. Every child must mean every child, so while unequal outcomes exist we are committed to closing gaps for disadvantaged and BAME groups that are not achieving as well as others in school. Haringey Education Partnership also focuses on STEM and post-16 options, including careers advice, to support young people to take positive pathways once they leave education. Together, we are responsible for delivering the best possible education for all our children and young people, helping to set them on a positive path into adulthood

Bridge Renewal Trust

As Haringey Council's Strategic Partner for the Voluntary and Community Sector, The Bridge Renewal Trust is committed to building stronger communities in Haringey. This involves working collaboratively with residents, voluntary and community sector, Haringey Council and other partners to create a safer Haringey by addressing the root causes of serious youth violence. In particular, we want to build community resilience by promoting youth and community-led initiatives that provide preventative and early help support to tackle serious youth violence.

We have worked with the Safer Neighbourhood Board Haringey to develop a three-year Serious Youth Violence Action Plan (2019-22). The action plan takes account of what young people and adults living in Haringey have told us and sets out actions to improve the resilience of young people, families and the community to make Haringey a safer place for all including young people.

Through our new Haringey Giving initiative, we aim to enable people to give time, skills and money to support good causes within the borough and make a positive difference to people's lives. Young people have been identified as a priority group within the Haringey Giving scheme. It is hoped that additional resources can be provided to support worthy initiatives to improve youth safety in Haringey.

The College of North East London (CONEL)

The College of North East London (CONEL) has just been successful in securing funding from the Mayor's Young Londoners fund. The delivery period is 3 years and we will identify students each year aged 14-21 who we consider to be at risk of getting drawn into violence or criminal activity. One of our key focuses is ensuring our learners are supported by strong role models through a mentoring scheme and we are working with external specialist mentoring providers as well as our own highly skilled staff. Our overall aim is to help build resilient, confident and successful young people who remain on their programme and achieve their qualifications which will set them up for a positive and productive future and thereby significantly decreasing the likelihood of them being drawn into anti-social activity.

North Middlesex Hospital

North Middlesex University Hospital NHS Trust fully supports the aims of this strategy. As the organisation which sadly often has to 'pick up the pieces' when young people are involved in violence, we are committed to working with partners in local government, police, the voluntary sector, and young people themselves, in order to address and reduce the negative outcomes of youth violence.

The biggest burden of youth-on-youth violence falls on young people themselves, so it is absolutely vital that all organisations which come into contact with our children, young people and families commit to joining forces to tackle this issue, for our children's sake and to build strong local vibrant communities where our young people are able to live up to their full potential.

The Youth Court

The original Juvenile Court, now the Youth Court, was set up over 100 years ago, recognising that young people involved in criminal activity needed to be dealt with very differently to adults. The Youth Court today deals with young people aged 10 to 17. The magistrates

who sit in the Youth Court are specially selected and receive special training; they are trained to engage directly with the young people before them as well as with their parents or guardians who should always accompany young people in court. This engagement assists magistrates to understand particular welfare issues, which are taken into account in all decisions they make.

The overriding objective of the Youth Court is the prevention of reoffending by young people. To achieve this, young people are, whenever possible, given sentences that are supervised by Youth Offending Teams and which address the reasons for their criminality. Sentencing does not necessarily escalate if there is further offending; it is tailored to the individual and custody is the very last resort.

The court also recognises that young people may commit crimes because they are being abused and exploited. Magistrates encourage the diversion of such cases away from court where this is possible.

In many cases the last words said to a young person on leaving court are "we don't want to see you here again" – that is truly the hope of all magistrates.

National Probation Service

The National Probation Service in Haringey has a statutory responsibility to provide Judges at Wood Green Crown with Pre Sentence Reports to assist sentencing and subsequently for supervising adult Haringey residents who have received custodial or community disposals for the most serious sexual and violent offences. We also provide a statutory Victim Service to those who have been the victim of a serious sexual or violent crime.

Many of those we supervise are between the ages of 18 and 25 and involved in serious youth violence. We will work with them to minimise the risk of harm they pose and offer opportunities to re-integrate into their communities and lead law-abiding lives through working collaboratively with partners to provide accredited programmes focused on think skills, anger management, sexual offending and domestic abuse, through ETE and housing support and through developing supportive relationships with probation officers.

Safer London

Safer London works on the frontline with survivors of exploitation, engaging them in a holistic support model to help them help increase their safety. We will continue to keep young people safe, share best practice, and help build intelligence around exploitation.

African-Caribbean Institute

The African Caribbean Institute transforms local communities by engaging young people, particularly of African Caribbean descent, in programmes for inclusive, peaceful, caring, and enterprising neighbourhoods

Mind in Haringey

Mind in Haringey works to prevent mental health problems, promote mental wellbeing and ensure those with mental health problems are respected and included in our local community. We use our expertise in mental health to deliver trauma-informed and mental health first aid training. We will use moments of opportunity to reach young people at risk through our or work with care leavers, those at risk in our Emotional support project (ESP), and our work with Project Future to help keep them safe through a holistic approach that safeguards their mental wellbeing

Bishop Rob Wickham, Bishop of Edmonton

(Anglican Bishop of Haringey, Enfield,
Barnet and Camden)

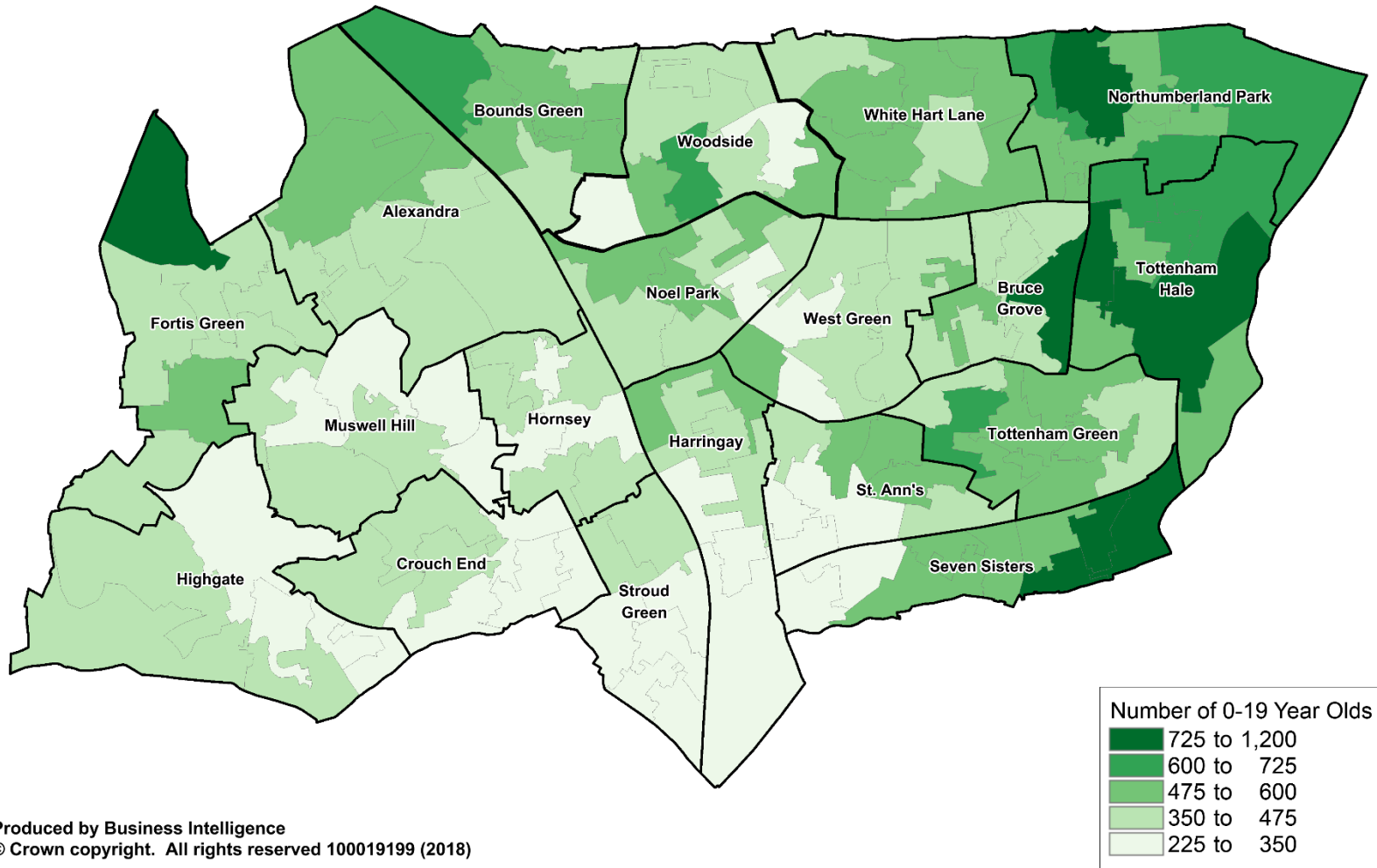
The Church of England (through our 28 churches and work with 11 church schools, amongst others) is committed to the flourishing of every child and young person across Haringey. We believe it to be a Gospel imperative that children and young people know what it means to love and be loved, as we are loved by God in Jesus Christ. This rootedness in Jesus' unconditional love shapes our ministry amongst children and young people, alongside their families, peers and in our aspirational schools. This work takes the form of our regular worship, youth residentials, Bible studies, overhauled safeguarding procedures and numerous youth, toddler, dads, mums and further regular, and much needed, groups. We support uniformed organisations across the Borough and we offer prayerful and pastoral support of home and family life, especially in times of fragility and crisis through our debt, immigration and legal support and through our extensive funeral ministry. We are committed especially to families in crisis through All People All Places (Night Shelter project), foodbanks, CARIS and WAVE. In addition, we are committed to working in partnership with the Police, the Local Authority, Word for Weapons, Haringey Citizens and our multitude of faith groups as we live out the proverb, that it takes a village to raise a child. As such, we look forward to close partnership with all associated with the Young People at Risk Strategy within Haringey.

Haringey Stat Serious Youth Violence October 2018

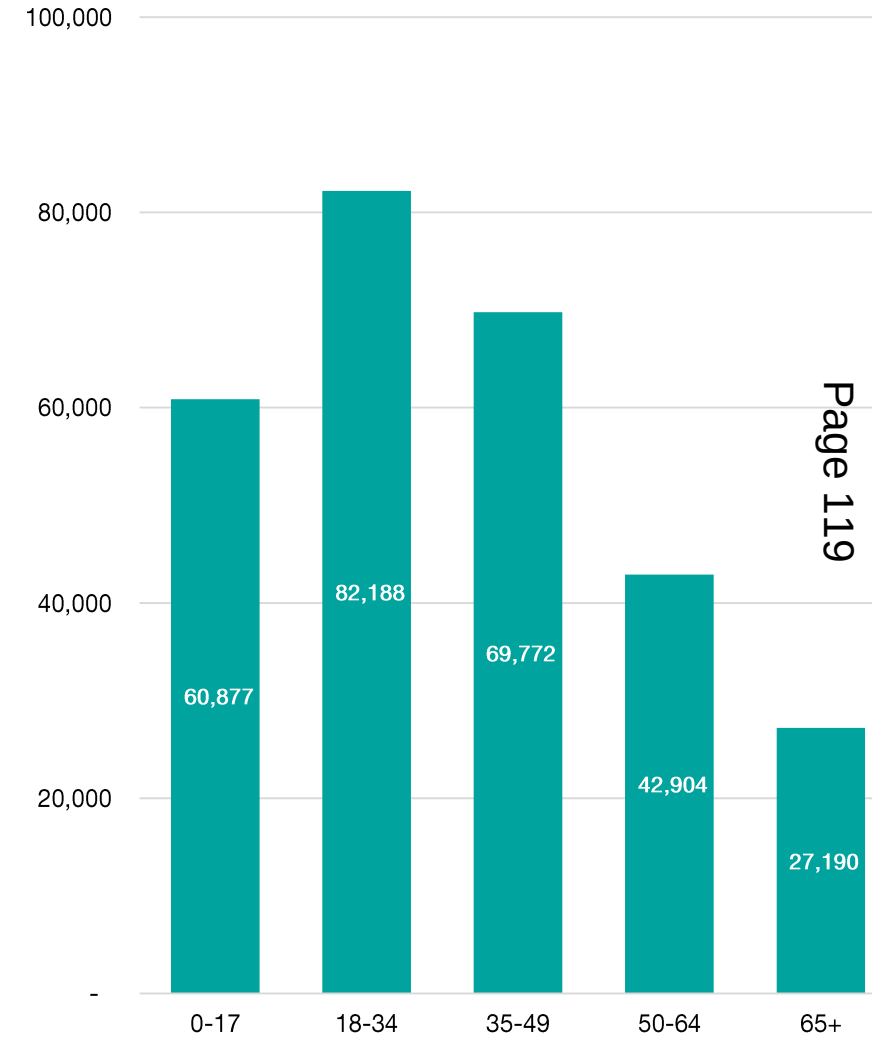
A data-led exercise to kickstart an honest dialogue about:

- The scale and nature of the issues facing young people in Haringey
- Connections between those issues
- What we can and can't achieve locally
- The interventions that will have the biggest impact

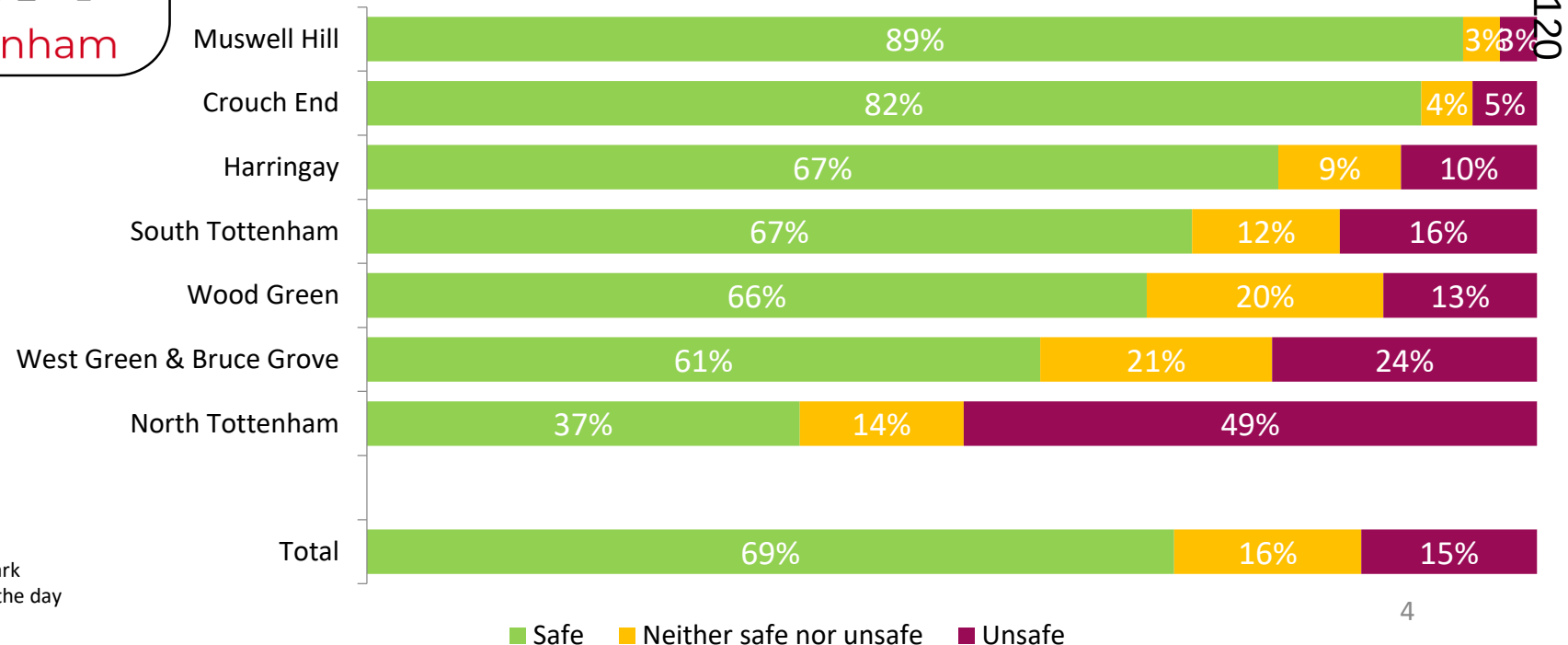
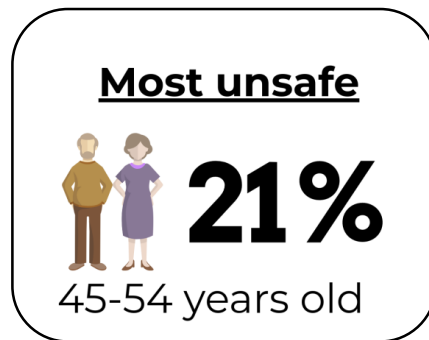
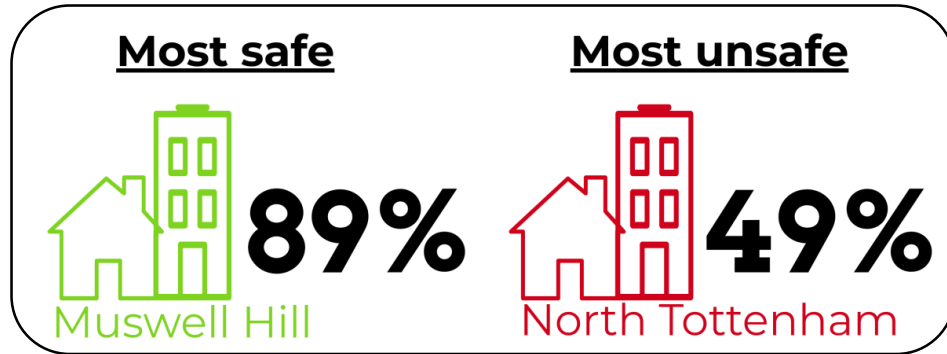
Number of 0-19 Year Olds by LSOA (2017 Mid Year Estimates)



Age Breakdown: 2018



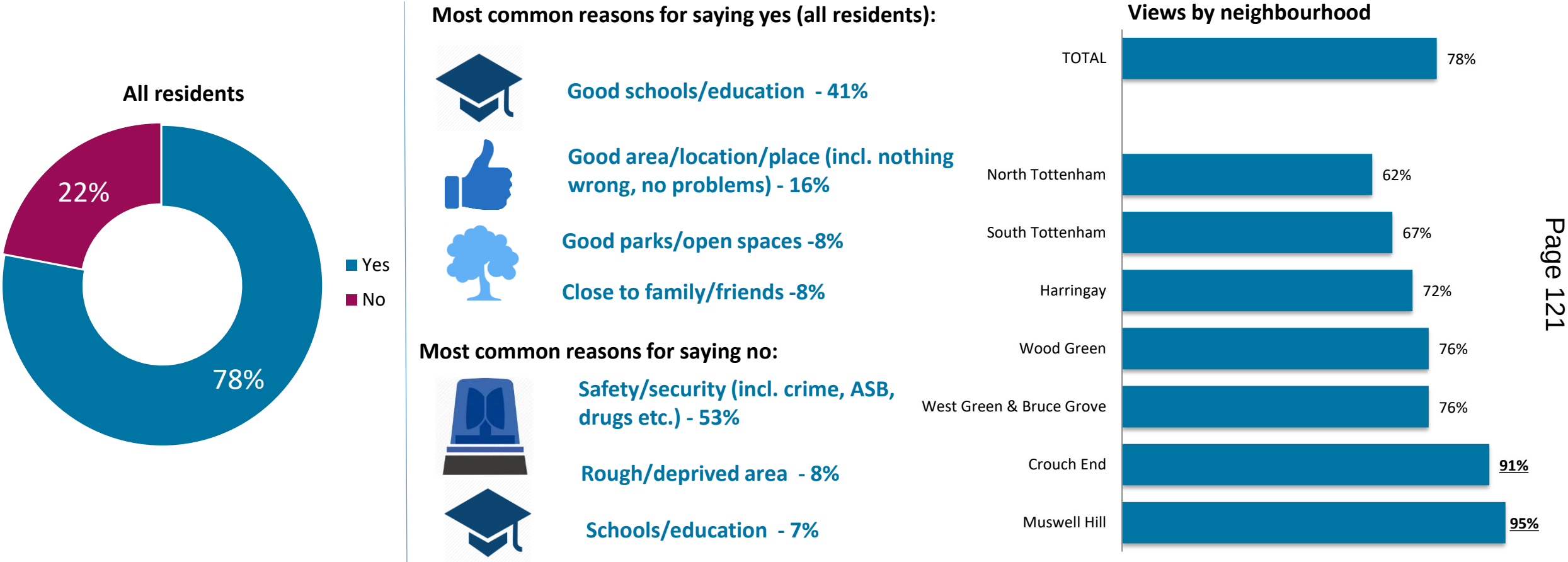
Perceptions of safety after dark vary by 52-percentage points by neighbourhood. More residents feel unsafe than safe after dark in North Tottenham.



Q15/1. How safe or unsafe do you feel when outside in your local area...? : After dark
 Q15/2. How safe or unsafe do you feel when outside in your local area...? : During the day
 Sample: 1901

Do you think Haringey is a good place to bring up children?

Sample size =1,901



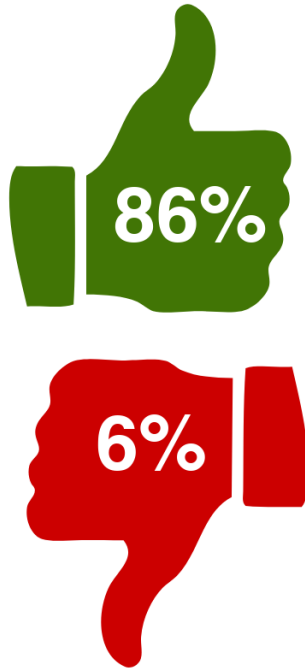
Agreement is highest among those who have been in the borough 5-10 years (77%), lowest among those who have lived here 0-2 years (63%).

By ethnicity strongest agreement is among White British (84%) and Asian/Asian British residents (82%). Highest disagreement is among Black British (28%) and White Other residents (26%).

Satisfaction with local area as a place to live

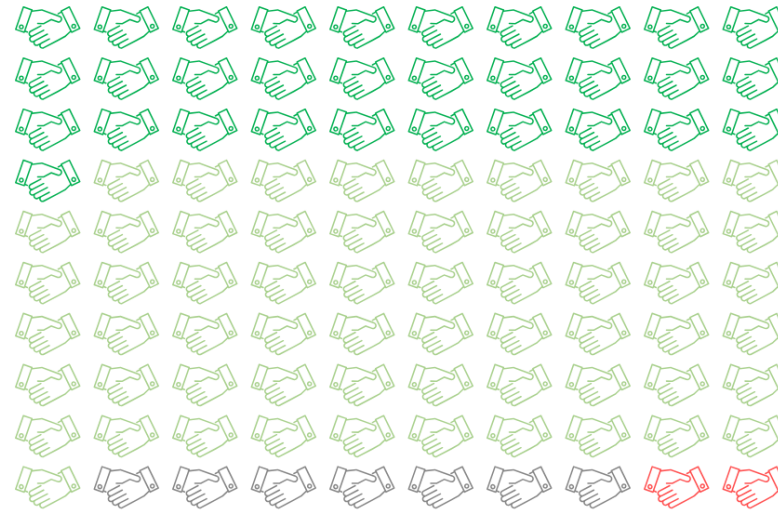


■ Very satisfied (29%)
 ■ Fairly satisfied (58%)
 ■ Neither (8%)
■ Fairly dissatisfied (4%)
 ■ Very dissatisfied (1%)

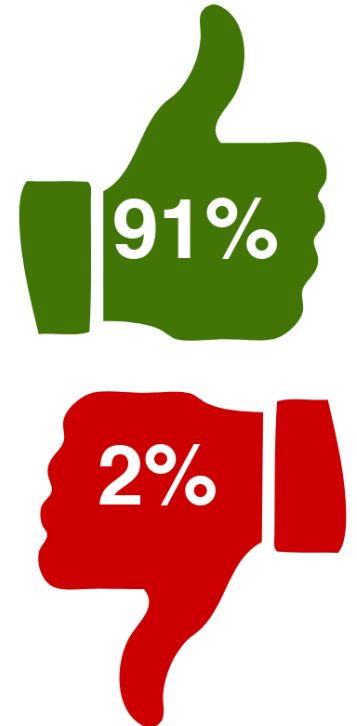


LGA Benchmark (Oct 17):
82 % satisfied

Agree local area is a place where people from different backgrounds get on well



■ Strongly agree (31%)
 ■ Tend to agree (60%)
 ■ Neither (7%)
■ Tend to disagree (2%)
 ■ Strongly disagree (0%)



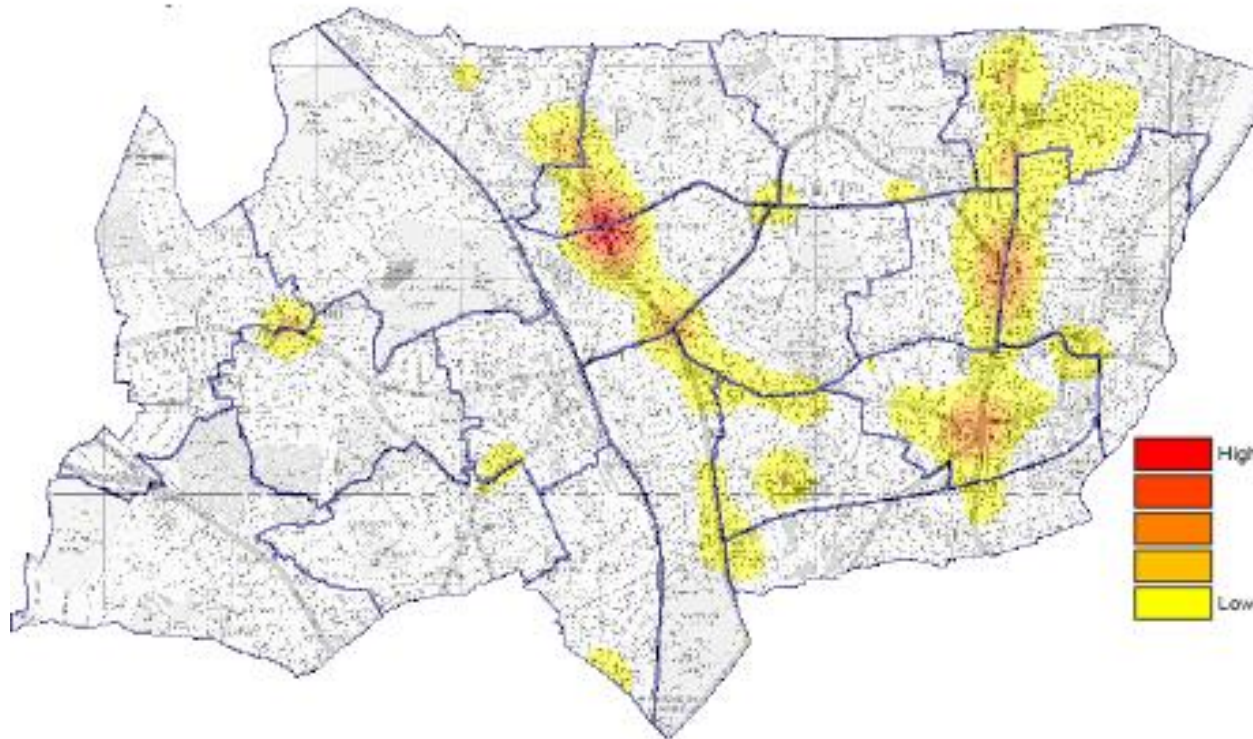
LGA Benchmark: 81% agree

Among those who agree people get on locally, 89% are satisfied with their area as a place to live. Among those who disagree, 30% are satisfied with their neighbourhood.

Cllr Mark Blake
Cabinet Member for Communities, Safety,
and Engagement

Part 1: Serious Youth Violence in Haringey

Non-Domestic Abuse Violence With Injury

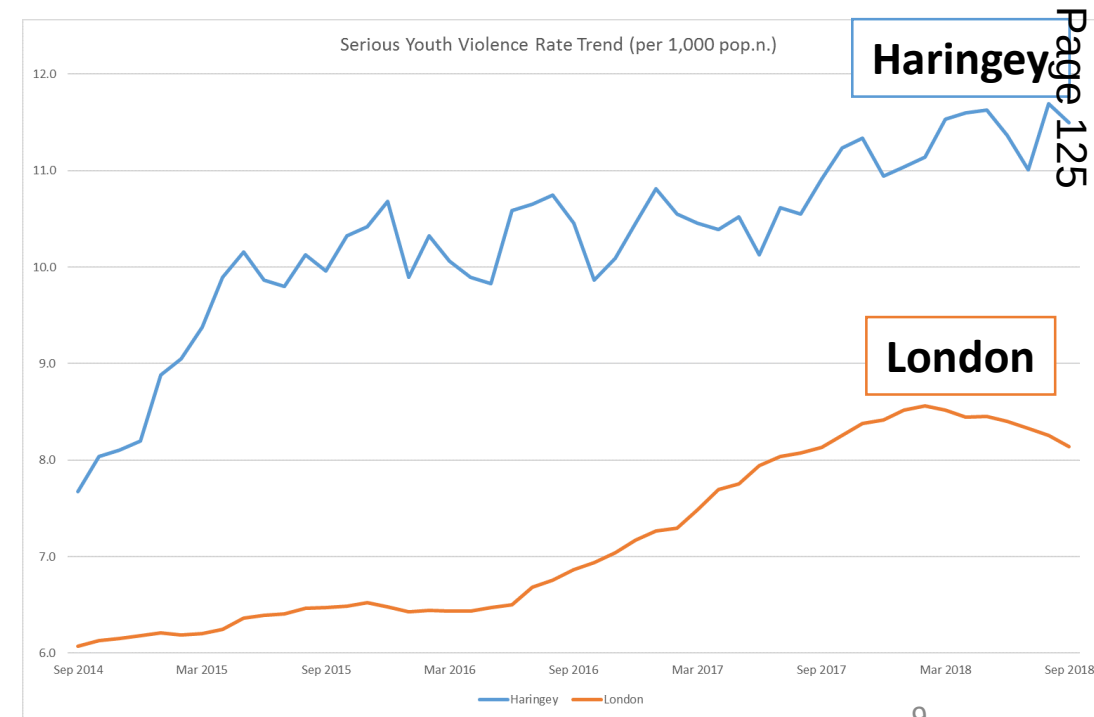


Non-domestic Violence With Injury offences – most often robbery - have **increased** in Haringey in the last 12 months by **4%**, compared to a London-wide increase of 1%.

A significant proportion of incidents occur in **busy locations**, such as shopping centres, transport hubs and key thoroughfares.

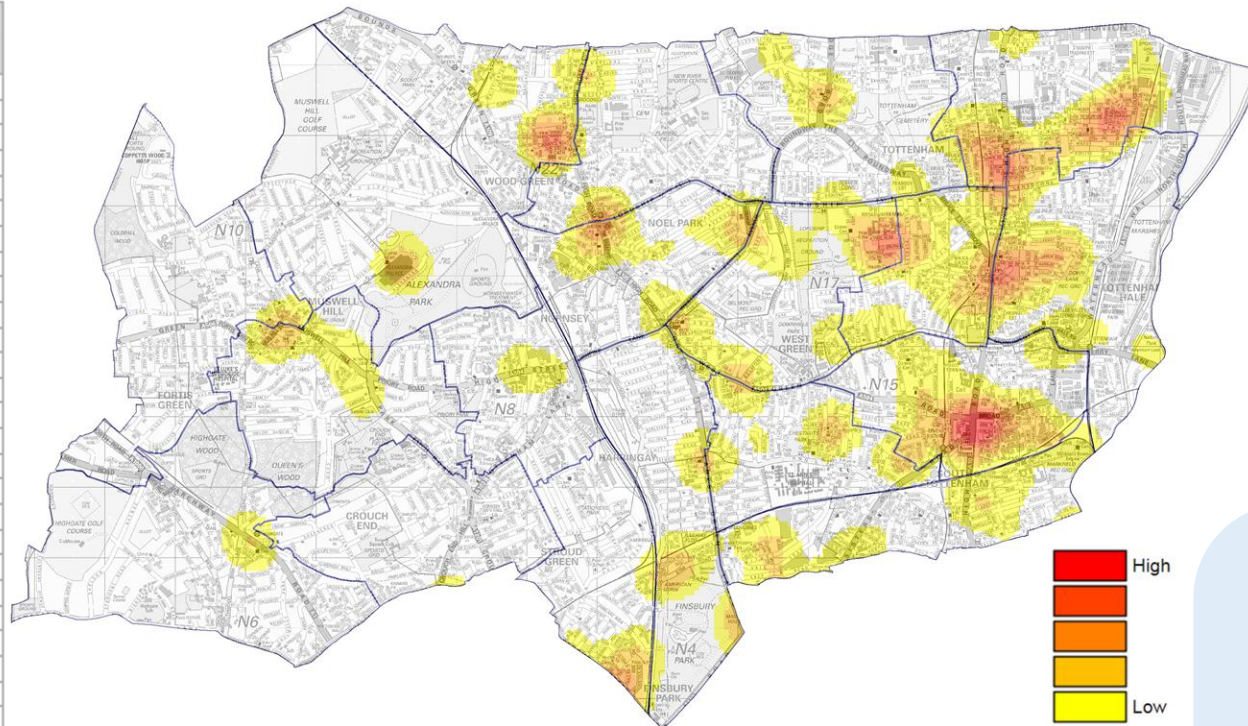
Haringey's rate of Serious Youth Violence is **significantly higher than London's**, having increased by approximately 15% over the last three years.

The data suggests that approximately **1.1% of all young people in Haringey** have been victims of serious youth violence.



Knife Injury Victims Aged Under 25 & Lethal Barrelled Firearm Discharges Hotspots

Borough	Knife Injury Victims	London Rank	Volume
Richmond upon Thames	-29.3%	1	29
Barking and Dagenham	-22.8%	2	105
Bexley	-17.2%	3	53
Sutton	-14.3%	4	48
Redbridge	-14.2%	5	127
Southwark	-13.6%	6	267
Hounslow	-13.2%	7	118
Haringey	-13.1%	8	192
Newham	-11.3%	9	220
Merton	-10.5%	10	51
Hackney	-10.1%	11	186
Barnet	-6.0%	12	109
Bromley	-5.9%	13	96
Croydon	-5.7%	14	197
Harrow	-5.7%	15	100
Islington	-5.6%	16	168
Lewisham	-4.0%	17	192
Lambeth	-1.4%	18	273
Brent	0.4%	19	231
Enfield	5.2%	20	183
Ealing	7.6%	21	169
Westminster	8.5%	22	179
Waltham Forest	8.5%	23	166
Kingston upon Thames	12.8%	24	44
Tower Hamlets	15.5%	25	246
Wandsworth	16.4%	26	128
Kensington and Chelsea	17.1%	27	96
Havering	17.4%	28	101
Camden	17.9%	29	178
Greenwich	19.2%	30	180
Hammersmith and Fulham	21.7%	31	101
Hillingdon	25.4%	32	148
London Total	-0.9%		4681



Haringey accounts for 1 in 10 of all lethal barrelled firearm discharges in London

The volume of overall knife injuries has reduced by 13% in Haringey, compared to a 1% London-wide reduction.

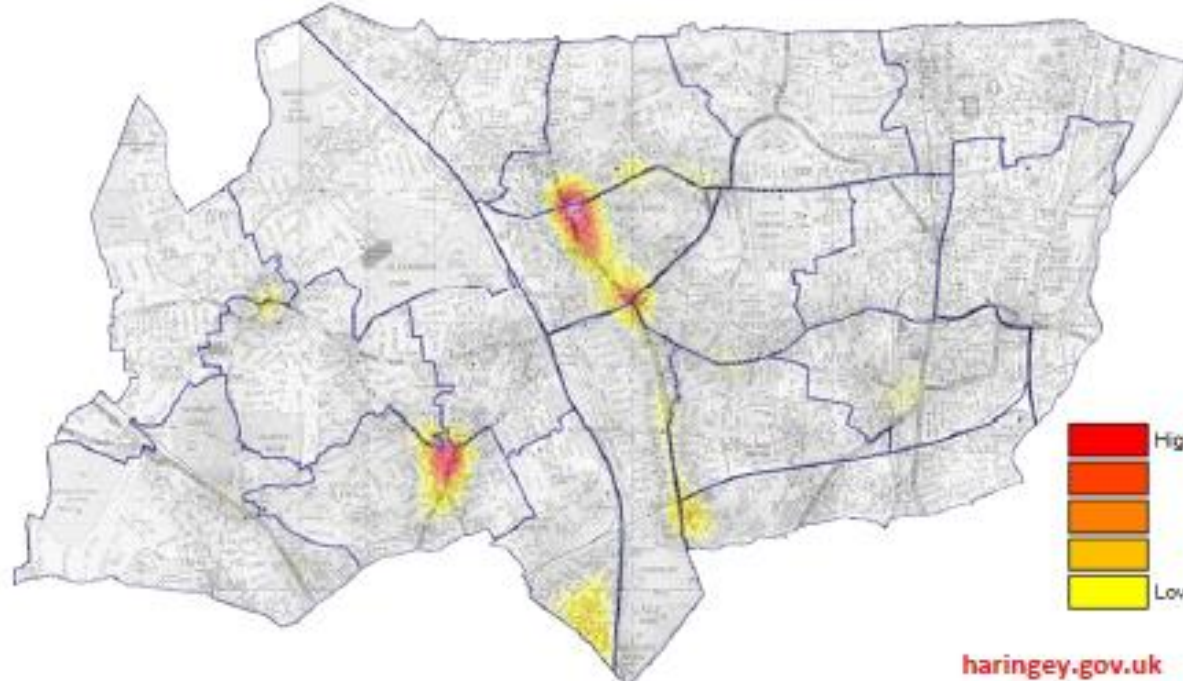
Key locations for knife offences are Wood Green High Street, Turnpike Lane and Bruce Grove, though hotspots have shifted following targeted partnership work in high volume locations.

Lethal barrelled firearm discharges in Haringey increased in the 12 months to August 2018 by 15%. The rate of increase is significantly less than the previous year. London increased by 18% over this same period.

Firearm-related incidents mostly occur to the East of the borough, and show some correlation with known gang-linked areas.

Moped-Enabled Crime Hotspots

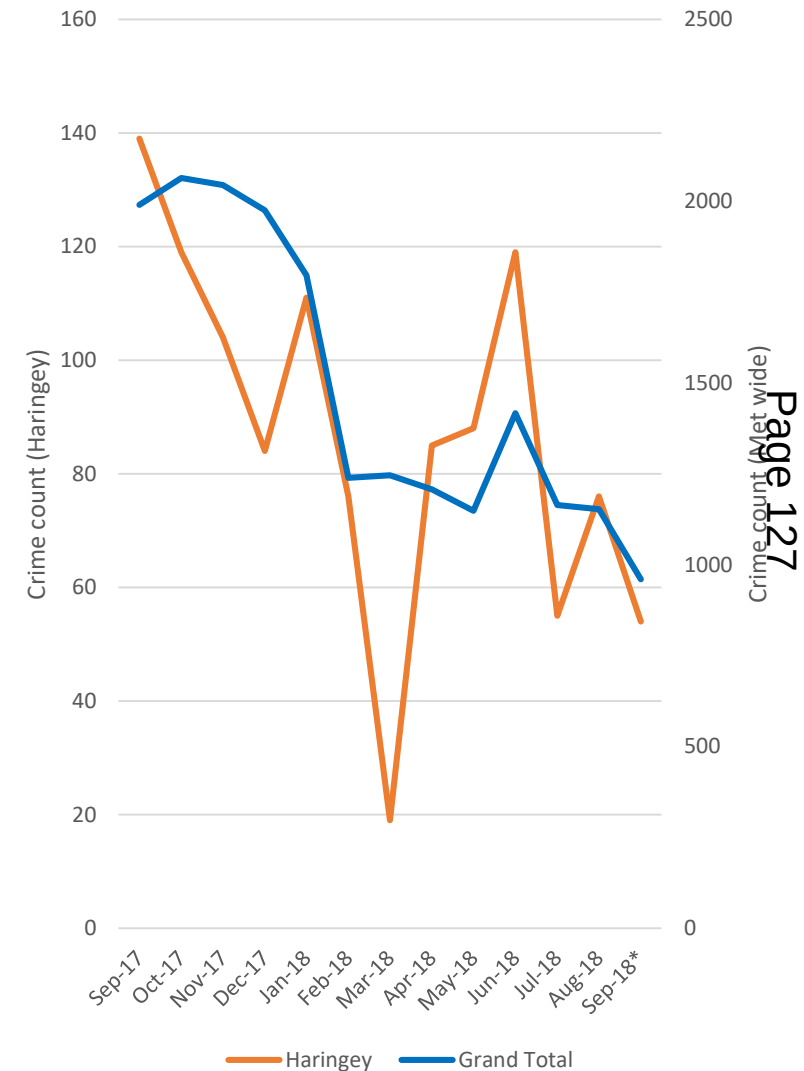
Borough	Moped Crime	London Rank	Volume
Hackney	-57.0%	1	906
Newham	-51.1%	2	64
Islington	-39.5%	3	2281
Tower Hamlets	-36.0%	4	521
Westminster	-35.9%	5	1340
Southwark	-30.4%	6	398
Kensington & Chelsea	-28.9%	7	251
Waltham Forest	-22.3%	8	87
Haringey	-21.3%	9	877
Enfield	-11.1%	10	72
Camden	-8.3%	11	3538
Lewisham	4.5%	12	93
Croydon	6.2%	13	224
Redbridge	16.9%	14	69
Lambeth	20.3%	15	261
Havering	21.6%	16	45
Hounslow	31.8%	17	29
Bromley	43.5%	18	66
Barnet	50.0%	19	87
Hammersmith & Fulham	50.0%	20	81
Barking & Dagenham	58.0%	21	79
Merton	72.1%	22	105
Richmond upon Thames	76.2%	23	37
Ealing	78.1%	24	57
Greenwich	108.3%	25	75
Wandsworth	141.2%	26	275
Bexley	222.2%	27	29
Hillingdon	280.0%	28	19
Brent	339.3%	29	246
Sutton	438.9%	30	97
Kingston upon Thames	533.3%	31	19
Harrow	900.0%	32	10
London Total	-23.8%		12338

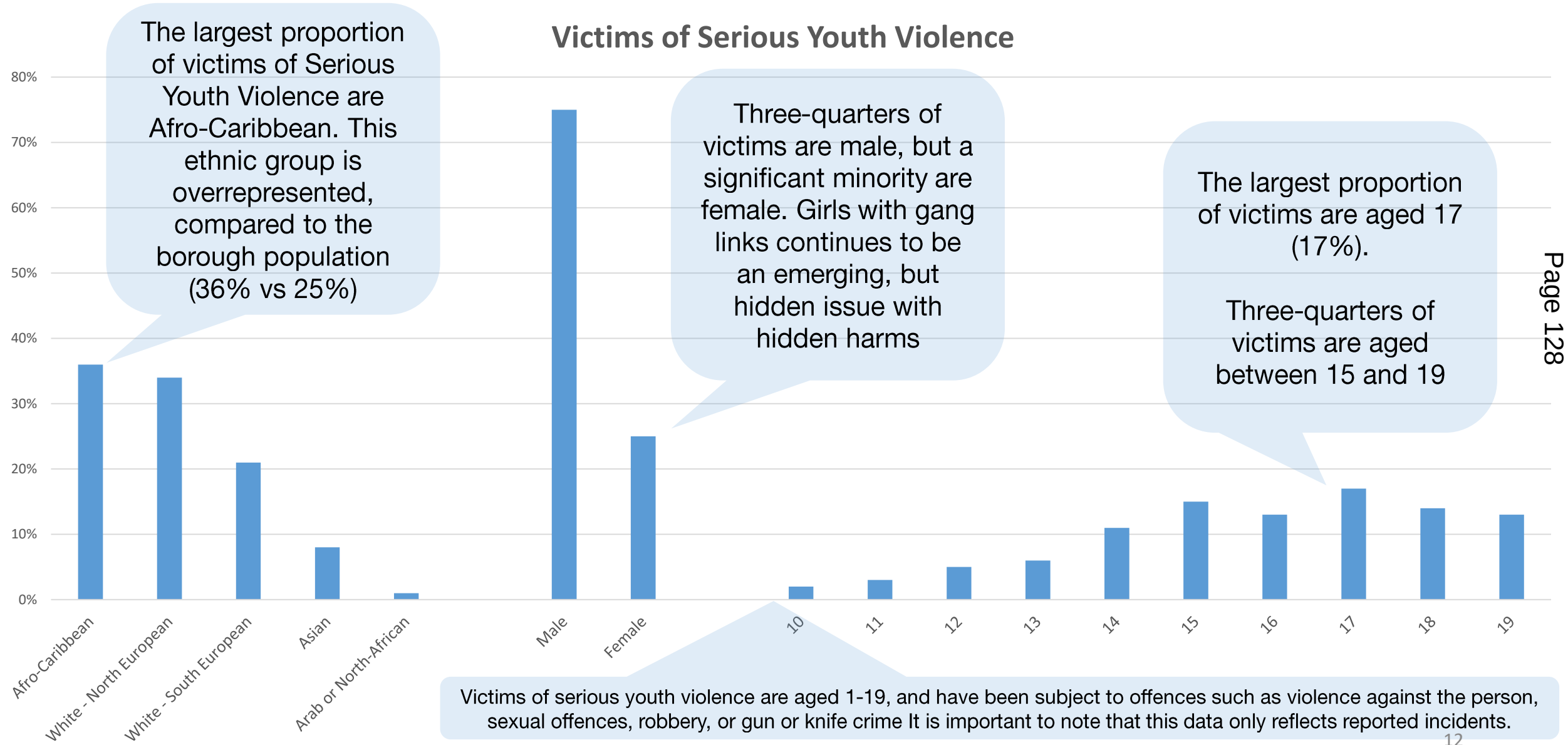


Moped enabled crime in Haringey has reduced by 21% in the 12 months to August 2018. London wide offending has also improved, experiencing a reduction of 23%.

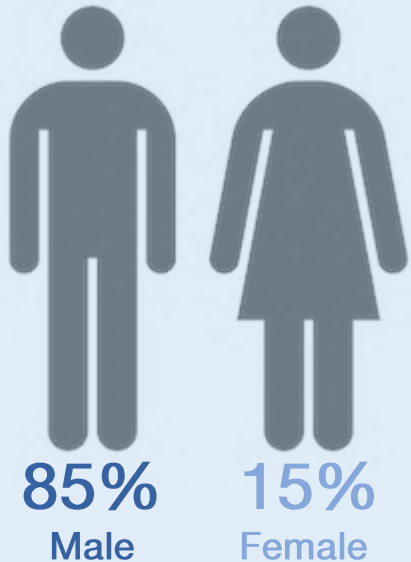
Within Haringey, key moped crime hotspots are centred around Wood Green High Road, Crouch End and Stroud Green Road.

Powered 2-wheelers used in crime





In May 2018, **133** young people were in contact with Haringey's Youth Justice Service



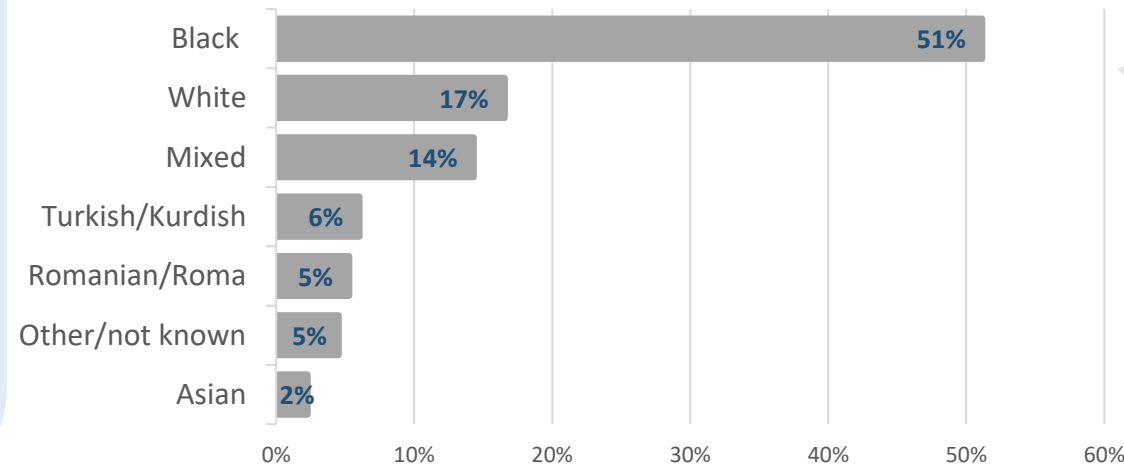
Young males in contact with youth justice, by age



The largest proportion (35%) of males known to the Youth Justice Service were aged 17.

28% were aged 16.

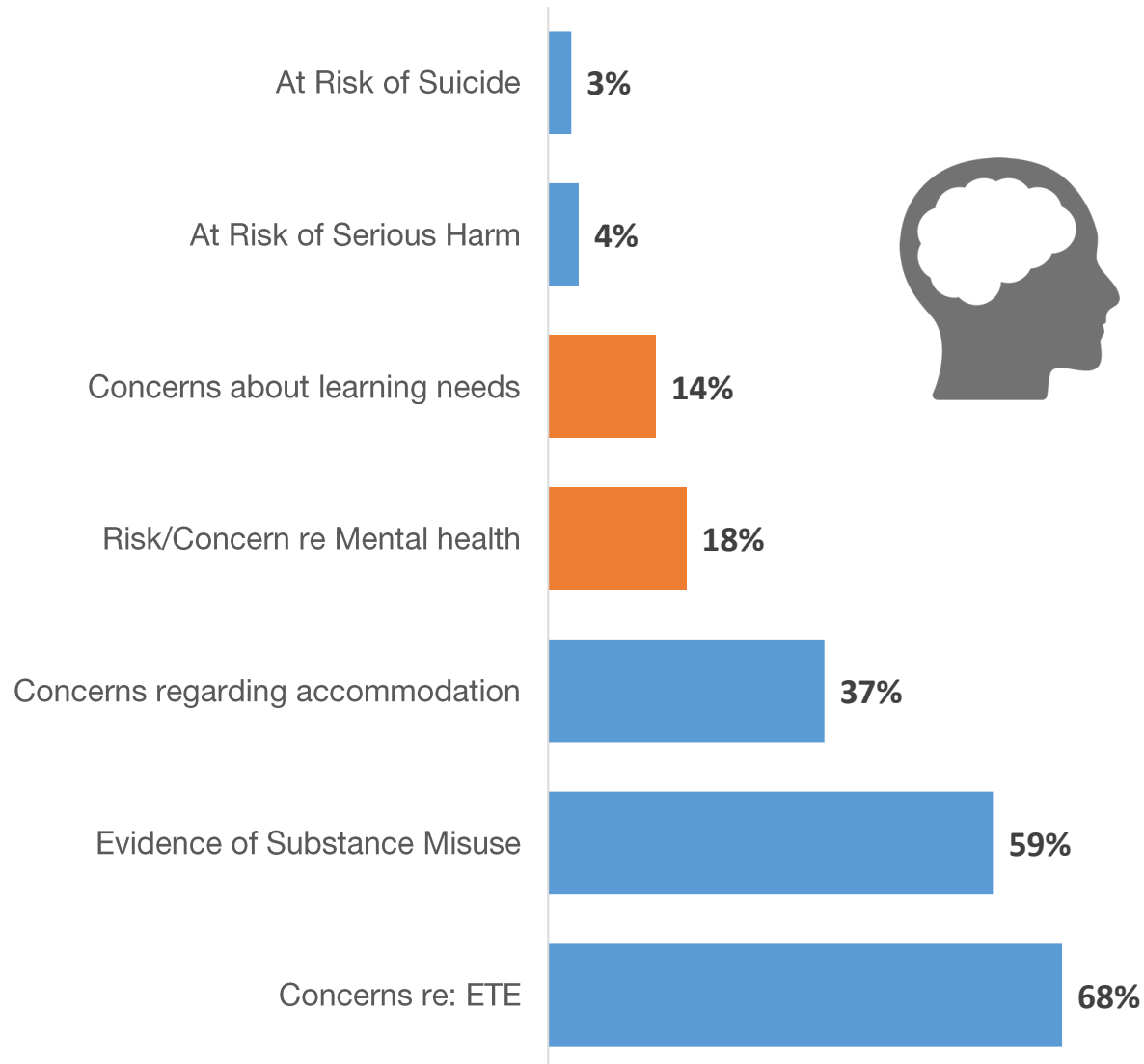
Young people in contact with youth justice, by ethnicity



Youth Justice Service, May 2018

The largest proportion (51%) of young people known to the youth justice service were Black.

This ethnic group is disproportionately represented in the youth justice cohort, compared to the borough-wide demographic (25%)



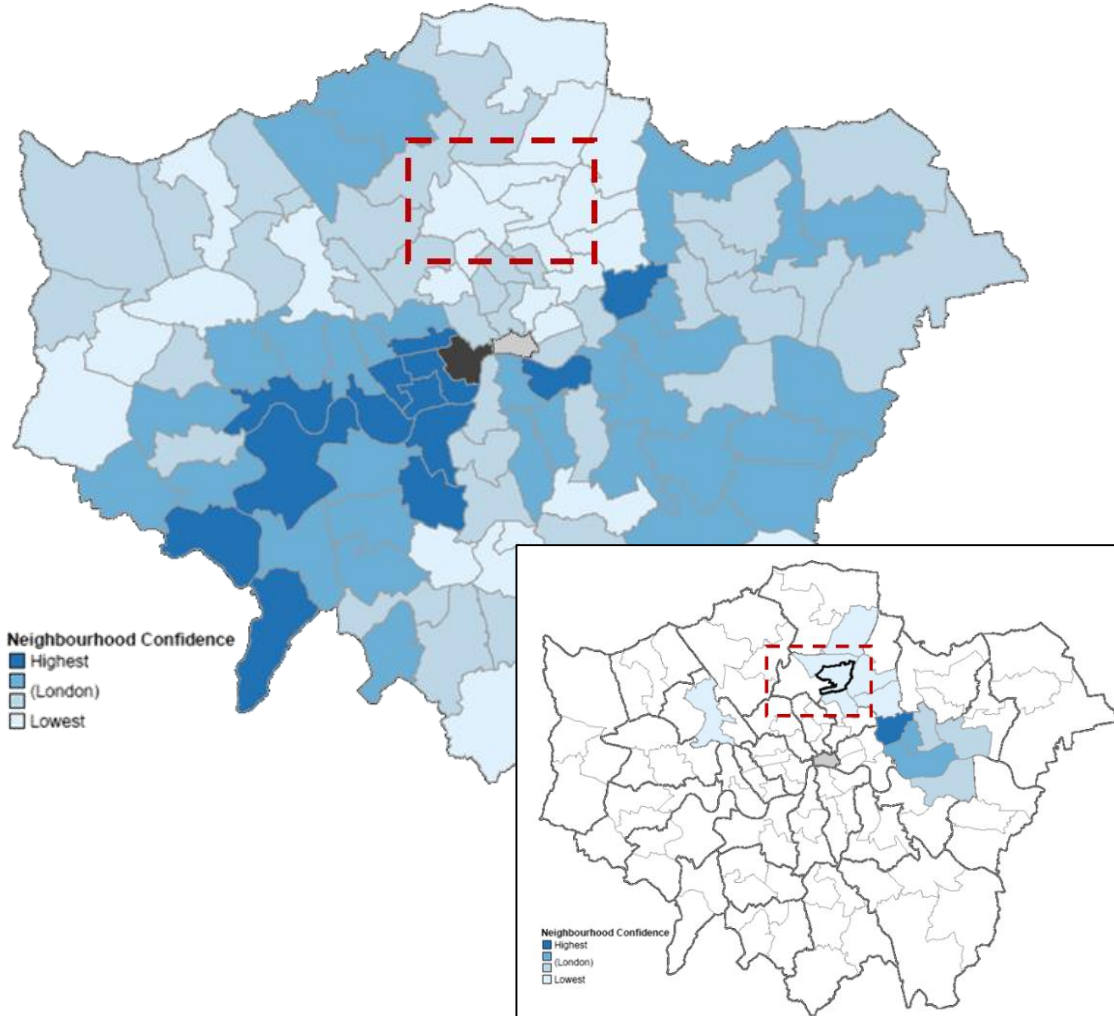
Youth Justice Service, May 2018

“Young people with a special educational need are over-represented in the youth justice system. 18% of sentenced young people in custody have a statement of special educational needs” (DfE, 2011)

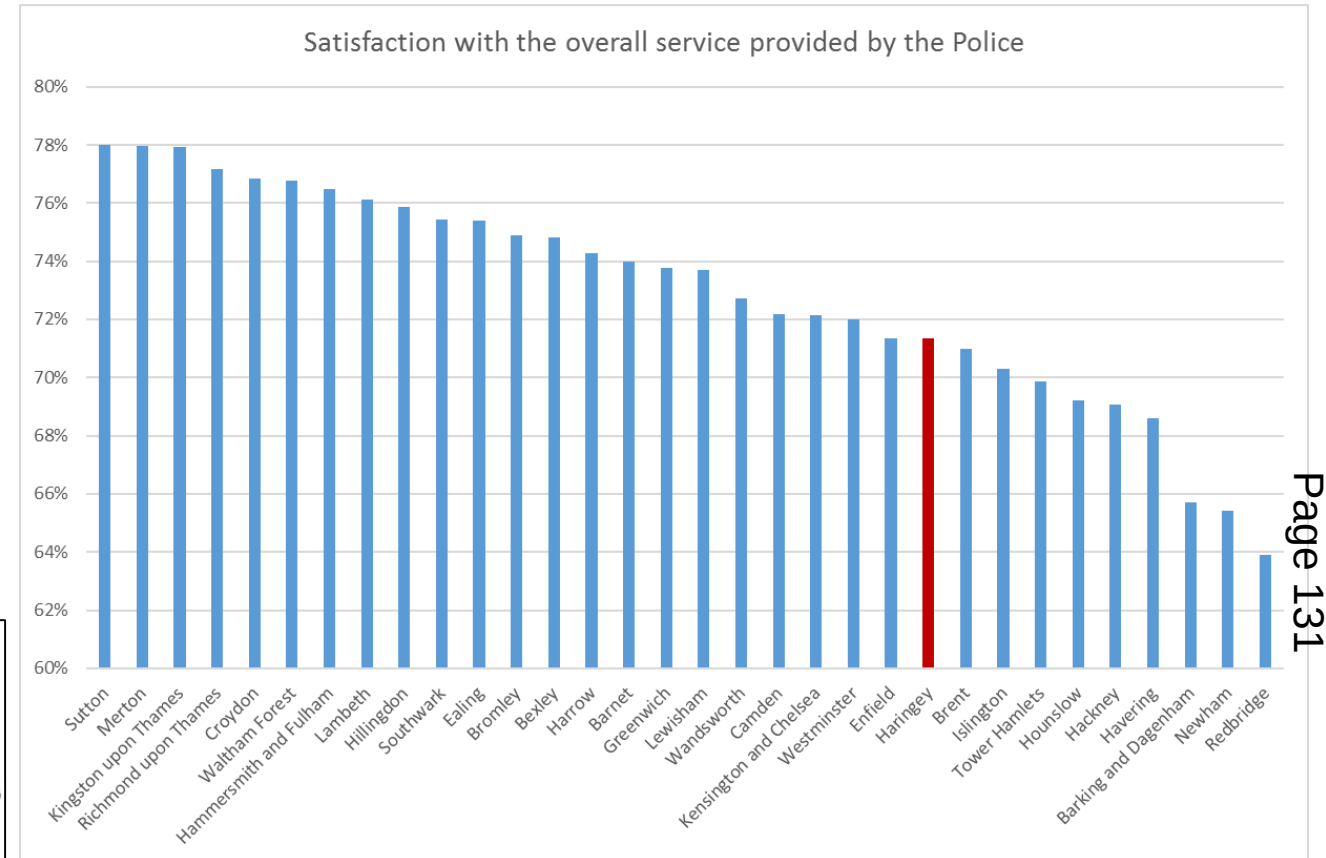
14% Of assessments in May 2018 identified **concerns** regarding learning needs

18% Of assessment responses in May 2018 identified **concerns** regarding mental health

MPS Public Attitude Survey (December 2017)



Most Similar Neighbourhoods



Haringey is currently ranked **23rd** for satisfaction with the overall service provided by the police, at 71%, compared with a London average of 73%.

Haringey has improved **for overall satisfaction for the BAME community**, at 71%, up from 67% previously. This compares to 73% for the white community

1. Does this picture feel right to you?
2. Are you surprised by any of the data?

Part 2: The Life Course of a Vulnerable Young Person



A typology of the most prolific youth offenders in Haringey (Sample size = 20)

ABUSE



Physical



Emotional



Sexual

NEGLECT



Physical



Emotional

HOUSEHOLD DYSFUNCTION



Mental Illness



Mother treated violently



Divorce



Incarcerated Relative



Substance Abuse

Compared with people with no ACEs, those with 4+ ACEs are:

- 4 times more likely to be a high-risk drinker
- 6 times more likely to have had or caused unintended teenage pregnancy
- 6 times more likely to smoke e-cigarettes or tobacco
- 6 times more likely to have had sex under the age of 16 years
- 11 times more likely to have smoked cannabis
- 14 times more likely to have been a victim of violence over the last 12 months
- 15 times more likely to have committed violence against another person in the last 12 months
- 16 times more likely to have used crack cocaine or heroin
- 20 times more likely to have been incarcerated at any point in their lifetime

Negative, stressful, traumatizing events that occur before age 18 are referred to as adverse childhood experiences (**ACEs**). These experiences create **toxic stress**. Children with ongoing, unmitigated toxic stress develop **patterns of adaptive and physiological disruptions**

Case study – Child L

Child L is a 15-year-old boy who often gets into trouble with the police and gets into fights at school. He has a worker from the youth offending team but is not attending his appointments. His worker is frustrated by his failure to engage Child L.

Child L goes out every evening. His mother often doesn't know where he is and complains that he is out of control. He often does not come home at night. L regularly misses school and his teachers find him disruptive and his behaviour difficult to manage. He has started hanging around in the local park with a group of older men. The police suspect he may be dealing drugs. The neighbours complain about him as he sometimes drinks on the street and makes lots of noise late at night. Children's social care have recently become involved with L and describe him as 'resilient'.

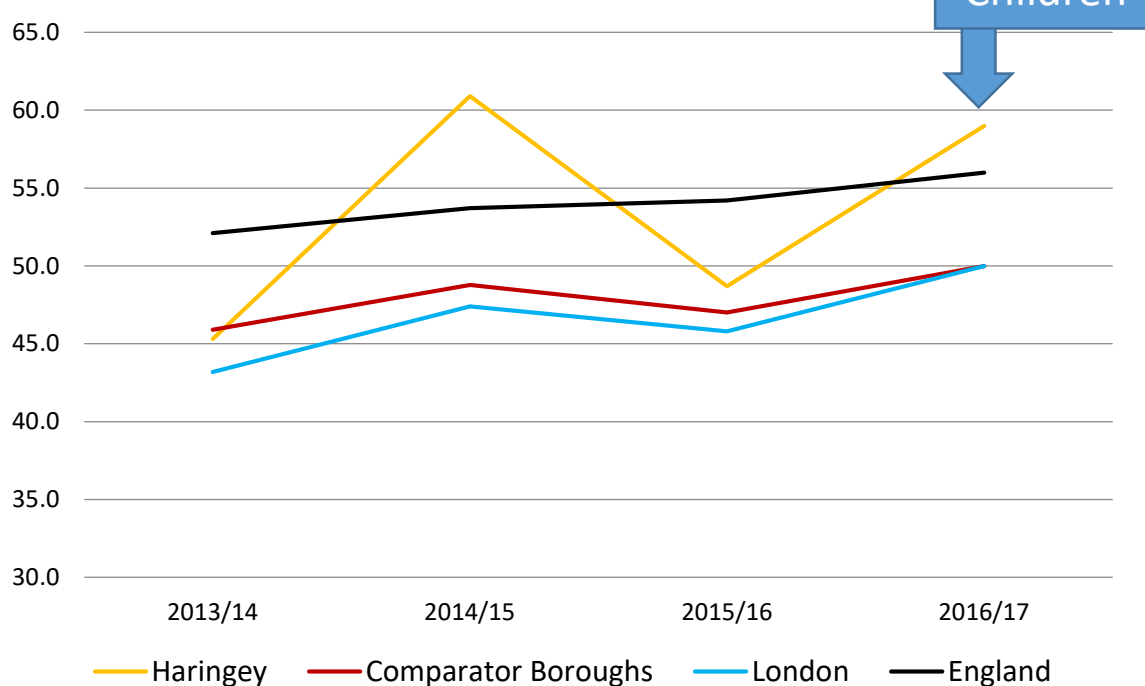
Child L's Story

Child L has experienced years of abuse and neglect. His mother has had several partners and they have consistently emotionally abused L. His mother's partners have often belittled and humiliated L by making fun of the way he speaks and looks. Child L has experienced physical abuse from some of his mother's partners, including being locked in a cupboard when he was young. He often spends time away from the family home now, as his mum and stepfather fight and argue all the time and his stepfather can be violent towards his mother and him. He usually gets chips for tea if he has any money or he gets something at his friend's house whenever he can. There are many evenings when he does not eat.

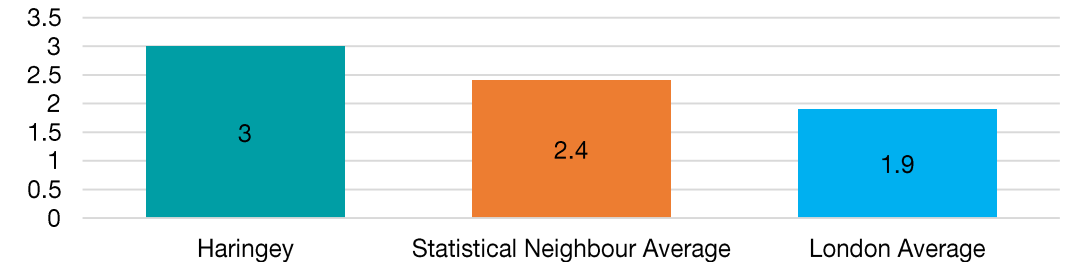
Often he does not go home at night and sleeps on a friend's sofa or sometimes in the neighbours' shed. He often oversleeps, so he misses school regularly. He has started hanging out with a group of older men who are dealing drugs in the town centre and the park during the day. It takes him half an hour on the bus to get to his appointments with the youth offending team and he has no money, so he can't often attend.

He feels awful most of the time: tired, fed up and hungry. He has a bad cough but can't go to the doctor's as his mum says they don't have one.

Rate of Children becoming subject to a Child Protection Plan (per 10,000)

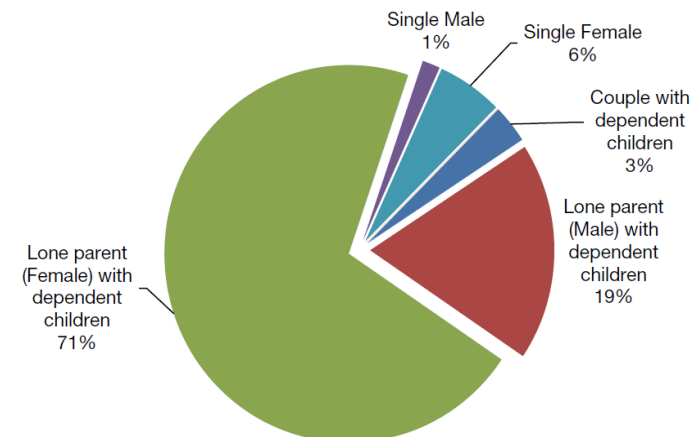


Overcrowding - Percentage of Households with over 1.5 persons per room, 2011 Census



Across London those of **Asian (14%), Black (11%) or Other (12%) ethnicity** are more than five times more likely than those of White British ethnicity (2%) to be living in households with over 1 person per room

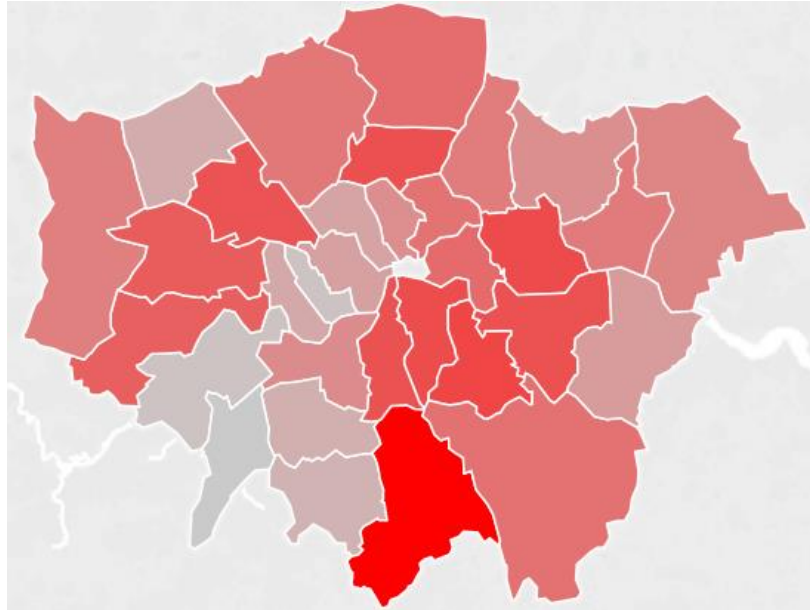
Statutory Homeless Acceptances in Haringey by Household Type 2015/16



The majority of statutory homeless households are single mothers with dependent children

90% Prolific young offenders have lost a parent by the age of 5

Domestic Abuse Violence with Injury (Year to Sept. 2017)

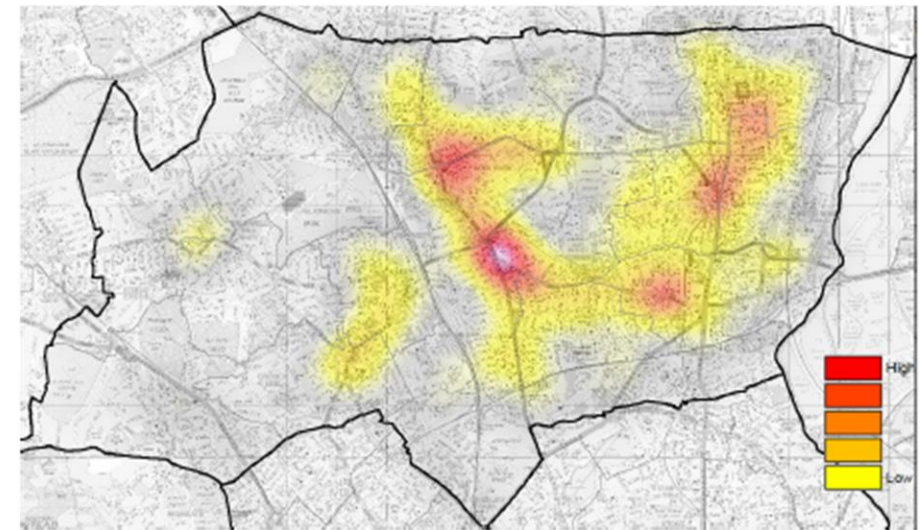


In the 12 months to September 2017 Haringey had the sixth highest Domestic Abuse Incident Rate (21 per 1,000 population). Barking and Dagenham had the highest (23 per 1,000 population), followed by Greenwich, Lewisham, Tower Hamlets, and Hounslow.

In Haringey 26% of victims were repeat victims, compared to a London-wide average of 24%

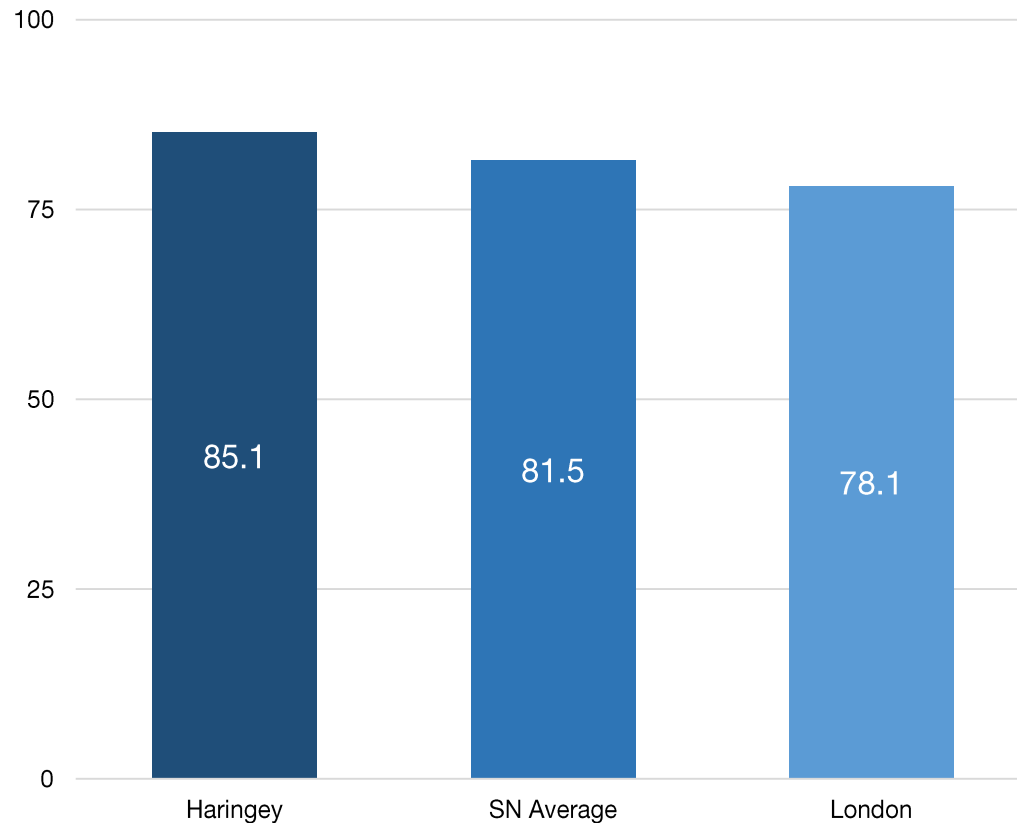
30% Prolific young offenders have been **exposed to domestic violence**

Domestic Abuse Violence with Injury



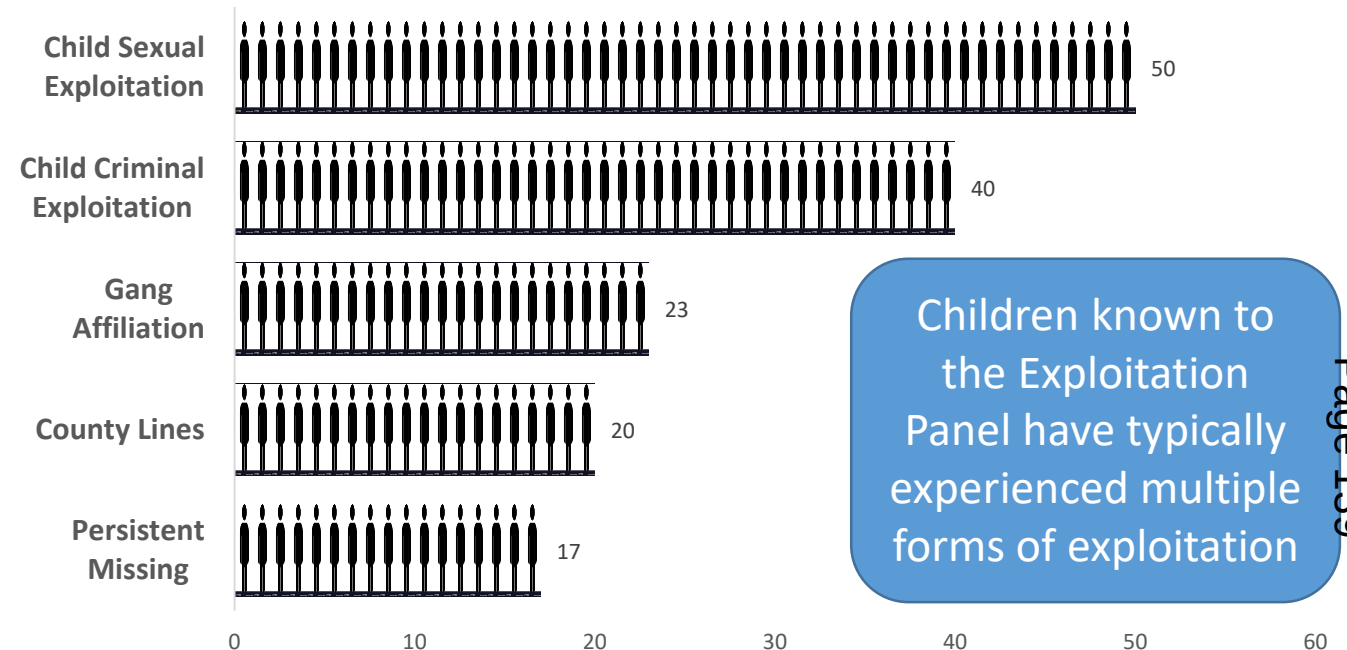
Domestic Abuse in Haringey **increased by 2.5%** in the 12 months to July 2018, compared to no increase across London. Offending takes place primarily in residential locations, with hotspots in Turnpike Lane, Wood Green and Bruce Grove.

Hospital admissions caused by unintentional and deliberate injuries in 0-14 year old children, 2016/17 (rate per 100,000)



The rate of hospital admissions for injuries in 0-14 year olds in Haringey is 9% higher than the London average

Haringey CYP Known to the Exploitation Panel (n=80)



Children known to the Exploitation Panel have typically experienced multiple forms of exploitation

Page 139

25%

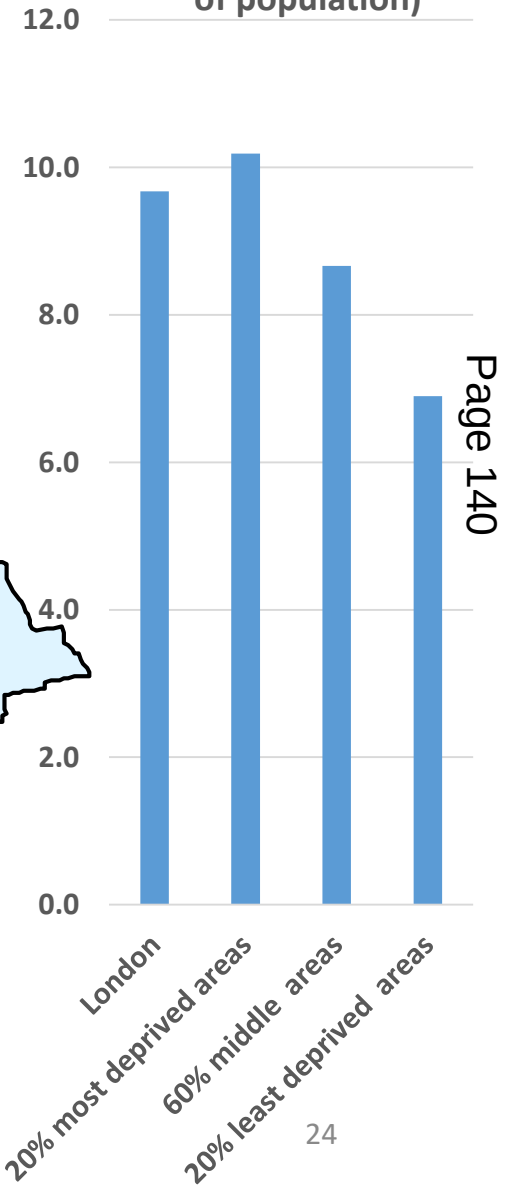
Prolific young offenders have been **victims of physical abuse**

30%

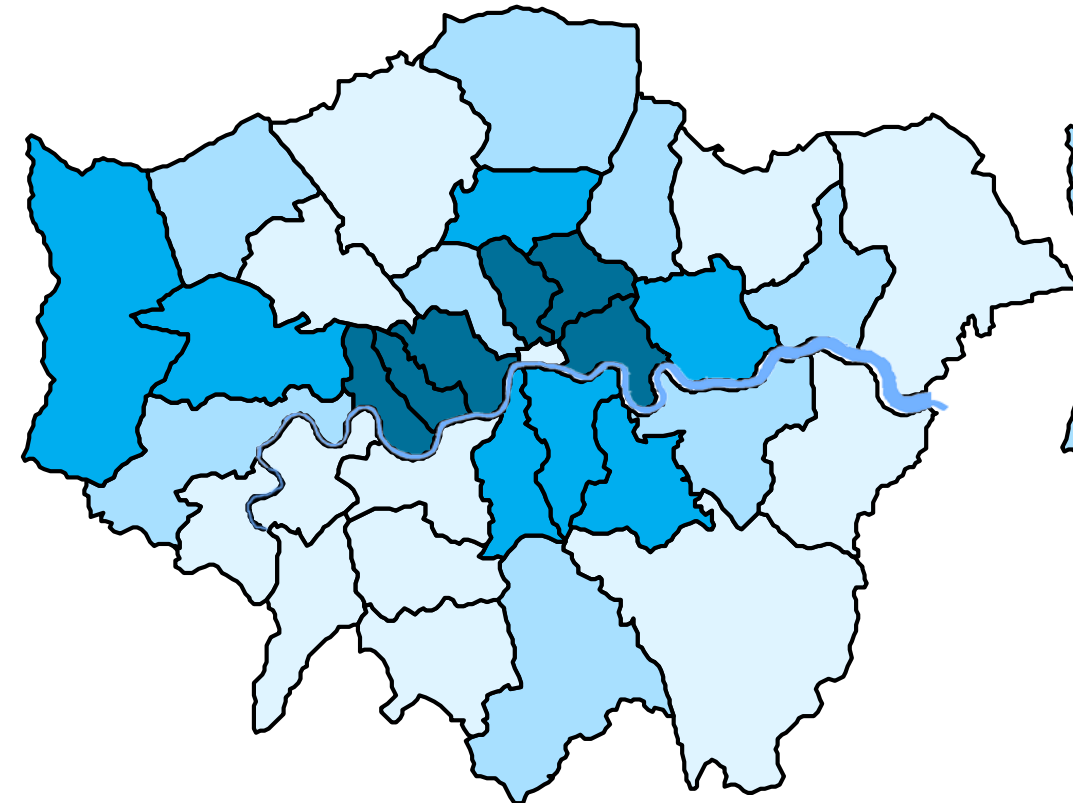
Prolific young offenders' **parents have been involved in substance misuse**

Haringey's rank in the mid-range for substance use in London may mask higher rates in areas with more deprivation

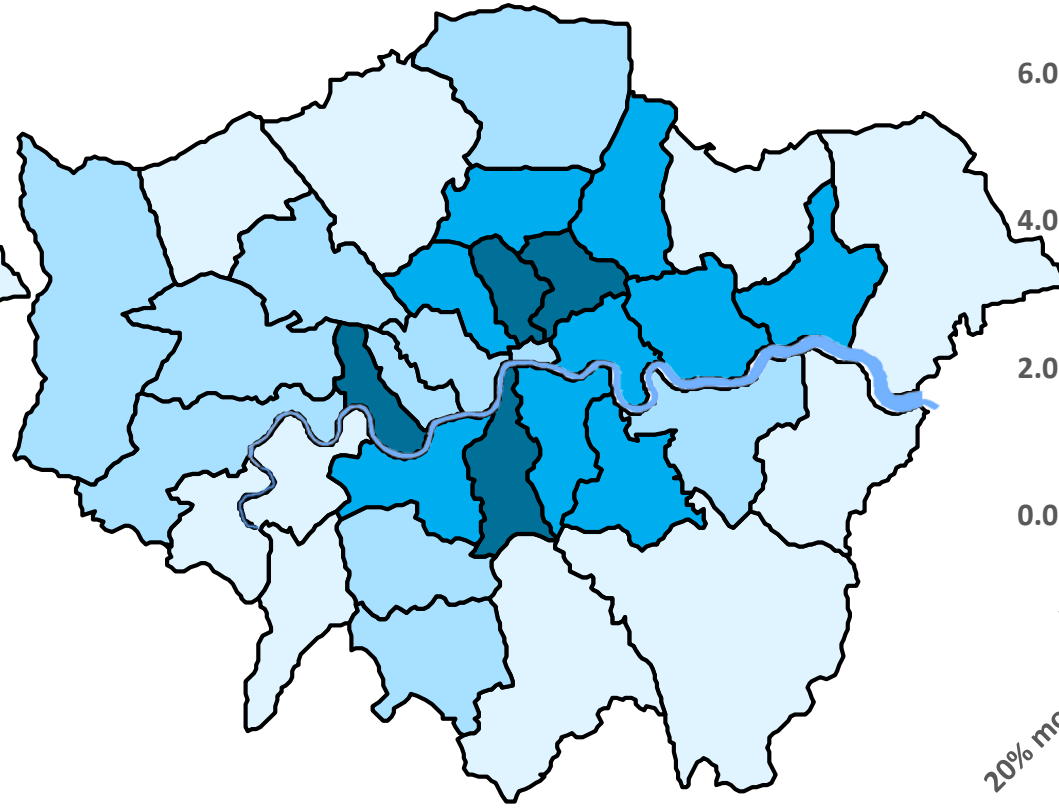
Illicit Substance Use (% of population)



Prevalence of Opiate & Crack Use (PHE)



Prevalence of Alcohol Dependence (PHE)



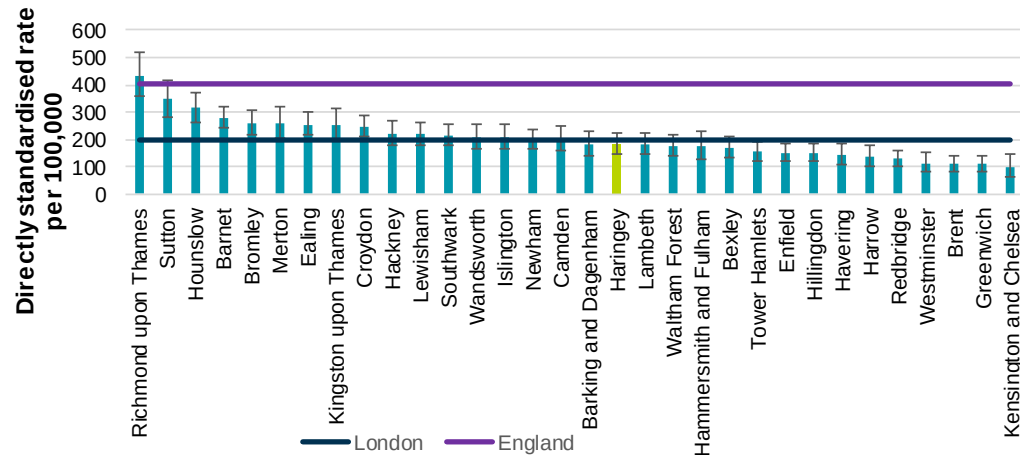
One in 10 young people aged 5-16 are estimated to have a mental health disorder in Haringey.

Estimated prevalence of mental health disorders, 5-16 years, 2015



Source: PHE 2017

Hospital admissions as a result of self-harm (10-24 years), rate per 100,000, 2016/17



Source: PHE 2018

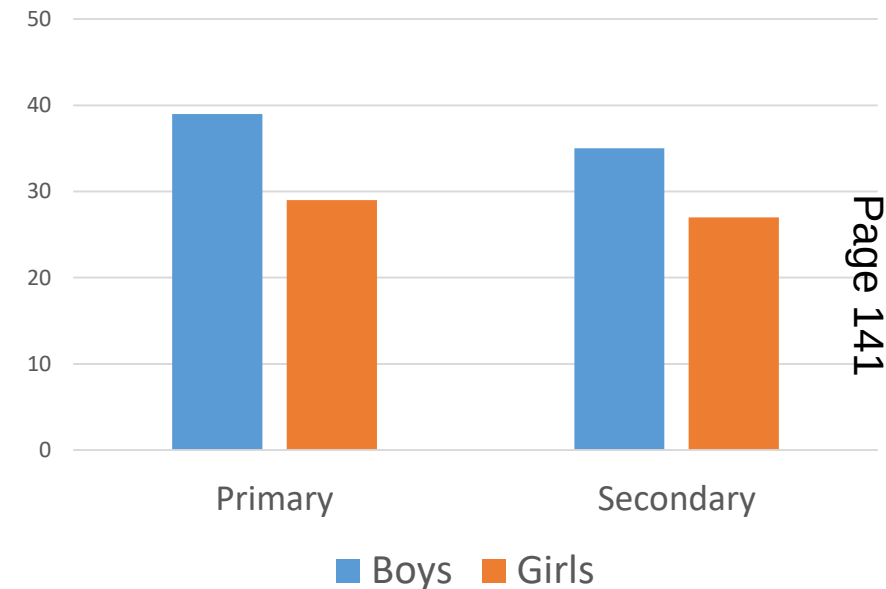
Haringey:
9.9%



London:
9.3%

England:
9.2%

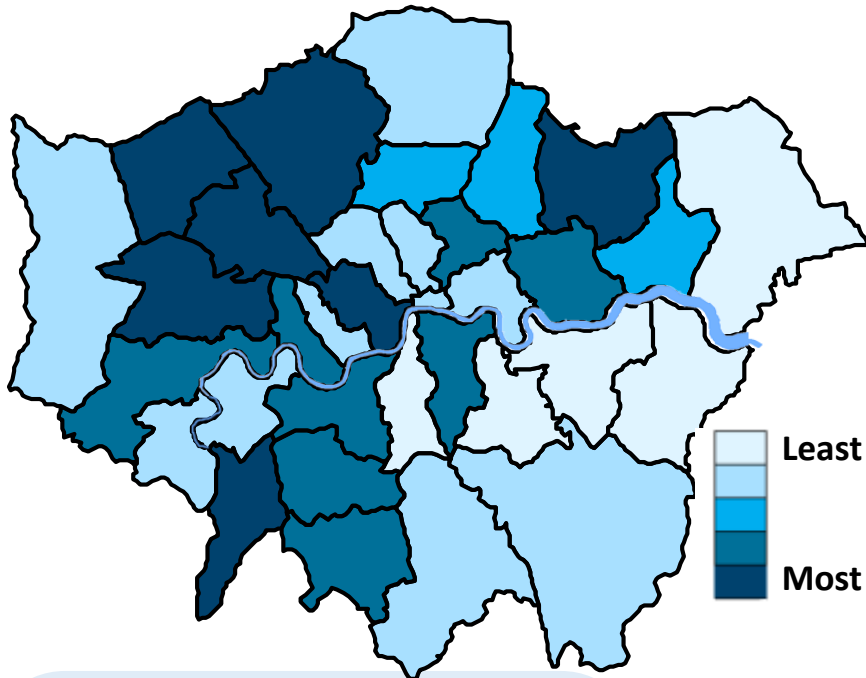
High Self-Esteem Scores (%)



Page 141

3,817 Children and young people in Haringey with a mental health disorder

Average Progress 8 Score (2017/18)



Progress 8 was introduced in 2016 to capture the progress pupils make from the end of key stage 2 to the end of key stage 4.

The map demonstrates that pupils in Haringey progress to a greater extent than pupils from neighbouring boroughs including Islington, Camden, and Enfield.

Attainment of those receiving free school meals

Pupils across Haringey achieving A*-C in English and Maths

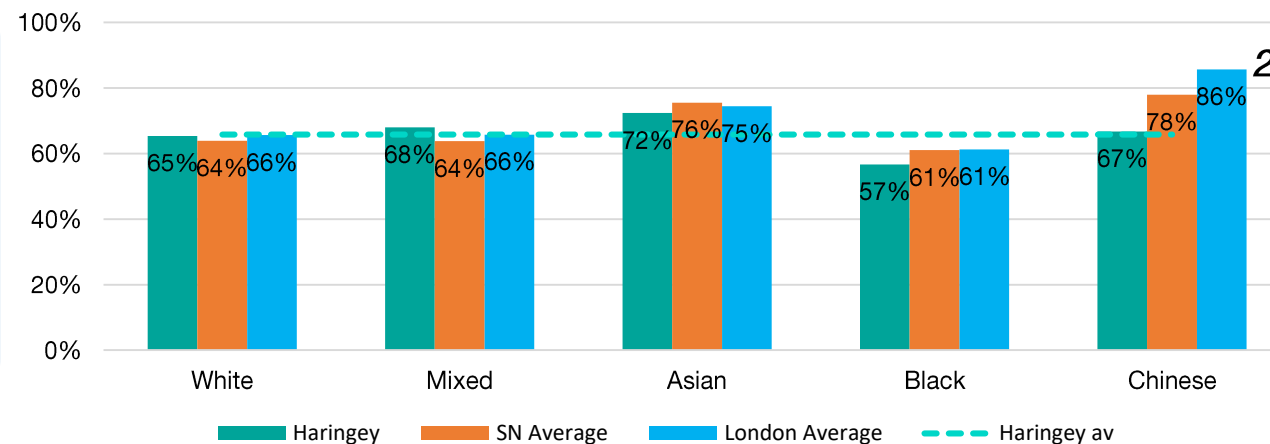
64%

Pupils eligible for free school meals achieving A*-C in English and Maths

54%

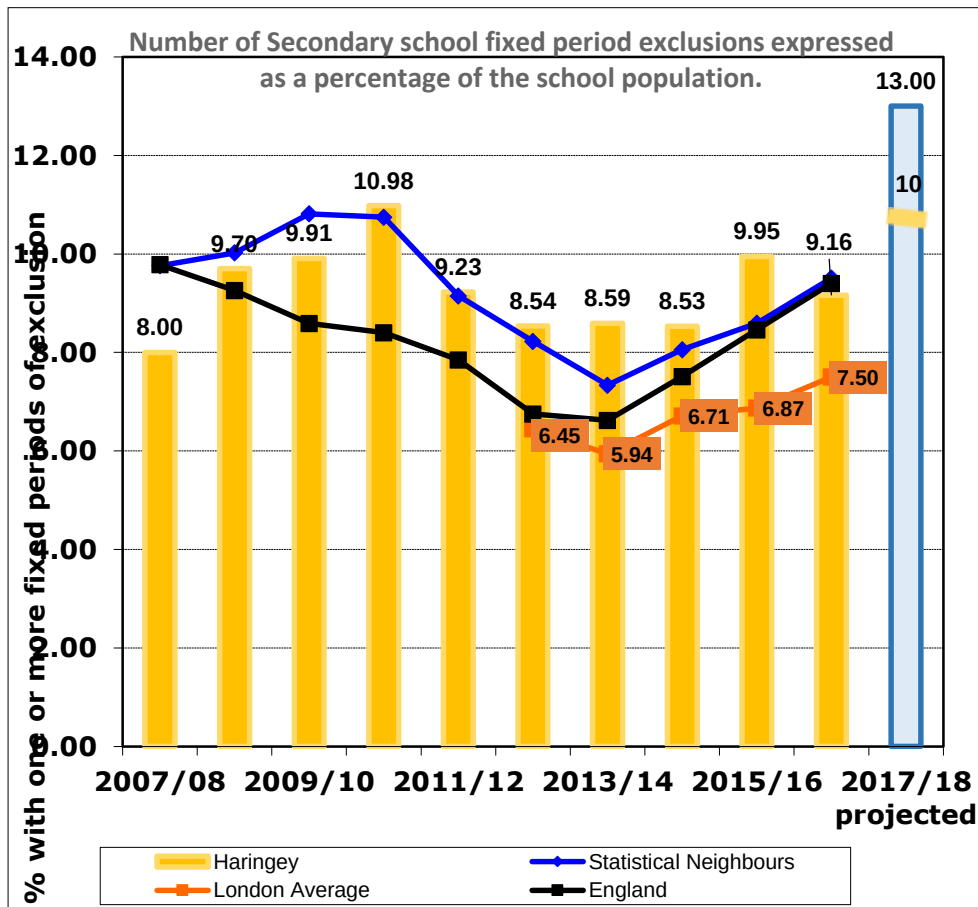
(DfE, 2015/16)

GCSE: % of children achieving 5 A*-Cs, 2015/16

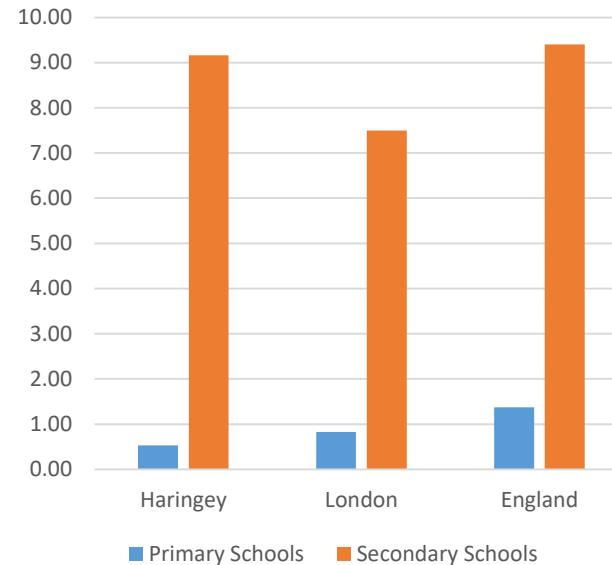


Black boys have the lowest attainment across all ethnic and gender groups (52% achieved grades A-C in English and Maths in 2015/16) (DfE, 2015/16)*

There has been an **increase** in secondary school fixed period exclusions in **England**. Haringey saw a drop in exclusion in 2016/17, but figures from the autumn term suggest there is likely to be an increase in 2017/18 to a rate of between 10% and 13%.



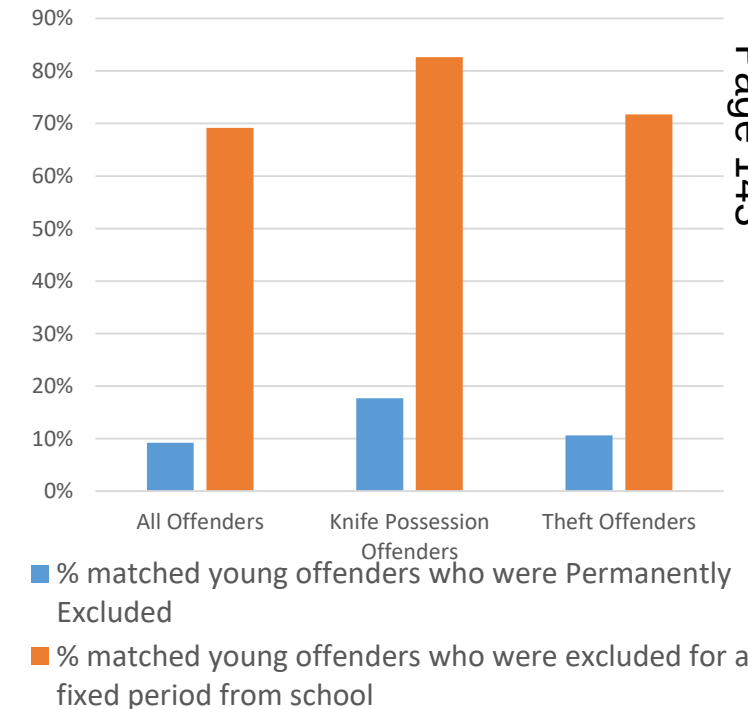
Fixed Period Exclusion Rates (2016/17)



It is likely that official figures underestimate the scale of exclusions. There are a number of ways in which a pupil can be functionally excluded from their school, aside from official exclusions, including off-rolling and managed moves.

Nearly **70%** of all young offenders, and over **80%** of all young offenders with **knife possession offences** have had a fixed period exclusion

Proportion of young offenders (KS4, 2012/13) who have been excluded from school



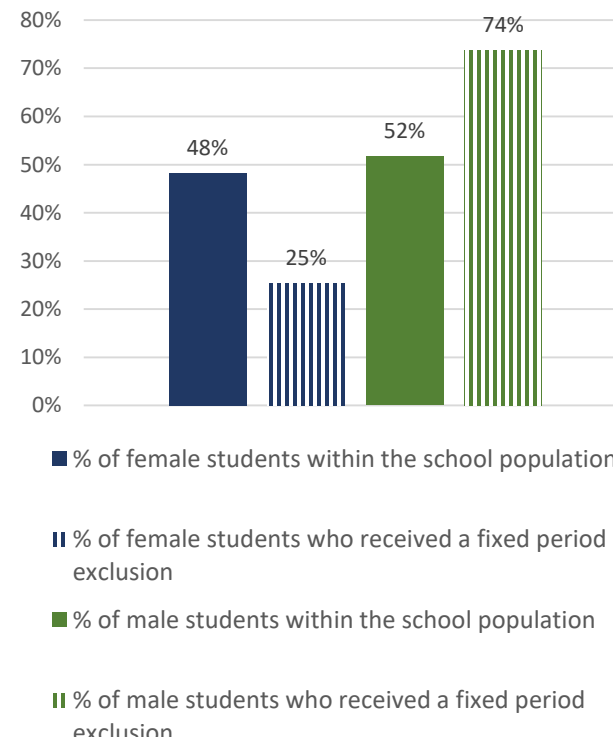
Children and young people attending alternative provisions

- **77%** recognised as having **SEN or disability**
- **50%** recognised as having a **social, emotional or mental health need**

In England, looked after children are twice as likely to be excluded from school

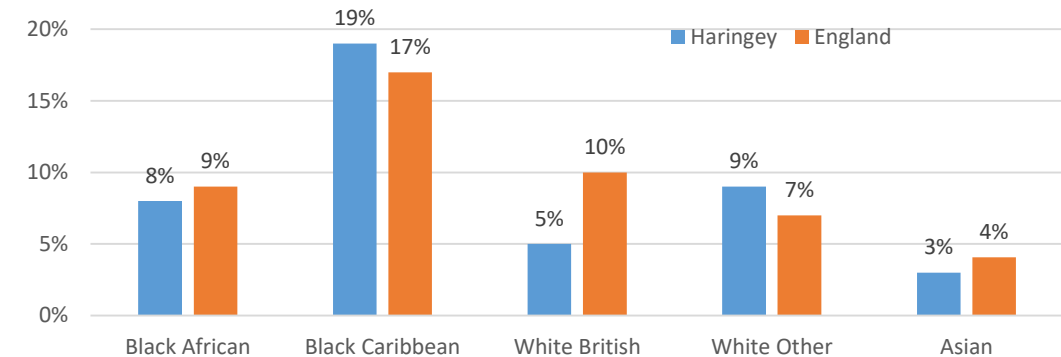
28% of young people in contact with youth justice were looked after, (*Youth Justice, May 2018*)

Haringey secondary school fixed period exclusions by gender



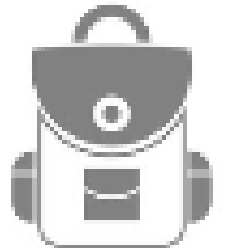
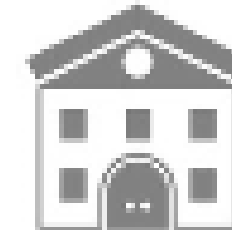
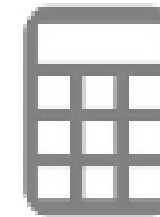
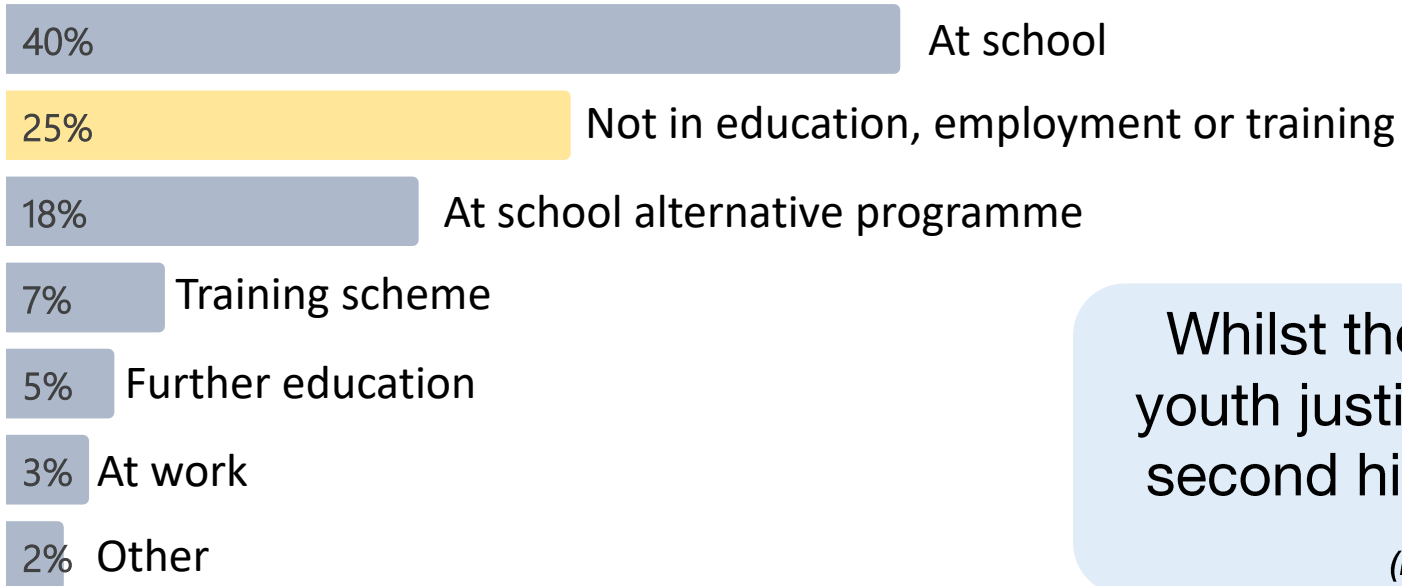
In 2016/17, **74%** of Haringey Secondary school pupils with fixed period exclusions were **boys**. This is similar to the national picture, where boys accounted for 70%

Rate of secondary school fixed period exclusions during 2016/17 by ethnicity



Nationally and within Haringey Black Caribbean pupils are significantly more likely to be excluded than their peers

Young people in contact with youth justice, by educational status



Whilst the largest proportion of Haringey's youth justice cohort are in school (40%), the second highest proportion are NEET (25%)

(Haringey Youth Justice Service, May 2018)

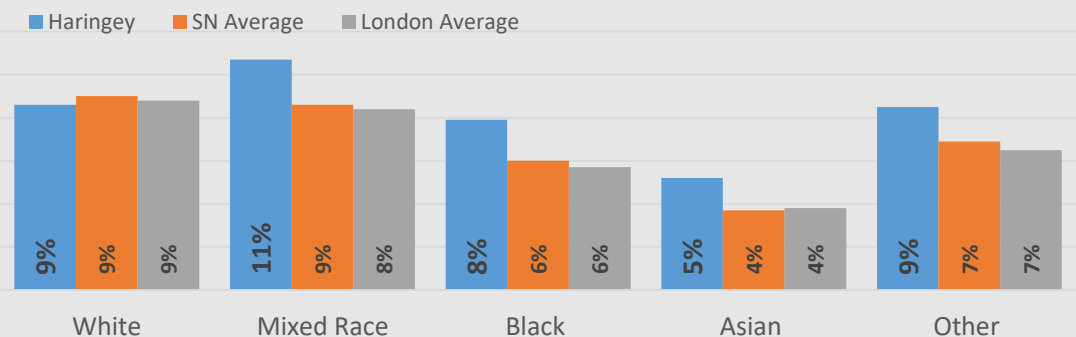
Ethnicity of those

NEET

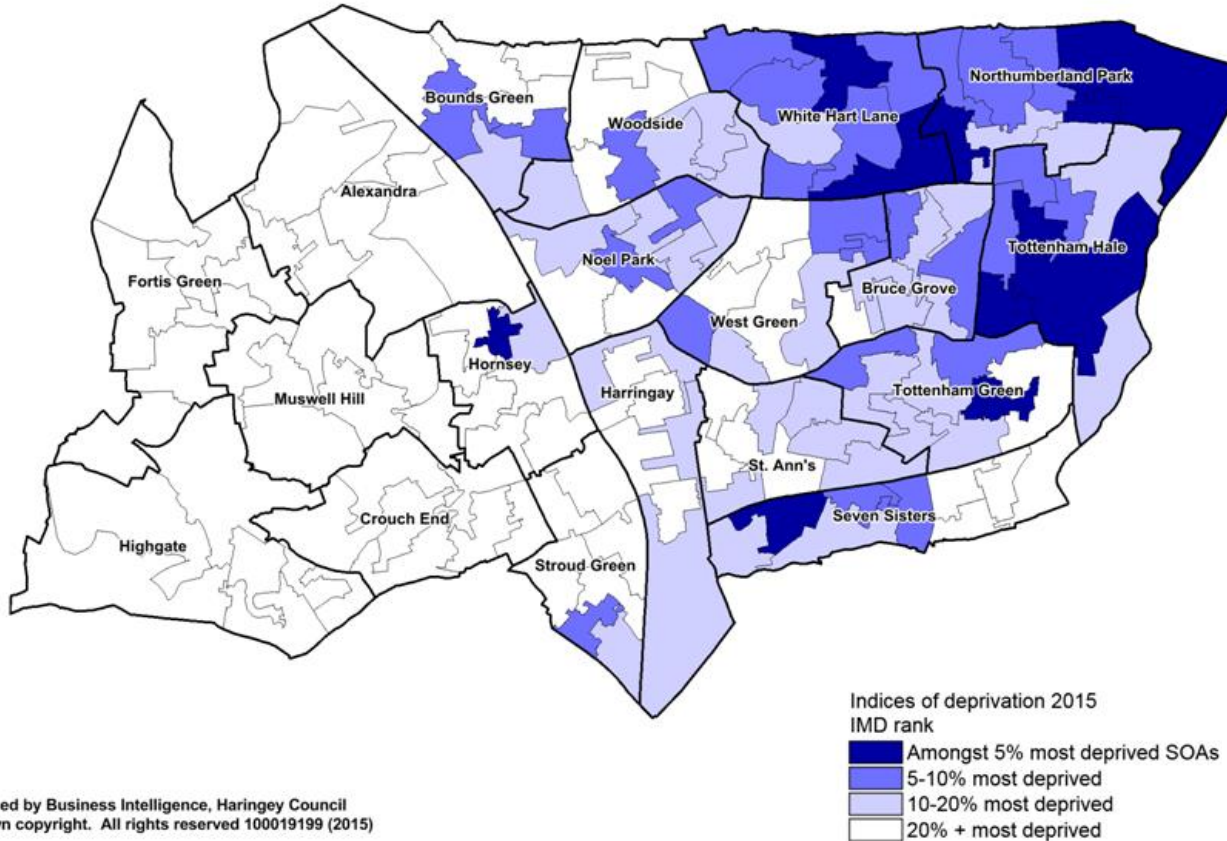
Haringey has a larger proportion of Black and Mixed Race 16-17 year olds NEET compared to statistical neighbours and London average.

(Haringey Youth Justice Service, May 2018)

Proportion of 16-17 year old NEET by ethnicity

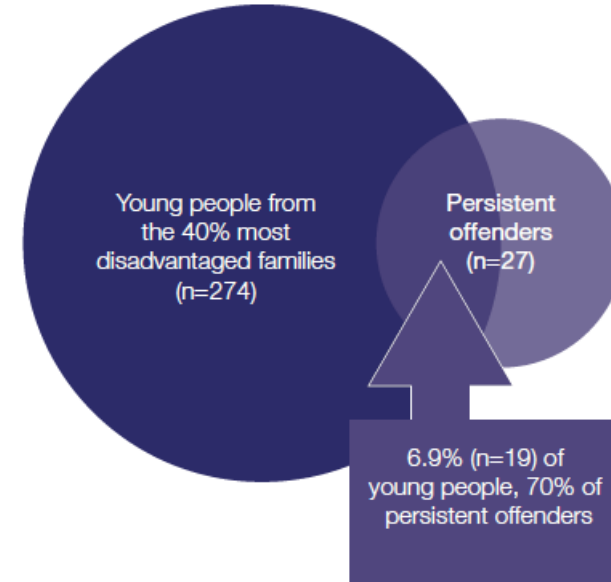


Indices of Multiple Deprivation 2015
Income Deprivation Affecting Children
Haringey SOAs



Produced by Business Intelligence, Haringey Council
© Crown copyright. All rights reserved 100019199 (2015)

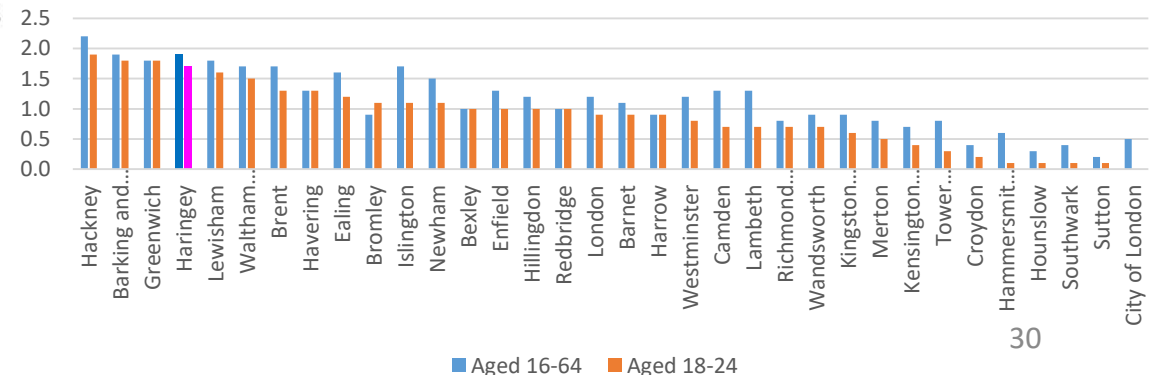
The most deprived neighbourhood areas are more heavily concentrated in the east of the borough, where more than half fall into the 20% most deprived in the country



Source: Wikstrom, P.-O. H., & Treiber, K. (2016).
Social Disadvantage and Crime: A Criminological Puzzle.
American Behavioral Scientist, 60(10), 1232-1259

Young people who live in areas with high levels of deprivation and crime, or who have few educational or employment opportunities may be less likely to see potential for their future and may be more vulnerable to claims that crime is an option for achieving status and resources (Dijkstra et al. 2012)

Youth Unemployment



Part 3: Protective Factors

INDIVIDUAL FACTORS	FAMILY FACTORS	PEER AND SOCIAL FACTORS
•Intolerant attitude toward deviance •High IQ •High grade point average (as an indicator of high academic achievement) •High educational aspirations •Positive social orientation •Popularity acknowledged by peers •Highly developed social skills/competencies •Highly developed skills for realistic planning •Religiosity	•Connectedness to family or adults outside the family •Ability to discuss problems with parents •Perceived parental expectations about school performance are high •Frequent shared activities with parents •Consistent presence of parent during at least one of the following: when awakening, when arriving home from school, at evening mealtime or going to bed •Involvement in social activities •Parental / family use of constructive strategies for coping with problems (provision of models of constructive coping)	•Possession of affective relationships with those at school that are strong, close, and prosocial oriented •Commitment to school (an investment in school and in doing well at school) •Close relationships with non-deviant peers •Membership in peer groups that do not condone antisocial behaviour •Involvement in prosocial activities •Exposure to school climates that characterized by: • Intensive supervision • Clear behaviour rules • Consistent negative reinforcement of aggression • Engagement of parents and teachers

Risk and protective factors are not evenly distributed across society. The lower the family's socio-economic status, the more likely it is for children to experience risk factors and for those risks to have a greater impact. They are also less likely to experience protective factors and for what protective factors they do experience to have less of an impact.

1. Is there anything surprising in the data – and have we missed anything important?
2. Looking at some of the demographic data – looking at the statistics on victims (slide 12), the youth offending cohort (slide 13) and exclusions (slide 28) – black boys are hugely disproportionately represented. Do we understand why this is?
3. There appears to be a significant correlation between violence and deprivation (slide 30) and between adverse childhood experiences (slide 19) and propensity to become involved in damaging behaviour. But many of us will know or know of young people who live in deprived conditions, and have experienced ACEs but have not ended up involved in violence. Do the protective factors explain this? And vice versa.

Part 4: What Young People Say

Primary Pupils

33%

Primary school pupils have felt afraid going to school because of bullying

30%

Primary school pupils are worried about knives and guns. 25% are worried about gangs

24%

Primary school pupils have been bullied in the last month

15%

Primary school pupils have experienced negative behaviour at home in the last month

Secondary Pupils

17%

Secondary school pupils have felt afraid going to school because of bullying

28%

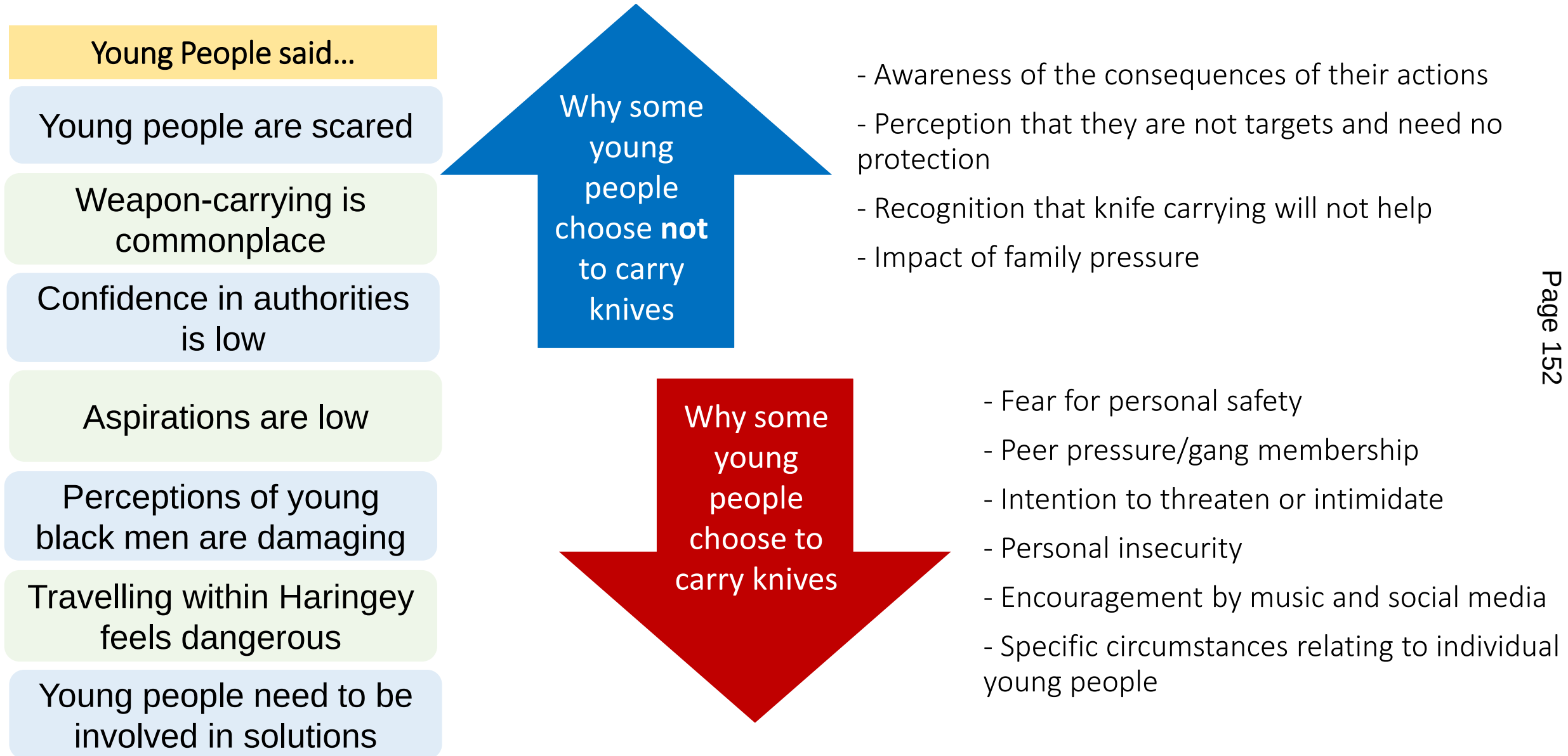
Secondary school pupils rate the safety of their local area as 'poor' or 'very poor' after dark

13%

Secondary school pupils have been bullied in the last month

11%

Secondary school pupils have been a victim of violence of aggression in the last year



Ways forward identified by young people involved in the research which they felt would help deal with knife crime/carrying:

Increased activities and leisure opportunities

Provision of places and centres for young people

Mentors from within local communities who have had similar life experiences

Increased opportunities in education and jobs

Greater confidence in the police

Tackle racial bias in schools, employment, and justice system

Curb influence of social media on young people

Restrict availability of knives and other weapons

More education about knife crime and the impacts on people who have been involved

1. Are these slides consistent with what you have heard from young people or is there anything missing?
2. Focussing on a few of the points young people said – how do we increase trust in civic institutions?
How can we tackle the issues about the perceptions of young black men?
3. How can we best involve young people in developing solutions moving forward?

Dialogue with
Young People

Dialogue with
Partners

Public Consultation
Events

Borough Plan

Community Safety
Strategy

Young People at
Risk Strategy

MPS Knife Crime
Action Plan

Safer Neighbourhoods
Board: Serious Youth
Crime Action Plan

Bids to GLA and
UK Government
Funds

What can you do to prevent young people from becoming involved in serious violence?

How can you work with the Council and other partners to improve the lives of young people in Haringey?

How can you make sure the voices of young people inform everything we do that affects them and their futures?

EQUALITY IMPACT ASSESSMENT

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

- Eliminating discrimination, harassment and victimisation and any other conduct prohibited under the Act;
- Advancing equality of opportunity between those with a 'relevant protected characteristic' and those without one;
- Fostering good relations between those with a 'relevant protected characteristic' and those without one.

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

Stage 1 – Screening

Please complete the equalities screening form. If screening identifies that your proposal is likely to impact on protect characteristics, please proceed to stage 2 and complete a full Equality Impact Assessment (EqIA).

Stage 2 – Full Equality Impact Assessment

An EqIA provides evidence for meeting the Council's commitment to equality and the responsibilities under the Public Sector Equality Duty.

When an EqIA has been undertaken, it should be submitted as an attachment/appendix to the final decision making report. This is so the decision maker (e.g. Cabinet, Committee, senior leader) can use the EqIA to help inform their final decision. The EqIA once submitted will become a public document, published alongside the minutes and record of the decision.

Please read the Council's Equality Impact Assessment Guidance before beginning the EqIA process.

1. Responsibility for the Equality Impact Assessment

Name of proposal	Young People at Risk Strategy
Service area	Children's Services/Community Safety & Enforcement/Commissioning
Officer completing assessment	Hugh Smith
Equalities/ HR Advisor	Hugh Smith
Cabinet meeting date (if applicable)	March 2019
Director/Assistant Director	Ann Graham, Director of Children's Services

2. Summary of the proposal

Please outline in no more than 3 paragraphs

- *The proposal which is being assessed*
- *The key stakeholders who may be affected by the policy or proposal*
- *The decision-making route being taken*

The Young People at Risk Strategy seeks to reduce the incidence of serious youth violence in Haringey by taking a whole-systems approach, in which the Council works with partners and the community, to adopt a public health model that addresses the risk factors that can heighten vulnerability to involvement in serious youth violence while building protective factors. The strategy sets out our long-term approach to achieving four key outcomes that will help reduce youth violence, as well as action to reduce youth violence now:

- Strong Communities
- Strong Families and Healthy Relationships
- Positive Mental Health
- Attainment and Opportunity

The key stakeholders who will be affected by this proposal include:

- Young people in Haringey
- Parents of young people in Haringey
- Frontline professionals working with young people in Haringey

The strategy is being presented to Cabinet in March 2019.

3. What data will you use to inform your assessment of the impact of the proposal on protected groups of service users and/or staff?

Identify the main sources of evidence, both quantitative and qualitative, that supports your analysis. Please include any gaps and how you will address these

This could include, for example, data on the Council's workforce, equalities profile of service users, recent surveys, research, results of relevant consultations, Haringey Borough Profile, Haringey Joint Strategic Needs Assessment and any other sources of relevant information, local, regional or national. For restructures, please complete the restructure EqIA which is available on the HR pages.

Protected group	Service users	Staff
Age	• 2011 Census • The Childhood Trust (2018) 'A Summer Holiday from Hell' • MOPAC (2015) 'Youth Matter! Listening to the voice of young London' • Edinburgh Study of Youth Transitions and Crime • Haringey Health Related Behaviours Survey (2018) • Public Health England (2015) 'What About Youth?' • Public Health England (2015) Children and Young People Mental Health Profile • Department for Education (2018) GCSE Attainment and Progress 8 Scores • Department for Education (2018) Permanent and fixed-period exclusions in England	N/A

Gender Reassignment	Equality & Human Rights Commission	N/A
Sex	2011 Census - MPS crime reports - Maikovich-Fong and Jaffee (2010) - Godwin Lawson Foundation (2018) 'Youth at Risk' - Haringey Youth Justice Service - Haringey Health Related Behaviours Survey (2018) - Department for Education (2018) Permanent and fixed-period exclusions in England - Department for Education (2018) Pupil absence in England - Public Health Outcomes Framework (2017) - Department for Education (2018) Revised GCSE and equivalent results in England	
Disability	2011 Census - Haringey Youth Justice Service - Public Health England (2015) 'What About Youth?' - Haringey Health Related Behaviours Survey (2018) - Department for Education (2018) Revised GCSE and equivalent results in England - Department for Education (2018) Permanent and fixed-period exclusions in England - Department for Education (2018) Pupil absence in England	N/A
Race & Ethnicity	2011 Census - MPS crime reports - Haringey Residents Survey (2018) - Department for Education (2018) Revised GCSE and equivalent results in England - Department for Education (2018) 16-17 year olds recorded as Not in Education, Employment or Training	N/A
Sexual Orientation	- ONS 2016 - House of Commons Library	N/A
Religion or Belief (or No Belief)	- ONS IMD - MPS crime reports - Department for Education (2018) Revised GCSE and equivalent results in England - Households living in temporary	N/A

	accommodation (local data)	
Pregnancy & Maternity	• Census 2011 • ONS • Haringey Youth Justice Service	N/A
Marriage and Civil Partnership	• N/A	N/A

Outline the key findings of your data analysis. Which groups are disproportionately affected by the proposal? How does this compare with the impact on wider service users and/or the borough's demographic profile? Have any inequalities been identified?

Explain how you will overcome this within the proposal.

Further information on how to do data analysis can be found in the guidance.

This section will set out:

- The profile of young people in Haringey in relation to each protected characteristic
- The impact of serious youth violence on those who share protected characteristics
- The relationships between the protected characteristics and the areas in which risk of involvement in serious youth violence can increase or decrease:
 - Community
 - Family and Relationships
 - Mental Health
 - Education

1. Age - Young People

The Borough has an increasingly young demographic: Children and young people under the age of 20 make up 24.4% of the population of Haringey.

Age - Serious Youth Violence

Young people under the age of 24 make up 22% of all victims of crime in Haringey. However, young people are more likely to be victims of certain forms of crime, most notably weapon-enabled crime and criminal and/or sexual exploitation. There were 346 victims of serious youth violence in Haringey in the 12 months to January 2019, representing one in every 99 young people aged 10-19 in Haringey. The peak age for being a victim of serious youth violence is 17, while the peak age for CSE is 15-16 years old. It is notable that two thirds of all serious youth violence in Haringey occurs within half a mile of a school and that the most common time for incidents to occur is between 15:00 and 18:00.

Local Community Safety intelligence suggests that gang members are becoming progressively younger, with some now becoming involved between the ages of 10 to 13. This indicates a higher level of vulnerability and risk among a younger cohort.

Young people aged under the age of 24 make up 41% of all suspects in Haringey.

Age: Risk Factors

Community

In terms of community-level risk factors, we know that young people are particularly vulnerable

to exposure to violence in the community during the summer holidays. The Childhood Trust have found that 54% of young people have witnessed violence during the summer holidays and 65% are frightened of being attacked and/or exploited by gangs during the holidays. Exposure to drug use and dealing is also a daily or regular experience for 19% of young Londoners in the areas where they live. Although this is not inherently violent, the drug trade is associated with serious violence.

The Edinburgh Study of Youth Transitions and Crime found that “poverty [has] a significant and direct effect on young people’s likelihood to engage in violence at 15, even after controlling for a range of other factors”. This research appears to be applicable at a local level. An analysis undertaken by the GLA Intelligence Unit shows a strong significant statistical association between local rates of SYV and the proportion of young people living in poverty. Approximately 10,800 Haringey children live in low income families. The most deprived neighbourhood areas are more heavily concentrated in the East of the borough, where more than half fall into the 20% most deprived in the country.

Relationships

In terms of family risk factors, a significant set are adverse childhood experiences (ACEs), which include abuse (physical, emotional, and sexual), neglect (physical and emotional), and household dysfunction (parental mental illness, domestic violence, parental separation, parental incarceration, and parental substance use). These experiences can affect children at any age, from their early years onwards. MPS and Council data indicates that ACEs such as neglect, domestic violence, and parental substance use are more likely to affect children living in the East of the borough. Moreover, we know that single parent families are particularly vulnerable due to the unique pressures they face. Approximately 10,300 households in Haringey are lone parent households with dependent children, representing 11% of all households, with a 40/60 split between the parliamentary constituencies of Hornsey and Wood Green in the West and Tottenham in the East.

In terms of peer relationship risk factors, the Haringey Health Related Behaviour Survey (2017) found that a quarter of primary pupils and 13% of secondary school pupils reported having been bullied in the last year, while a MOPAC survey found that a 11% of young people feel under pressure to join a gang, with perceptions of pressure more prevalent for the youngest surveyed (school Year 7, 15%), for those who have been victims of crime (21%) and attendees/former attendees of Pupil Referral Units (31%).

Mental Health

In terms of mental health, Public Health England data suggests that one in 10 young people aged 5-16 are estimated to have a mental health disorder in Haringey. This represents 3,817 children and young people in Haringey and a higher estimated prevalence of mental health disorders than London and England. The Haringey Health-Related Behaviour Survey (2017) found that 39% of boys and 29% of girls in Year 6 had high self-esteem scores, while among Year 8 and 10 students 31% of pupils had high self-esteem scores. Moreover, according to Public Health England, 7% of 15 year olds in Haringey have taken cannabis in the last month, above the London average of 5%. Use of other drugs (excluding cannabis) is relatively high in Haringey, with 2.4% of 15 year olds saying they have taken other such drugs in the last month. This is the second highest rate in London.

Education

In terms of education, first, there is also an attainment gap between children on free school meals on the borough and those who are not. 54% of pupils eligible for free school meals achieve A*-C in English and Maths, compared to 63.7% of Haringey pupils. Second, the rate of persistent absenteeism at Haringey primary schools is in line with the London average at 8.2%, representing approximately 1,601 children. However, the rate for secondary schools is slightly higher than the London average at 12.5%, representing over 1,500 children. Third, Haringey’s

rate of permanent exclusions is in line with London and England, but there is a relatively high rate of fixed-term exclusions. For secondary schools, the permanent exclusion rate per population in Haringey (0.18) is similar to that of London (0.16) and England (0.17). However, the fixed term exclusion rate is significantly higher, at 9.95% in Haringey compared to rates of 6.9% and 8.5% in London and England respectively.

2. Sex: Girls and Young Women

49% of the 8-19 year old population of Haringey are female; 50.5% of Haringey residents are female.

Sex: Serious Youth Violence

Three quarters of victims of serious youth violence are male and a quarter are female. Young people have told us that under-reporting may be more common in instances where young women are victims. In addition, girls are particularly vulnerable to certain forms of violence such as CSE. Across London almost 90% of violent offenders are male and 85% of the youth justice cohort are male.

Sex: Risk Factors

Community

We do not have data to suggest that community-level risk factors such as exposure to violence or poverty are more prevalent among young women or young men.

Relationships

In terms of family risk factors, national-level data indicates that girls are most at risk of emotional and sexual abuse. In terms of peer relationships, the Godwin Lawson Foundation report on Youth at Risk highlighted a particular vulnerability for girls around coercion into carrying weapons on behalf of boys.

Mental Health

In terms of mental health, the results of the Haringey Health-Related Survey indicate that self-esteem is lower among school-aged girls than boys. However, those arrested for drug-related offences aged 10-19 are overwhelmingly male.

Education

In terms of education, boys (69%) are less likely to reach a good level of development at the end of reception, compared to the Haringey average (74%); boys are overrepresented among persistent absentees from school in the UK; and boys represent 74% of all pupils receiving exclusions in Haringey.

3. Young People undergoing Gender Reassignment:

A surveillance study examining the incidence and clinical presentation of Gender Dysphoria in children and adolescents aged 4 to 15 years suggests an incidence of 1.6 per 100,000 in the UK. A significant limitation of this surveillance study is that it only captured data for those presenting between their 4th and 16th birthdays - meaning that it is not possible to comment on the incidence of gender dysphoria among 16 and 17 year olds, which referral trends to the service suggest have significantly increased the overall incidence rate. This figure only reflects those who presented to NHS paediatric or psychological services and not those who have chosen not to, or who have been unable to access this care. The figure does not reflect the total number who may have accessed their GP regarding their gender dysphoria, or include those

who have elected to seek private support.

4. Disabilities

Census 2011 data indicates that 14% of the population of Haringey have their day-to-day activities limited a little or a lot due to a disability or long-term health condition.

Young People with Disabilities:

Census 2011 data indicates that 4% of the under-24 population in Haringey have their day-to-day activities limited a little or a lot due to a disability or long-term health condition.

One in ten Haringey young people, approximately 3,817, are estimated to live with a mental health condition.

The Haringey Health-Related Behaviour Survey (2017) found that 39% of boys and 29% of girls in Year 6 had high self-esteem scores. Among Year 8 and 10 students, 31% of pupils had high self-esteem scores. The same survey found that 44% of pupils have someone they can talk to about almost everything while 9% have no one they can talk to.

Haringey has the fifth largest proportion of secondary school SEN pupils in London

Disabilities: Serious Youth Violence

Young people with a special educational need are over-represented in the youth justice system. 18% of sentenced young people in custody have a statement of special educational needs compared to 2.9% of the population as a whole. 14% of Haringey Youth Justice Service assessments in May 2018 identified concerns regarding learning needs while 18% identified concerns regarding mental health.

Disabilities: Risk Factors

Community and Mental Health

We do not have data to suggest that community-level risk factors such as exposure to violence or poverty are more prevalent among young people with disabilities or long-term health conditions. However, evidence suggests that these risk factors can lead to development of mental health conditions such as anxiety and post-traumatic stress disorder.

Relationships

We do not have data to suggest that family or peer relationship risk factors are more prevalent among young people with disabilities. However, risk factors such as ACEs, unstable home environments, and bullying can lead to development of mental health conditions.

Education

In terms of education, pupils with SEND achieve lower Attainment 8 scores on average than their peers in Haringey, and data on pupils attending alternative provisions indicates that pupils with SEND or a social, emotional or mental health need are more likely to be excluded than their peers.

5. Race and Ethnicity

Census 2011 data indicates that 65% of the population of Haringey are from BAME communities

Census 2011 data indicates that BAME communities form 80.3% of Haringey's school children,

significantly above the proportion for the borough as a whole.

BAME: Serious Youth Violence

The largest proportion of victims of Serious Youth Violence are recorded in police data as Black (36%). This ethnic group is overrepresented compared to the borough population (25%). Perpetrators of serious youth violence across London (62%) are disproportionately described as from a BAME background.

Local police data tells us that young people from BAME communities are over-represented among victims of CSE as the largest group of CSE victims are African-Caribbean (42%), followed by White European (32%).

The largest proportion (51%) of young people known to the youth justice service are Black. This ethnic group is disproportionately represented in the youth justice cohort, compared to the borough-wide demographic (25%). BAME young people constitute 78% of the youth justice cohort.

BAME: Risk Factors

Community

- Our analysis of violent offending and gang activity in Haringey suggests that young people living in Northumberland Park, Noel Park, Bruce Grove, Tottenham Hale, Tottenham Green, and White Hart Lane wards are more likely to be exposed to community violence. Demographically, these young people are more likely to be from BAME communities.
- MPS and Haringey Residents Survey data suggest that confidence in police and perceptions of safety in the local area are lower among BAME residents
- Income deprivation affecting children is concentrated in the East of the borough, where higher proportions of residents are from BAME communities.

Relationships

- Hotspot locations for domestic violence are around Turnpike Lane, Wood Green and Bruce Grove. These areas are characterised by higher than average BAME populations
- Black men are overrepresented among suspects for drug offences, indicating that parental substance misuse may be a more prevalent risk factor in Black or mixed-race families
- Housing data can indicate which families are more likely to be living in unstable home environments. Across London those of Asian (14%), Black (11%) or Other (12%) ethnicity are more than five times more likely than those of White British ethnicity (2%) to be living in households with more than one person per room. Moreover, in Haringey, 40% of households accepted as statutory homeless are Black, more than double the representation of this ethnic group in the borough.

Mental Health

We do not have data to suggest that mental health conditions are more prevalent among young people from BAME communities. However, the community and relationship risk factors noted above are likely to have adverse impacts in terms of mental health, indicating that young people from BAME communities are more at risk.

Education

- Larger proportions of Mixed Race (10.7%), Black (7.9%) and Asian (5.6%) 16-17 year

olds are NEET in Haringey compared to the London averages (8.4%, 5.7% and 3.9% respectively).

- GCSE attainment data indicates that Young Black men have the lowest attainment of all ethnic and gender groups. In 2015/16, 52.3% achieved A*-C in English and Maths, compared to 63.7% of all Haringey pupils
- BAME pupils, and Gypsy/Roma and mixed race pupils in particular, are overrepresented among persistent absentees from school in the UK
- African-Caribbean pupils are significantly more likely to be excluded than their peers, at 19% compared to 5% for White British pupils in Haringey.

6. Sexual Orientation

We do not hold ward-level or borough-level data on sexual orientation, and it is not collected nationally through the census. However, the ONS estimates that 3.7% of Haringey's population are lesbian, gay or bisexual (LGB), which is the 15th largest LGB community in the country. We will need to ensure that the inequalities and discrimination experienced by LGB people are considered throughout this EqIA.

LGBT Parents

A House of Commons Library briefing paper on Common Law Marriage estimates that in the UK in 2013 there were around 20,000 dependent children living in same-sex couple families. As of 14 December 2017, there had been 2,807 reported adoptions by LGBT people in Great Britain.

Lesbian, Gay and bisexual young people:

Office for National Statistics data indicates that at a national level young people are more likely to identify as LGB than the population as a whole. Within the 16 to 24 year old category 3.3% identify as LGB, compared to 1.7% of the general population. The data also indicates that London has a higher proportion of residents identifying as LGB than the national population.

7. Religion and Belief

The Census 2011 show 45% of Haringey residents were Christian, slightly less than 48.4% in London overall. Second most common religion stated was Muslim (14.2%) followed by Jewish (3%) and Hindu (1.8%).

Census 2011 data indicates that 42% of 8-19 year-olds in Haringey are Christian, 23% are Muslim, 4% are Jewish, 1% are Buddhist, 1% are Hindu, fewer than 1% are Sikh, and 19% have no religion.

Religion and Belief: Serious Youth Violence

We do not hold data on the religions or beliefs of young people who are victims or perpetrators of youth violence or the young people known to the youth justice service.

Local data indicates that wards with higher than average proportions of residents from certain religious communities are disproportionately affected by serious youth violence. Notably, Noel Park, Northumberland Park, Bruce Grove, Tottenham Hale, and Tottenham Green all have higher proportions of Christian and Muslim residents than the Haringey average.

Religion and Belief: Risk Factors

Local data indicates that the wards most affected by various risk factors for youth violence tend to have higher proportions of residents from minority religious communities.

Community

- Confidence in police is lower in the North and East of the borough, where residents are more likely to be from minority religious communities
- Income deprivation affecting children is highest in Northumberland Park and Tottenham Hale
- Residents living in temporary accommodation are concentrated in the East of the Borough

Relationships

- Parental neglect is most prevalent in Northumberland Park, Tottenham Green, and Tottenham Hale
- Over two-thirds of all reported domestic violence occurs in the East of the borough

Mental Health

- Benefit claimants citing mental health problems tend to live in Central and Eastern wards in Haringey
- Haringey residents who seek treatment are most likely to come from Seven Sisters, Bruce Grove and Northumberland Park where residents are more likely to be from minority religious communities

Education

- GCSE attainment is lower than the Haringey average in wards in the East of the borough where religious minority communities constitute a higher proportion of residents

8. Pregnancy and Maternity

Young women who are pregnant or have recently given birth:

ONS data on under 18 conception rates in the year to September show an under-18 conception rate in Haringey 2016 of 20.3 per 1000 compared to the rate for London (17.9 per 1000) and for England and Wales (19.3 per 1000).

Lone Parents

In 2011 there were 10,647 lone parent households with dependent children. 92.7% of these were led by women. 7.7% of women in Haringey were lone parents in 2011

We know that single parent families are particularly vulnerable due to the unique pressures they face. While most single parents successfully raise their children in safe, healthy environments, many young people who become involved in SYV are from lone parent households. Our audit of the most prolific young offenders found that 90% had experienced the loss of a parent through bereavement or separation by the age of 5.

Approximately 10,300 households in Haringey are lone parent households with dependent children, representing 11% of all households, with a 40/60 split between the parliamentary constituencies of Hornsey and Wood Green in the West and Tottenham in the East. 24% of all households with dependent children in Hornsey & Wood Green constituency are lone parent households, compared to 36% in Tottenham. More than 40% of households with dependent children in White Hart Lane, Northumberland Park, and Tottenham Hale wards are single parent families, indicating that young people in these neighbourhoods may be more vulnerable.

9. Marriage and Civil Partnership

We do not hold data on this protected group's representation among parents of young people at risk. We do not envisage discrimination, harassment or victimisation based upon this protected group.

4. a) How will consultation and/or engagement inform your assessment of the impact of the proposal on protected groups of residents, service users and/or staff?

Please outline which groups you may target and how you will have targeted them

Further information on consultation is contained within accompanying EqIA guidance

Officers undertook engagement with three groups during the development of the Strategy: young people, partners, and the wider community including the VCS. This engagement brought forward the views, experiences, and recommendations of key stakeholders and helped ensure that the Strategy is robust and locally appropriate.

Young People

Engagement activity included:

- Godwin Lawson Foundation Report on Youth at Risk
- Focus groups with the Children in Care Council, CONEL Students, secondary school pupils, and Project 2020
- One-to-one conversations with pupils at the Octagon (PRU) and secondary school pupils

Partners

Engagement activity included:

- Meetings of partnership boards (Community Safety Partnership, Early Help Partnership Board, Health and Wellbeing Board, and Youth Justice Partnership Board)
- 2 x partner workshops on Serious Youth Violence, with more than 60 partners in attendance
- One-to-one discussions with Headteachers across the borough
- Discussion with NHS Safeguarding Leads, other Local Authorities, and a wide range of partner organisations.

Community

Engagement activity included:

- Discussion on serious youth violence at the Haringey Multi-Faith Forum
- Discussion at the Safer Neighbourhoods Board
- Public events in Northumberland Park and Wood Green

4. b) Outline the key findings of your consultation / engagement activities once completed, particularly in terms of how this relates to groups that share the protected characteristics

Explain how will the consultation's findings will shape and inform your proposal and the decision making process, and any modifications made?

Sex

- Boys constitute the vast majority of young people who become involved in serious youth violence
- Girls are increasingly vulnerable to exploitation through gang activity and organised criminal operations, such as County Lines

Age

- The overarching driving factor of youth violence is adverse childhood experience
- Most young people in the borough have some degree of concern for their personal safety, and this concern drives risky behaviours that heighten vulnerability.
- More young people are being drawn into the issue, whether because they are targeted, exploited, or exposed to violence in the media and through social media. This targeting and exposure appears to transcend class and geography.
- Looked after children are understood to be particularly vulnerable to involvement in serious youth violence
- Young people in Haringey are perceived to have lower levels of confidence in civic institutions such as schools and the police than older generations

Disability

- Young people with SEND are understood to be particularly vulnerable to involvement in serious youth violence and associated risk factors such as gang activity and exploitation
- There is understood to be a high degree of untreated mental ill health among young people and parents, particularly in BAME communities
- It can be difficult for young people to access mental health support. Poor mental health, coupled with stressful environments, is a significant risk factor for youth violence

Race & Ethnicity

- All stakeholders are aware that Black boys are most vulnerable to the risk factors that increase the likelihood of becoming involved in violence.
- There are understood to be particular issues relating to parenting skills, trauma, engagement with school, and identity within specific communities such as the Somali and Alevi communities
- Causes of youth violence should be viewed within a context of multi-generational trauma, disenfranchisement, and alienation, caused and exacerbated by unconscious institutional bias, experienced by BAME communities.

Religion or Belief (or No Belief)

- Faith, and involvement in activities led by faith groups, can offer protection to involvement in activities that can lead to experience of youth violence

Pregnancy and Maternity

- Early years are understood to be crucial for a child's development. Stressful or trauma-inducing environments are likely to heighten future vulnerability

5. What is the likely impact of the proposal on groups of service users and/or staff that share the protected characteristics?

Please explain the likely differential impact on each of the 9 equality strands, whether positive or negative. Where it is anticipated there will be no impact from the proposal, please outline the evidence that supports this conclusion.

Further information on assessing impact on different groups is contained within accompanying EqIA guidance

1. Sex

Our data analysis indicates that the majority of victims of serious youth violence are boys, who also disproportionately experience risk factors relating to education such as school exclusion and low attainment. However, a quarter of reported victims are girls and feedback from partners and young people during our engagement indicates that under-reporting may be more common in instances where girls are victims. Moreover, girls are more likely to be victims of certain forms of serious youth violence, including criminal and sexual exploitation, which this strategy will seek to reduce and prevent. The impact of the strategy is therefore likely to be positive for young women.

The strategy will also have a positive impact on lone parent households by providing affordable and accessible activities to children and young people. 92.7% of lone parent households are led by women and so the proposal will have a positive equalities impact on single mothers in Haringey.

Positive	X	Negative		Neutral impact		Unknown Impact	

2. Gender reassignment

We do not have local data regarding this children and young people with gender dysphoria. We do not think there will be specific impacts for this protected group. If any inequity is identified, we will take steps to rectify this.

Positive		Negative		Neutral impact	X	Unknown Impact	

3. Age

The overarching objective of the strategy is to prevent and reduce serious youth violence in Haringey. In doing so, it will help to improve safety for young people and reduce the extent to which young people in the borough are victimised. It is therefore reasonable to anticipate a positive impact.

Meeting the four additional outcomes of the strategy will also have positive impacts on young people through more youth provision, healthier relationships, better mental health, and better school experiences leading to improved prospects for the future.

The strategy can also be expected to have positive impacts for specific groups of young people, including looked-after children, children in care, and young people with SEND, as these groups are known to be more vulnerable to the factors that heighten risk of involvement in serious youth violence.

Positive	X	Negative		Neutral impact		Unknown Impact	

4. Disability

Our data analysis and the findings of our engagement indicate that young people with SEND and mental health conditions are particularly vulnerable to involvement in serious youth violence. Certain risk factors, such as school exclusions and low attainment, are more prevalent among these groups of young people. By working towards outcomes relating to positive mental health and attainment and opportunity, the strategy will help meet the needs of these young people and reduce their risk of involvement in serious youth violence.

We know that parents with mental health conditions can find it harder to keep their children safe,

especially if they experience other vulnerabilities. Insofar as it contains measures to support healthy family functioning and mitigate young people's vulnerabilities the strategy can be expected to have a positive impact on parents with mental health conditions.

Positive	X	Negative		Neutral impact		Unknown Impact	

5. Race and ethnicity

Our data analysis indicates that young people from BAME communities, and Black-African and Black-Caribbean communities in particular, are more likely than their peers of other ethnicities to be victims and/or perpetrators of serious youth violence and to experience a broad range of risk factors across the four outcomes of the strategy that make involvement in serious youth violence more likely. This analysis is validated by our engagement with partners and young people, who identified that young Black men are particularly vulnerable.

By working to prevent and reduce serious youth violence and mitigate the associated risk factors, this strategy can be expected to have a positive impact for young people from BAME communities.

The strategy will take a targeted approach, galvanising partnership activity to meet the needs of the most vulnerable. This approach is likely to benefit young people from BAME communities most.

Positive	X	Negative		Neutral impact		Unknown Impact	

6. Sexual orientation

We do not have local data regarding this protected characteristic. We do not think there will be specific impacts for this protected group. If any inequity is identified, we will take steps to rectify this.

Positive		Negative		Neutral impact	X	Unknown Impact	

7. Religion or belief (or no belief)

Our data analysis indicates that minority religions and beliefs are over-represented among young people who are victims and/or perpetrators of serious youth violence and the communities most affected. Ward-level data indicates that young people from minority religious and faith communities are also over-represented among those that experience various risk factors including unstable home environments and low educational attainment. It follows that young people from minority religious and faith communities will be overrepresented among those who benefit from interventions within the strategy to prevent and reduce youth violence and mitigate the associated risk factors. The strategy can therefore be expected to have a positive impact.

Positive	X	Negative		Neutral impact		Unknown Impact	

8. Pregnancy and maternity

The findings of our data analysis and engagement indicate that young people from lone parent families are overrepresented among the youth justice cohort, and are more likely than their peers to become involved in serious youth violence. The strategy contains measures to support parents, and lone parents in particular, to keep their children safe; and to families to provide the best possible start in life for their children. It also contains measures to enable young people who are

parents to ensure a safe and nurturing environment for their children. It is therefore reasonable to expect a positive impact in relation to this protected characteristic.

Positive	X	Negative		Neutral impact		Unknown Impact	

9. Marriage and Civil Partnership

People who are in a civil partnership will be treated the same as people who are married.

Positive		Negative		Neutral impact	X	Unknown Impact	

10. Groups that cross two or more equality strands e.g. young black women

The strategy's objectives are to prevent and reduce youth violence, build stronger communities, foster healthy relationships, improve young people's mental health, and increase attainment and opportunity. Achievement of these objectives will positive impact the following groups

- Young Black Men
- Young Black Women
- Young people with mental health conditions
- Young people with SEND
- Black parents
- Parents with mental health conditions

Outline the overall impact of the policy for the Public Sector Equality Duty:

- Could the proposal result in any direct/indirect discrimination for any group that shares the relevant protected characteristics?
- Will the proposal help to advance equality of opportunity between groups who share a relevant protected characteristic and those who do not?
This includes:
 - a) Remove or minimise disadvantage suffered by persons protected under the Equality Act
 - b) Take steps to meet the needs of persons protected under the Equality Act that are different from the needs of other groups
 - c) Encourage persons protected under the Equality Act to participate in public life or in any other activity in which participation by such persons is disproportionately low
- Will the proposal help to foster good relations between groups who share a relevant protected characteristic and those who do not?

The strategy will not result in any direct or indirect discrimination for any group that shares the protected characteristics.

The strategy will help to advance equality of opportunity between groups who share a protected characteristic and those who do not by addressing inequalities relating to youth safety as well as associated risk and protective factors and by addressing the specific needs of protected groups.

The strategy will help foster good relations between communities by increasing perceptions of

safety within local communities, reducing fear of crime, and thereby encouraging use of public space. It will also help to address racial disproportionalities and thereby reduce the extent to which any particular ethnic group is associated with serious youth violence or associated risk factors.

6. a) What changes if any do you plan to make to your proposal as a result of the Equality Impact Assessment?

Further information on responding to identified impacts is contained within accompanying EqIA guidance

Outcome	Y/N
No major change to the proposal: the EqIA demonstrates the proposal is robust and there is no potential for discrimination or adverse impact. All opportunities to promote equality have been taken. <u>If you have found any inequalities or negative impacts that you are unable to mitigate, please provide a compelling reason below why you are unable to mitigate them.</u>	Y
Adjust the proposal: the EqIA identifies potential problems or missed opportunities. Adjust the proposal to remove barriers or better promote equality. Clearly <u>set out below</u> the key adjustments you plan to make to the policy. If there are any adverse impacts you cannot mitigate, please provide a compelling reason below	N
Stop and remove the proposal: the proposal shows actual or potential avoidable adverse impacts on different protected characteristics. The decision maker must not make this decision.	N

6 b) Summarise the specific actions you plan to take to remove or mitigate any actual or potential negative impact and to further the aims of the Equality Duty

Impact and which relevant protected characteristics are impacted?	Action	Lead officer	Timescale
N/A	N/A	N/A	N/A

Please outline any areas you have identified where negative impacts will happen as a result of the proposal but it is not possible to mitigate them. Please provide a complete and honest justification on why it is not possible to mitigate them.

N/A

6 c) Summarise the measures you intend to put in place to monitor the equalities impact of the proposal as it is implemented:

A partnership executive chaired by the Director for Children's Services and comprising the Assistant Directors for Stronger Communities, Early Help, and Commissioning as well as representatives from partner organisations will be responsible for monitoring the implementation and outcomes of the strategy's action plan. Outcomes for protected groups will be monitored within this activity and any identified inequity will be rectified.

7. Authorisation

EqIA approved by: Joanna Sumner (Assistant Director/ Director)	Date: 4 th March 2019

8. Publication

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

Please contact the Policy & Strategy Team for any feedback on the EqIA process.

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Report for: Cabinet

Title: Request for approvals in connection with a grant from the Young Londoners' Fund in accordance with Contract Standing Order (CSO) 17.0

Report authorised by: Ann Graham, Director of Children's Services

Lead Officer: Charlotte Pomery, Assistant Director Commissioning

Tel: 020 8489 3751 E-mail: charlotte.pomery@haringey.gov.uk

Ward(s) affected: All

Report for Key/

Non-Key Decision: Key Decision

1. Describe the issue under consideration

- 1.1 Where the Council receives a grant from an external body valued at £500,000 or more the process for approving the agreement for the grant and awarding the grant to external bodies requires a Cabinet decision. This report therefore requests the necessary Cabinet approvals both to accept a grant for the provision of services under the Young Londoners' Fund and to award the Grant, as set out in the bid for funding, as allowed under Contract Standing Order (CSO) 17.1

2. Cabinet Member Introduction

- 2.1. The issue of serious youth violence is the most pressing facing the borough and I am delighted that Haringey and partners were chosen by the Greater London Authority through the Young Londoners' Fund to receive significant funding to support improved outcomes for children and young people at risk.
- 2.2. Haringey Council and partners have worked with young people, communities and local organisations to develop an ambitious approach, Haringey Community Gold, to improving outcomes for young people and their families affected by or at risk of serious youth violence. This multi-agency project, funded for three years by the Young Londoners' Fund, will seek to engage proactively with young people between the ages of 10 and 21 years, and to ensure they have pathways to support and to a life away from violence.

3. Recommendations

- 3.1. For Cabinet pursuant to CSO 17.1 to approve the receipt of a grant of £500,000 for each of three years from 2019 from the Young Londoners' Fund to Haringey Community Gold to address issues of serious youth violence.

- 3.2. For Cabinet to approve the award of contract to NLPC for £138k for management of the projects and the onward passporting of allocated funds to the community organisations as set out in paragraph 6 below in accordance with the original bid application to the Greater London Authority.

4. Reasons for decision

- 4.1. Haringey Council has been awarded a grant of £500,000 p.a. for three years from the Young Londoners' Fund of the Greater London Authority. Cabinet is required to agree to receipt and award of this grant as stipulated by CSO 17.0 as the value is over £500k.
- 4.2. In addition, Haringey Community Gold is a partnership between the Council and community organisations and the funding received by the Council will be allocated both to direct spend on Council employed detached youth workers and through NLPC to community-based organisations in Haringey.
- 4.3. NLPC was an integral part of designing the bid in partnership with the council and other delivery partners. The bid focused on the strengths of each organisation and the submission included NLPC holding management responsibility. The function was agreed by the overall partnership and accepted by NLPC which has managed some of the delivery partners under different programmes and was identified and voted as the preferred option.

5. Alternative options considered

- 5.1. The Council could decide not to receive the Grant. However, the bid for the Grant was developed on the grounds of significant levels of youth violence in the borough. The successful bid demonstrated a clear need for a community based and long-term approach to addressing serious youth violence. Therefore, this option has not been considered.

6. Background information

- 6.1 The purpose of the Mayor's £45m Young Londoners Fund is to help children and young people to fulfil their potential, particularly those at risk of getting caught up in crime. It will support a range of education, sport, cultural and other activities for children and young people. The 3-year fund will see £30m made available for projects in local communities. The funding in Haringey is one of four major grants made available in this round and offers the opportunity for the Council and partners to learn from the approaches of other projects successful in this bidding round.
- 6.2 Haringey Community Gold is a network of connected community programmes that will catch and respond to young people at various stages in the cycle of serious harm/exclusion/criminality. It is anticipated that 2,166 young people will benefit from the project, supporting young people aged between 10 -21.
- 6.3 Through a tailor-made dedicated outreach service employed by the Council and a range of community-based agencies, Haringey Community Gold will reach disenfranchised youth on the streets, in the home, at education establishments or in prison. The strengths-based approach creates practical,

tangible pathways and maximises opportunities for young people to achieve their potential and turn their lives around

- 6.4 Haringey's Community Gold consists of the following community programmes along with total allocated grant payment over the contract period:

Youth work – detached and outreach youth workers, five (one part time) specialists and three paid trainee ex-offenders from Haringey ~£534k

NLPC – community leader succession programme will create and cultivate young offenders/disaffected youth into future community leaders, trained and employed to advocate for their communities ~£191,819

ACCESS UK - bespoke BAME careers service for 16-21 years olds, working with 200 young people across Haringey supporting 50% into employment ~£103,800

Work works – targeted provision for the 300 most prolific re/offenders (aged 12-21) on court orders and in prison to support them into employment/training ~ £120,000

Haringey Play and Woodgreen Sandbunker – service working with 10 -15 year olds offering one-to-one supervision and positive activities to enable social and emotional wellbeing, delivering 179 sessions per year, 537 over 3 years, in Tottenham and Wood Green. ~ £132,000

Exodus – tailor-made 12 week rolling programme using CBT and therapeutic techniques for 12- 21year olds including high risk young offenders, those excluded and at risk of exclusions £105,000

Taking the Heat out of the Street – universal sport provision weekly for 90 young people aged 13 – 21 on Broadwater Farm estate. £86,208

UK Health Ministries – seven fitness sessions a week with disaffected young people, providing training plans, diet plans and mentoring in youth clubs, schools and alternative provision ~ £34,500

Thinking Space – service supported by the Tavistock and Portman NHS Trust will train outreach workers to facilitate a clinically safe space where individual stories, feelings and thoughts can be shared and insight developed ~ £30,000

- 6.5 NLPC will act as the managing agent on behalf of Haringey Community Gold, to manage the programme of outreach services in the community by the various organisations to be utilised in the delivery plan. It is proposed that the contract between the Council and NLPC will run for the period 1st January 2019 to 31st December 2021, which is the period of the Young Londoners Fund Programme. NLPC will be paid an annual contract management fee of £46k, and an amount of £276k which will be used to fund organisations and projects that are to be funded via this programme, as agreed by the GLA, and meet the outputs and targets required from them. The contract payment to NLPC, will be payable in

quarterly instalments of 8% of the agreed annual contract value, and will be spread over this period as follows:

NLPC Contract Payment	Year 1 1st January 2019 to 31st December 2019	Year 2 1st January 2020 to 31st December 2020	Year 3 1st January 2021 to 31st December 2021	Total Payment to NLPC
Annual Contract Management Fee	£46k	£46k	£46k	£138k
NLPC Payment to Delivery Partners	£276k	£276k	£276k	£826k
Total Payment to NLPC	£322k	£322k	£322k	£964k

- 6.6 The total contract value being agreed is therefore £964k most of which is forwarded to organisations involved in delivering the Haringey Community Gold model. The costs of the payments to NLPC will be offset by grant income received by the GLA Young Londoner's Fund as follows:

GLA YLF Grant Income	Year 1 1st January 2019 to 31st December 2019	Year 2 1st January 2020 to 31st December 2020	Year 3 1st January 2021 to 31st December 2021	Total Grant Income
Grant Income	£480k	£480k	£540k	£1,500k

- 6.7 The balance of GLA grant income will be used to fund 5 internal posts to be recruited by Haringey Council.

Total YLF Costs	Year 1 1st January 2019 to 31st December 2019	Year 2 1st January 2020 to 31st December 2020	Year 3 1st January 2021 to 31st December 2021	Total Programme Costs
Total Payment to NLPC	£322k	£322k	£322k	£964k
Total Haringey Cost	£164k	£183k	£187k	£534k
Total Programme Cost	£486k	£505k	£509k	£1,500k

- 6.8 The programme has both a local evaluation, led by the Bridge Renewal Trust, and a regional evaluation, led by the Greater London Authority, so the Council will be able to determine to what extent the approach adopted here has long term impact and benefits. The conditions of this grant are that the spend is in accordance with the proposal for which it is awarded and that the appropriate documentation is submitted to the Greater London Authority when requested. Failure to comply with this may result in the recall of all or part of the funding. The project will be monitored and will report into an Oversight Group set up to deliver the Young People at Risk Strategy and chaired by the Director of Children's Services.

7. Contribution to strategic outcomes

- 7.1 The approach set out here directly contributes to the partnership delivery of the Borough Plan, approved by Cabinet in February 2019. Haringey Community Gold specifically supports delivery of the People Priority, whose vision is A Haringey where strong families, strong networks and strong communities nurture all residents to live well and achieve their potential. It also enables delivery under the Young People at Risk Strategy, to be approved also at this March Cabinet.

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

8.1 Finance

- 8.1.1 This funding forms part of the additional resources which Haringey have been successful in obtaining in support of the delivery of the Young People at Risk Strategy.

- 8.1.2 £500k per year over the next 3 years has been confirmed by the funding body, The Greater London Authority for the Haringey Community Gold Project.

- 8.1.3 The conditions for the use of the grant, mean the it is imperative to ensure that the service ensure that there is robust monitoring and the regular reporting of expenditure to ensure that the terms of the grant are adhered to.

8.2. Procurement

- 8.2.1. This request is line with the requirements of CSO17 and is therefore supported. The Haringey Gold partnership was identified in the grant application which was awarded based on programmes identified in 6 above being endorsed to provide services for youth at risk of serious harm through youth violence.

- 8.2.2. The payment of the grant to external bodies in these circumstances is not subject to competitive processes.

- 8.2.3. Commissioning Officers should ensure that key performance indicators are included in agreements with service providers and that regular contract monitoring is undertaken to ensure service delivery meets required outcomes for young people, as well, as Grant conditions.

8.3. Assistant Director of Corporate Governance

8.3.1 The Assistant Director of Corporate Governance notes the contents of the report.

8.3.2 Pursuant to CSO 17.1 a Cabinet decision is required for approval of receipt of grants valued at £500,000 or more.

8.3.3 The Assistant Director of Corporate Governance sees no legal reasons preventing Cabinet from approving the recommendations in the report.

8.4. Equality

8.4.1. 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.

8.4.2. This report relates to the receipt of a grant to support young people at risk of serious youth violence. The service by its nature provides support to vulnerable people, including those with the protected characteristics. Particular groups, most notably young Black men, young people with SEND, and young people with mental health conditions are more likely to be victims and perpetrators of serious youth violence. By working to prevent youth violence, Haringey Community Gold will help the Council meet its public sector equality duty by addressing discrimination and victimisation of young people with protected characteristics

8.4.3. Contract specifications clearly set out the contractors' responsibilities under equalities legislation, including a requirement to have in place up to date equalities policies and to ensure that services are accessible to all sections of the community.

8.4.4. Contractors' compliance with equalities legislation will continue to be quality assured through regular contract monitoring and service review.

9. Use of Appendices

9.2. None

10. Local Government (Access to Information) Act 1985

10.2. Not Applicable

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Report for: Cabinet, 12 March 2019

Title: Adopt London North: a North London regionalised adoption service

Report authorised by: 
Ann Graham, Director of Children and Young People Service

Lead Officer: Colette.elliott-cooper@haringey.gov.uk, tel. 020 8489 4965

Ward(s) affected: All

**Report for Key/
Non Key Decision:** Key decision

1. Describe the issue under consideration

- 1.1 The regionalisation of adoption services forms part of the government's policy to improve adoption performance, promote cost efficiency and share expertise.
- 1.2 At its meeting on 13 December 2016, Cabinet agreed in principle to the development of the London Regional Adoption Agency and also agreed in principle to join the proposed London Regional Adoption Agency, subject to the detailed business case and financial analysis.
- 1.3 It was agreed that a further report to Cabinet on the details of the proposed arrangements be brought back, including the business case, financial analysis, arrangement for consultation with staff and other stakeholders and related legal documentation for a final decision on joining the London Regional Adoption Agency.
- 1.4 This report sets out the proposals and business case for developing a new regional adoption agency for the North London Region to be known as 'Adopt London North' that will consist of the London Boroughs of Haringey, Barnet, Camden, Enfield, Hackney and Islington. The Boroughs working in partnership will combine their adoption services to create a regional adoption agency for North London that will be hosted and led by the London Borough of Islington.
- 1.5 This report seeks Cabinet approval for the business case (that includes the proposed operating and financial model) for Adopt London North Regional Adoption Agency (RAA) and for the London Borough of Haringey to be part of the new North London Regional Adoption Agency.

2. Cabinet Member Introduction

- 2.1 Every child deserves to enjoy a happy childhood, in a safe and secure home, where they are supported to reach their potential. For some children and young people that may be best achieved through adoption. However, it can be difficult for individual local authorities to find a pool of prospective adopters with the range of experience and diversity needed to meet local needs, and this sometimes results in delays in finding permanent homes for children and young people. At the end of March 2018 there were 54 children and young people in North London with a placement order who were not matched to adopters. The average time between children and young people becoming looked after and being placed with an adoptive family in North London was 564 days – far longer than the national average of 457 days.
- 2.2 The Education and Adoption Act 2016 requires all local authorities to join a regionalised adoption agency (RAA) by 2020. In March 2018 the Department for Education commenced implementation of the legislation, allowing the Government to direct a local authority into a RAA if no progress has been made.
- 2.3 Following an in principle decision by Cabinet in December 2016 the Council has worked in partnership with the London Boroughs of Barnet, Camden, Enfield, Hackney and Islington to develop proposals for a new RAA, to be known as ‘Adopt London North’, and to be hosted by the London Borough of Islington. The Council already works with these local authorities as part of the North London Consortium, and the proposed RAA would seek to enhance this by better targeting the recruitment of prospective adopters, speeding up the matching and placement of children for adoption, and providing high-quality adoption support for families. In doing so, it would bring together best practice from across the member local authorities, create a more consistent approach to adoption across North London, and result in improved outcomes for children and young people and their families.
- 2.4 ‘Adopt London North’ would also work collaboratively with the three other RAAs across London: Adopt London West (Ealing); Adopt London South (Southwark); and Adopt London East (Havering). This is a major step in achieving a London-wide approach for adoption which will place the best interests of children and their adoptive families at the forefront of decision-making.

3. Recommendations

Cabinet is asked to agree:

- 3.1 The Business Case for the new Adopt London North Regional Adoption Agency that includes the proposed operating and financial model and attached as Appendix 1.
- 3.2 That the London Borough of Haringey enter into the Adopt London North Regional Adoption Agency partnership arrangement that will comprise the London Boroughs of Barnet, Camden, Enfield, Hackney, Haringey and Islington. A draft copy of the Partnership Agreement is attached as Appendix 2.
- 3.3 That the London Borough of Islington host the Adopt London North Regional Adoption Agency and to delegate the Council’s adoption functions to the

London Borough of Islington for the purposes of these arrangements and as set out in Schedule 2 of the draft Partnership Agreement.

- 3.5 To give delegated authority to the Director of Children's Services in consultation with the Lead Member for Children, Education and Families to implement the arrangement for Adopt London North including entering into and signing off the Partnership Agreement and any other agreement between the London Borough of Haringey and the other participating authorities, in order for the regional adoption arrangement to be implemented in July 2019.

4. Reasons for decision

- 4.1 The decision seeks to implement the government's policy and legislative agenda of promoting regional adoption agencies, with the aims of better targeting the recruitment of prospective adopters and speeding up the matching and placement of children for adoption. This is a mandatory requirement and one which if not progressed risks intervention from government.

5. Alternative options considered

- 5.1 The Department for Education (DfE) noted in its evaluation of Regional Adoption Agencies (RAAs) that local authorities were free to decide the size and makeup of the RAAs and to choose from one of four broad models:
 - a) a single local authority hosting on behalf of other local authorities;
 - b) a joint venture between the local authorities and voluntary adoption agencies creating a new voluntary adoption agency;
 - c) a joint venture between the local authorities and voluntary adoption agencies under a local authority trading company; and
 - d) outsourcing service delivery to an existing voluntary adoption agency.
- 5.2 Additionally, the delivery model for the RAA must address the DfE minimum expectations of RAAs as outlined below:
 - a) a single line of accountability with the ability to act on behalf of the individual authorities;
 - b) core functions transferred to the RAA;
 - c) a pan-regional approach;
 - d) functions transferred to the RAA need to include recruitment, support and matching;
 - e) a head of service with line management responsibility for staff;
 - f) pooled funding; and
 - g) partnership with the voluntary sector.
- 5.3 Delivery model options were considered early in the process, including the creation of a new single entity to deliver adoption services. However, creation of new single entities is time consuming and costly and has not been a preferred option elsewhere where regional adoption agencies have been established.
- 5.4 All options considered assumed governance of the RAA through a board comprising senior representatives from all local authorities with representation

from voluntary adoption agencies, adopters and adoptees.

- 5.5 The preferred option for adoption services across North London is the combining of the six London Boroughs' adoption services with one Borough becoming the host authority. This preferred model for North London addresses DfE requirements and proposes to work collaboratively with the three other RAAs across London – namely Adopt London West (Ealing), Adopt London South (Southwark), Adopt London East (Havering).

6. Background information

- 6.1 In June 2015 the Department for Education published a paper, 'Regionalising Adoption', setting out proposals for the establishment of RAAs. The paper gave a very clear directive to local authorities that it was the expectation for all authorities to be part of a RAA by 2020. In March 2016 the government announced intended changes to the delivery of adoption services. This followed a range of national policy changes since 2012. Section 15 of the Education and Adoption Act 2016 gave the Secretary of State the power to give directions requiring one or more local authorities in England to make arrangements for all, or any, of certain of their adoption functions to be carried out on their behalf by one of those authorities, or one or more other adoption agencies. Following the general election in 2017, the Minister of State for Children and Families reaffirmed commitment to this policy through provisions made in the Education and Adoption Act 2016. On 7 March 2018, section 15 of the 2016 Act was brought into force, with the result that the DfE now had the power to direct a local authority into a RAA if no progress was being made. This move towards the creation of regional adoption agencies is led by a national agenda to target better the recruitment of prospective adopters and speed up the matching and placement of children for adoption.
- 6.2 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 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 years' experiences which lead to an adoptive placement.
- 6.3 The aims of the regional adoption agency proposals were that local authorities and/or voluntary adoption agencies would come together to operate at a larger scale which would mean:
- a) services had a clear sense of responsibility and accountability for getting the right adopters in and recruitment would be driven by the needs of a larger number of children waiting;
 - b) social workers would have immediate access to a larger pool of adopters when matching. This is likely to speed up the process, which would reduce delays for children;

- c) there would be opportunities to share and develop wider support services, including in partnership with health and independent providers;
 - d) consortia would be able to develop regional supervision models to provide cross-agency external support and challenge to develop excellent practice skills and behaviours to help to provide scrutiny and external challenge over permanence decision making, timeliness, missed matches, and reversals, in real time;
 - e) there would potentially be an opportunity to establish mechanisms to ensure a wider overview of the children coming in to the system, which would provide an opportunity to develop clearer transparency and protocols for early planning; and
 - f) there would be opportunities to share costs and to benefit from economies of scale, thereby reducing overall expenditure. As identified, speeding up matching not only markedly improves the life chances of neglected and damaged children, it relieves financial pressures on local authorities.
- 6.4 There will be four RAAs across London: Adopt London South, Adopt London East, Adopt London West and the one proposed in this report, Adopt London North. The proposal to pursue four RAAs in London was agreed by the Association of London Directors of Children's Services (ALDCS), with endorsement given in May 2018 for this approach by the DfE. ALDCS delegated decision making to the Adopt London Executive Board to oversee the development of these four London Regional Adoption Agencies.
- 6.5 The Adopt London Executive Board set out several key principles that have shaped the formation of regional adoption for London. These have been endorsed by the DfE and include:
- a) local authorities involved in Adopt London and each of the four RAAs are committed to collaborating adoption arrangements so that the best interests of children and their adoptive families are secured and kept at the forefront of decision-making;
 - b) Adopt London will provide an overarching framework for enabling effective co-ordination, coherence and partnership working across London;
 - c) Adopt London authorities, and the four RAAs, will make sure that there is consistency of approach in relation to key strategic and operational decisions e.g. staffing issues and how transfers of staff from authorities will be appropriately managed within relevant employment legislation, and the design and delivery of operating models that suit each of London RAA's needs; and
 - d) Adopt London authorities are committed to working effectively together with Voluntary Adoption Agencies (VAAs), making sure that their unique and important contributions is maximised and that VAAs are involved in the development of the RAAs and Adopt London.
- 6.6 The RAA will continue to be accountable to participating authorities' corporate parenting boards and other bodies and will deliver the following main services across North London:
- a) Recruitment and assessment of prospective adopters including marketing and recruitment strategy; post approval training and matching and Agency Decision Maker for approval of adopters.

- b) Permanence planning including tracking and monitoring children possibly requiring adoption; support and advice to child social worker on the adoption process; sibling or other specialist assessments and direct work to prepare child prior to placement.
 - c) Matching and placement including family finding; looked after child reviews; shortlist and visit potential families; direct work to prepare child prior to placement; support to family post placement and planning and delivery of adoption support; and support prospective adopters in preparation and submission of the application for Adoption Order including attending at court.
 - d) Adoption support including assessment for adoption support; developing and delivering adoption support plans and funding applications to the Adoption Support Fund. Adoption support delivery including support groups, social events, support with ongoing birth relative contact and adoption counselling and training.
- 6.6A Therefore, the Council and other participating authorities must delegate the following adoption functions to the Host Authority of the RAA (i.e. London Borough of Islington): 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.

Staffing

- 6.7 The staffing levels proposed in this business case have been based on actual demand experienced over the past three years. However because of the current difficulties in predicting the levels of activity (e.g. numbers of children with adoption plans) there is a risk that suggested staffing levels might not be consistent with demand.
- 6.8 The London Borough of Islington is working to the human resources process below. If the Transfer of Undertakings Protection of Employment (TUPE) Regulations 2006 apply, staff of the participating north London authorities (that currently undertake those authorities' relevant adoption services and are permanently assigned to the services being transferred) will transfer to the London Borough of Islington under the provisions of Transfer of Undertakings Protection of Employment (TUPE) where they meet the matching criteria. Formal consultation will form part of the Human Resources project plan.
- 6.9 The process that is currently being worked to is:
- a) Senior management – the Head of Service and Service Manager posts have been identified as falling out of scope of TUPE as they are not permanently assigned to the functions being transferred. The Head of Service role is being recruited to pan-London and the Service Manager role will be advertised as soon as Cabinet sign off is complete and will be open to all staff from any of the six boroughs who fulfil the requirements.
 - b) Phase 1: TUPE transfer– RAA specific job descriptions will be prepared and evaluated in Islington to reflect the specific nature of the roles within the RAA. Boroughs will individually consult with affected staff and identify who is permanently assigned to the transferring functions. Those identified as permanently assigned to the transferring functions will automatically be offered an RAA vacancy but may choose to express a preference to remain in their borough subject to internal reorganisation.
 - c) Phase 2: Expression of interest – all staff who currently work in adoption but who have not been offered an RAA post following the above process will be invited to apply for remaining RAA vacancies. A recruitment process involving a written expression of interest and a short interview will be undertaken for each borough by one borough representative and one London Borough of Islington representative.
 - d) Phase 3: Advertising externally- vacancies remaining after the above processes have been completed will be advertised externally as Islington posts.
- 6.10 It is not anticipated that there will be any need for staff redundancies as a result of regionalisation. Once all boroughs have approved the proposals in February/March the formal consultation with staff affected will commence.
- 6.11 All staff and the unions have been made aware of the proposed new model for delivering adoption services and know that a report will be put forward to

Cabinet for agreement in March 2019. The following events have taken place:

- a) a London wide event was held for lead members and senior officers on 5 October 2018.
- b) staff engagement events open to all staff working in adoption in the six North London boroughs have been held on 21 June 2018, 25 September 2018, and 4 November 2018 with a further event planned for April 2019.
- c) unions have been consulted with as the plans for the RAA have become clearer and a meeting of Union representatives from all boroughs took place on 5 February 2019 with a further meeting planned for 12 March 2019.

- 6.12 Once a formal decision has been taken by Cabinet there will be consultation with staff and the Unions in relation to the proposed staffing structures.

Stakeholder consultation

- 6.13 Consultation with stakeholders is an integral part of the RAA project and the following have taken place:

- a) task and finish groups with practitioners across North London have taken place to acquire the views and experience of staff and the adopters they work with;
- b) specific 'Listening and Sharing' events have been and continue to be instrumental in ensuring the views of staff and adopters are being sought to inform the development of the service model; and
- c) a London wide adopter consultation process was undertaken by Adopter Voice, which included consultation groups specifically for North London and their views have been taken into account when developing the service specification and have informed agenda items at task and finish groups.

Risks

- 6.14 A forensic analysis of each borough's financial spend on adoption services has been undertaken and boroughs have not been asked to contribute sums over and above their confirmed relevant spend on adoption. Total confirmed contributions will sufficiently fund the proposed new service.
- 6.15 There is a risk to all local authorities who fail to join a regional agency as the Secretary of State could direct them using his powers under section 15 of the Education and Adoption Act 2016. Such a direction could include central government directing how services should be delivered.
- 6.16 Major reorganisation of adoption services in the region may have an impact on service delivery in the short term. To mitigate these risks, performance measures and regular monitoring arrangements will be established between the host and non-host authorities.
- 6.17 There is risk, even regionally, of not being able to recruit adopters able to meet the needs of the children waiting, leading to more interagency placements and financial viability issues. More coordinated and targeted recruitment activity is expected to address this and scope for enhanced recruitment and assessment

has been built into the delivery model.

- 6.18 Major change and proposed changes to ways of working could lead to a risk that Adoption London North may find it challenging to retain its existing experienced and qualified workforce. The engagement of staff directly involved in the delivery of adoption services, and the involvement of current service users will be essential mitigation alongside keeping colleagues in partner organisations informed. The project team have been engaging with staff to ensure they are informed about the opportunities in a joint agency.

7. Contribution to strategic outcomes

- 7.1 This proposal supports our vision of a 'Haringey where strong families, strong networks and strong communities nurture all residents to live well and achieve their potential'. Additionally, it supports the following outcomes in the Borough Plan:

- Best start in life: the first few years of every child's life will give them the long-term foundations to thrive;
- Happy childhood: all children across the borough will be happy and healthy as they grow up, feeling safe and secure in their family, networks and communities;
- Every young person, whatever their background, has a pathway to success for the future; and
- All residents will be able to live free from the fear of harm.

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

8.1 Finance

The budget set aside for this service in 2019/20 is £496k and the proposed budget for the transferred service is no more than £443k plus £9k for 2% salary inflation uplift (total £452k). The service is to be formally transferred from 1 July 2019 and therefore a pro-rata value of £339k will be paid over in 2019/20. These budgets are fully funded.

8.2 Procurement

- 8.2.1 The requirement for Regional Adoption Agencies is prescribed by the Education and Adoption Act 2016, it also mandated various methods for achieving it, including a single borough leading and hosting for the other authorities involved as set out in 6 above.

- 8.2.2 The need for this provision along with collaborative working cannot be overstated and should go some way to addressing unmet need in this area.

- 8.2.3 There are, however, no procurement implications in this process.

8.3 Legal

- 8.3.1 The Council's principal functions in relation to adoption services are set out in the Adoption and Children Act 2002 (ACA 2002). Section 3 (*Maintenance of Adoption Service*) of the ACA 2002 requires the Council to maintain within its area adoption services designed to meet the needs of:
- a) children who may be adopted, their parents and guardians;
 - b) persons wishing to adopt a child; and
 - c) adopted persons, their parents, natural parents and former guardians; and for this purpose, must provide requisite facilities.
- 8.3.2 Regulation 5 (*Arrangement for securing provision of services*) of the Adoption Support Services Regulation 2005, permits the Council to secure the provision of adoption support services by another local authority.
- 8.3.3 Adoptions services functions are the responsibility of the executive. Sections 9EA and 9EB of the Local Government Act 2000 (LGA 2000) and The Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012, in particular, Regulation 5 (Discharge of an executive's functions by another relevant authority or another relevant executive) enables Cabinet to arrange for the Council's adoption services functions to be discharged by another local authority (i.e. London Borough of Islington).
- 8.3.4 Although these functions can be delegated to the London Borough of Islington, the Council would still retain its overall statutory duty to maintain within its area an adoption service as defined in the ACA 2002.
- 8.3.5 Section 15 of the Education and Adoption Act 2016 (*"Local authority adoption functions: joint arrangements"*) provides the Secretary of State with the power to direct the transfer of adoption functions of a local authority to another local authority or to one or more other adoption agencies. 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.
- 8.3.6 A direction from the Secretary of State is necessary for this purpose.
- 8.3.7 Consideration will need to be given to whether the lead host authority arrangement with the London Borough of Islington will give rise to a relevant staff transfer under the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) (as amended). The adoption services to be transferred and/or the likely service provision changes are set out in Paragraphs 6.6 and 6.6A above. The proposed RAA arrangement will give rise to a relevant transfer and TUPE is likely to apply. It is envisaged that staff working on the Council's adoption function will transfer to London Borough of Islington as the Host Authority which will be delivering adoption functions for the Council and other participating authorities. The Council as the transferor and London Borough of Islington as the transferee must ensure they comply with their respective obligations under TUPE.

8.3.8 As indicated in the recommendation, the Adopt London North RAA arrangement will be subject to a Partnership Agreement between the six participating authorities. A draft copy of the Agreement is attached as Appendix 2. The final terms of the Agreement is yet to be agreed but will include the duration of the agreement, appointment of Islington as the Host Authority, delegation of adoption functions and services, annual service plan, financial arrangements and contributions, staffing, TUPE arrangements , pensions and management and governance arrangements. Delegated authority is required to sign off the final terms once agreed between the participating authorities.

8.3.9 As set out above, Cabinet have the legal powers to approve the recommendations in this report.

8.4 Equality

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

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act;
- 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 three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.

8.4.2 An equalities impact assessment of the proposal in Haringey has been undertaken and is attached at Appendix 3. The number of children affected by these proposals in Haringey is small. During 2017/18, the Adoption Panel considered matches for 14 children – this figure includes 12 children placed individually and one set of a sibling group of two. The equality impact assessment indicates that there will be no negative impacts as a result of this proposal. A number of positive impacts are noted and these are due to the Regional Adoption Agency having greater scope to scale up attempts to target recruitment and to consider family finding alliances with RAAs in other parts of the country. The RAA's ability to cover a greater geographical area will increase the scope for matching and ultimately increase placement opportunities. It is believed that this will be particularly helpful in assessing adopters for harder to place children such as those with a disability, those who are older and those from black and ethnic minority backgrounds.

8.4.4 As noted elsewhere the government's regionalisation policy is designed to be positive for vulnerable children and adopters.

9. Use of Appendices

Appendix 1 - Adopt London North Business Case

Appendix 2 - Draft Partnership Agreement
Appendix 3 – Equality Impact Assessment

10. Local Government (Access to Information) Act 1985

- a. [Regionalising Adoption - June 2015](#)
- b. [Education and Adoption Act 2016 – Adoption](#)

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A London North Regional Adoption Agency



BUSINESS CASE

Draft VERSION 3.0

January 2019

Project information

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1. Executive Summary

It is proposed that a new North London Regional Adoption Agency (RAA) is created through combining the adoption services for the North London Boroughs of Barnet, Camden, Enfield, Hackney, Haringey and Islington. These agencies wish to build on the success of their existing services to improve performance in meeting the needs of those children who require permanence through adoption by bringing together the best practice from each authority within the RAA. This proposal forms part of an overarching project to develop four RAA's across London.

This document describes how establishing a single agency will allow the six authorities to provide a more cohesive, efficient and effective use of resources and development of practice to the benefit of children, adopters and others who gain from adoption services. It proposes that the London Borough of Islington will host the RAA, the cost of implementation to be funded by the Department for Education. This document also sets out how the RAA will work with its partners to deliver Adoption Services.

In June 2015, the Department for Education (DfE) published a paper, 'Regionalising Adoption,' setting out the proposals for the establishment of Regional Adoption Agencies (RAAs). The paper gave a very clear directive to local authorities that it was the expectation for all authorities to be part of a Regional Adoption Agency by 2020. Further policy statements since then continue to support the proposed reforms to adoption and outline the provision of funding and support for the creation of RAAs. In March 2018 The DfE commenced the legislation that allows them to direct a local authority into a RAA if there is no progress being made. ***It is important to iterate therefore that the move towards Regionalisation of Adoption services is mandatory and local authorities not progressing sufficiently towards this objective run the risk of government intervention.***

The move towards the creation of Regional Adoption Agencies is led by a national agenda to better target the recruitment of prospective adopters and speed up the matching and placement of children for adoption. Funding has been made available from the Department for Education (DfE) as part of a national Regional Adoption Agency Programme, backed by legislation in the form of the Education and Adoption Act 2016, which requires local authorities to combine their adoption services in Regional Adoption Agencies, or be directed to do so if they do not choose to do so on a voluntary basis

The implementation of the new RAA will follow substantial project work being undertaken. Funding has been provided by the DfE to develop proposals, which include the scope of the operational model and organisational structure of the new RAA. The North London project has the benefit of being able to access previous learning from those RAAs already live and further progressed than this one. Project Managers across London have also worked together to ensure as much consistency pan London as is possible whilst retaining an awareness and consideration of the specific demographics of their region.

The North London RAA will be known as Adopt London North and will build upon the previous positive practice established within the North London Consortium which has acquired over the years a good reputation for delivering effective services.

There are the equivalent of circa 40 full time posts affected within these proposals.

Assumptions made:

All agencies have the resources available to actively lead on and participate in agreed work streams and achieve the deliverables within agreed timescales set out in the plan

Staff affected will retain their existing Terms and Conditions (Ts & Cs), including pension rights, holiday entitlements and sick pay policies. Staff will be transferred to the host authority under the Transfer of Undertakings (Protection of Employment) regulations (TUPE)

Any applicable redundancy costs will be underwritten by the currently employing LAs as this will not be funded by the DfE or the host;

Premises – ALN will be delivered from one office base. Staff have expressed that this is their preferred option and will allow for closer working relationships, the building of an appropriate culture and effective management oversight. Workers will retain the ability to hot desk in offices in other Boroughs in order to retain and build upon relationships with Childrens social workers and other key stakeholders. Potential buildings have been identified and further work is now being undertaken to establish that which best meets the needs of the service.

1.1 Finance Summary

A thorough forensic analysis of each Boroughs financial spend on adoption services has been undertaken, with resulting challenges and peer-to-peer reviews. Boroughs have not been asked to contribute sums over and above their confirmed relevant spend on adoption.

Total confirmed contributions will sufficiently fund the proposed new service, including staff and non-pay (excluding items detailed in the Partnership Agreement) and overheads attributed to the hosting of the agency.

The Principles

The principles which this business case has followed are:

- Local authorities involved in Adopt London and each of the four RAAs are committed to collaborating adoption arrangements so that the best interests of children and their adoptive families are secured and kept at the forefront of decision making.
- Adopt London will provide an overarching framework for enabling effective coordination, coherence and partnership working across London.
- Adopt London authorities, and the four RAAs will make sure that there is consistency of approach in relation to key strategic and operational decisions, e.g. about whether staff are transferred under TUPE arrangements or seconded. Project teams in the four RAAs and RAA governance arrangements should reflect the ambition to promote such consistency of approach.
- The remit of some RAAs (provisionally) should include SGOs but further work on the implications for this will need to be undertaken. North London at this time is not seeking to include SGO work in the Regional Agency.

- North London RAA is committed to working effectively together with VAAs, making sure that their unique and important contribution is maximised and that VAAs are involved in the development of the RAAs and Adopt London.
- The focus of work over the next 12 months will be on establishing the four RAAs; in phase two, developmental work on the Adopt London hub will progress. In the interim, Adopt London Executive Board will operate a virtual Pan London Hub, with a view to exploring options for joint commissioning across London, maintaining common design principles for the RAA's and exploring opportunities for further development of the Pan London Hub in phase 2.

2. INTRODUCTION

2.1 PURPOSE OF THIS DOCUMENT

This document sets out the case for creating a new Regional Adoption Agency (RAA) to be named "*Adopt London North*" through combining the adoption services for the local authority areas Barnet, Camden, Enfield, Hackney, Haringey and Islington. It describes how establishing a single agency will allow the six authorities to provide a more cohesive, efficient and effective use of resources and promote the development of practice to the benefit of children, adopters and others who gain from adoption services. It proposes that London Borough of Islington will host the new adoption agency, the cost of implementation to be funded by the Department for Education. This document also sets out how Adopt London North will work with other RAAs pan London to develop a Regional Hub for the provision of some services yet to be determined.

2.2 SCOPE AND VISION OF THE NEW RAA

The proposed Regional Adoption Agency would encompass all six Local Authority areas in North London. It is estimated that approximately 60 children annually will be placed by the RAA (some in sibling groups) and 50 adopter households recruited. This is based on current activity and demand which could potentially increase over time.

The RAA will operate in partnership with three other RAAs and a developing Hub in London.

Additional adoption functions will be provided by the Hub as regionalisation plans develop, where they can further improve the outcomes for children and achieve better value.

The vision of the RAA is to achieve excellent outcomes for children and adults affected by adoption through:

Working closely with the Local Authorities and partners to ensure that children's best interests are at the heart of placement decisions which will fully meet their needs;

Targeting recruitment and establishing a wider and more diverse pool of prospective adopters;

Embedding early permanence principles and matching so that children are placed without delay in secure, loving families;

Providing creative and outstanding adoption support services;

Investing in the workforce to ensure they have the right skills and capacity to deliver excellent services;

Continually seeking to apply best practice and innovation to our ways of working;

Actively listening to and learning from children, adults and staff to develop and improve the services provided.

2.3 DELIVERY MODEL OPTIONS CONSIDERED AND RECOMMENDATION

Whilst a number of options were considered early on including the creation of a new single entity to deliver Adoption services across North London, the preferred option is that which entails the combination of the 6 London Boroughs in the North with one Borough becoming the Host authority.

Creation of new single entities is time consuming and costly and not a preferred option elsewhere with RAAs already live.

All options considered assumed governance of the RAA through a board comprising of senior representatives from all LA's with representation from VAA's, adopters and adoptees.

The RAA will continue to be accountable to Corporate Parenting Boards and other Local Authority bodies.

The RAA will aim to provide a high quality service to our adopted children with improved outcomes; taking the best models of delivery from each of the six services. The RAA will also aim to provide savings through economies of scale. Financial modelling and deployment of resources poses a significant challenge and the detail of the proposed modelling will be subject of further approval.

The delivery model for the RAA will need to address the DfE minimum expectations of a Regional Adoption Agency as outlined below –

RAA Operating model

- **Single line of accountability** – *The new body must be in a position to act as a single entity on behalf of the individual authorities.*
- **Core functions are transferred to the RAA** – *As set out in the policy paper 'Regionalising Adoption', we want RAAs to be responsible for recruitment, matching and support.*
- **Pan regional approach** – *The new body should have a regional reach as far as its key functions are concerned, particularly on family finding and matching.*
- **Recruitment, support and matching** – *It is essential that RAAs drive forward the recruitment of new adopters utilising a wider geographical base audience to increase the scope for more matching and ultimately increasing placement opportunities. We believe this will be particularly helpful in assessing adopters for harder to place children.*
- *Each RAA to appoint a **Head of Service** with line management responsibility for staff in the RAA.*

- **Pooled funding** – We want LAs to pool their adoption funding into one RAA funding pot that is managed by the RAA.
- **Partnership with the voluntary sector** – VAAs have an important role to play in the provision of adoption services. We want RAAs to involve them in the design and implementation of RAAs and to consider their role in the delivery of services.

The preferred option for North London addresses these requirements and proposes to work collaboratively with 3 other RAAs across London namely –

Adopt London West – Ealing

Adopt London South – Southwark

Adopt London East – Havering

2.4 OVERVIEW OF THE OPERATING MODEL

From a local perspective, the six agencies have a long history of working together and North London has a clear identity. The North London Consortium has focussed on developing joint services for Fostering, Adoption and Special Guardianship. Robust working relationships are already established. Adoption services have worked cooperatively in sharing practice and training opportunities. This has enabled constructive working together in developing the target operating model.

Adopt London North will therefore bring together best practice from these LAs while providing the opportunity to create clear practice improvements and enable a viable future market for recruitment. Approximately 40 LA staff, many of whom work part time, are expected to become part of the new organisation to deliver the following main services across North London:

- Recruitment and Assessment – to provide the prospective adopters;
- Permanence Planning – ensuring that children identified as requiring adoption achieve a placement;
- Matching and Placement – to match prospective adopters with children in need of adoption;
- Adoption Support – to help all affected by adoption;

More detail on the Operating Model is found in Section 3 below.

2.5 STRATEGIC BENEFITS

The key aim in combining services to create a single Regional Adoption Agency is to achieve better outcomes for all children and young people with adoption plans in the region. Local Authorities and Voluntary Adoption Agencies will come together and combine adoption services into a new regional agency

to benefit children and their adoptive families, with larger operating areas giving a wider pool of adopters and children, more effective matching and better support services.

The Government set out the challenges they are seeking to address nationally through the creation of Regional Adoption Agencies in the paper 'Regionalising Adoption', published in June 2015.

In summary, these are:

Inefficiencies

A highly-fragmented system with around 180 agencies recruiting and matching adopters for only 5,000 children per year (this number has subsequently decreased to 4,350 in 2017). The majority of agencies are operating on a small scale with over half recruiting fewer than 20 adopters in the first three quarters of 2014/15 at the time of the publication of the paper. Subsequently in 2017/18 the 6 boroughs in North London approved 27 adopter households in total for 63 children adopted. This is not an effective and efficient scale to be operating at and is likely to mean that costs are higher because management overheads and fixed costs are shared over a smaller base. Having a system that is fragmented in this way reduces the scope for broader, strategic planning, as well as specialisation, innovation and investment. Large numbers of small agencies render the system unable to make the best use of the national supply of potential adopters, more vulnerable to peaks and troughs in the flow of children, and less cost effective.

Matching

The system needs to match children with families far more quickly. Nationally, the data also shows that, as at 31st March 2017, there were 2,470 children with a placement order waiting to be matched. In North London at the end of March 2018 there were 54 children with a placement order not matched to adopters. The average timescale for children between becoming looked after and being placed with an adoptive family nationally in 2017 was 457 days. The average in North London was 564 days. The costs of delay, both to children and to the system, are high. It is vital that children are given the best and earliest possible chance of finding a family, irrespective of authority boundaries and lack of trust of other agencies' adopters. It is unacceptable that children are left waiting in the system when families can be found. Successful matching relies on being able to access a wide range of potential adopters from the beginning and operating at a greater scale would allow social workers to do this, thus reducing delay in the system. It could also reduce the number of children who have their adoption decisions reversed. Furthermore, the opportunity for practice innovation created by moving to a new delivery model also has real potential to improve matching.

Recruitment

Whilst there has been growth in adopter recruitment there are too few adopters willing and able to adopt 'priority' children. Recruitment from a wider geographical base as part of a regional recruitment strategy will go some way to addressing this. Incentives also need to be better aligned so that agencies are encouraged to recruit the right kind of adopters given the characteristics of the children waiting. Recruitment from a wider geographical base than an individual local authority, that takes account of the needs of children across a number of those local authorities in a regional recruitment strategy and uses specialist techniques for recruiting adopters for hard to place children, would potentially lead to fewer children waiting.

Adoption Support

Currently adoption support services are provided by a mix of local authority provision, the NHS and independent providers (voluntary adoption agencies, adoption support agencies and small independent providers). There is a risk that the public and independent sectors are unlikely to be able to grow sufficiently to meet increased demand for adoption support. There are regional gaps in the types of services on offer and little evidence of spare capacity. The sector is currently dominated by spot purchasing and sole providers. This is not an efficient way to deliver these services. For providers to expand and therefore operate at a more efficient scale, services need to be commissioned on bigger and

longer term contracts. RAAs should enable this to be done. It is envisaged that the Hub will act as a conduit to the wider voluntary sector, providing economies of scale and opportunities for innovation

The Local Perspective

The statutory functions required of local authorities in respect of adoption are provided by each of the six local authorities within their own geographic areas. There is already a great deal of joint working between the 6 adoption agencies as part of the North London Consortium to provide parts of the current service.

Joining the six local authority services together within Adopt London North will enable efficiencies to be achieved and improvements to services for all those affected by adoption.

In terms of recruiting adoptive parents all the agencies are currently competing with each other. There is a duplication of effort and associated costs with the risk that people wanting to be considered as adoptive parents are confused about where and how to proceed with their enquiry. Adopt London North will have a single point of contact for prospective adopters, reducing the current fragmentation of services. Similarly, a single point of entry to the adoption service locally will improve access to adoption support services for adoptive families, and also for adopted adults and birth family members, who have a statutory entitlement to receive a service. Recruitment will be targeted for those children waiting in North London in order to ensure the service is delivering for those Boroughs contributing financially.

Combining the services should ensure that management overheads and fixed costs will be reduced over time. The new service will allow for the more efficient use of staff time, for example prospective adoptive parents are provided with training as part of the assessment process. Adopt London North will deliver training courses across the whole area resulting in less duplication and more timely access to the training courses for prospective adopters. There will also be the opportunity for trialling new approaches, including the use of experienced adoptive parents as trainers/mentors.

There are currently six Adoption Panels operating across the six Local Authorities. ALN will have one Adoption Panel which will consider applications from prospective adopters and placements of children with approved adopters. Agency Decisions in relation to prospective adopter approvals will be made by the Agency Decision Maker for the RAA. It will no longer be necessary for the six Local Authorities to retain their individual Adoption Panels, but each will continue to have a designated Agency Decision Maker for considering and agreeing the plan that a child should be placed for adoption and agreeing the match to appropriate adopters. Central list for Adoption panel will continue to encourage and retain the oversight, contributions and expertise provided by elected members across the North London region.

The new combined service provides the opportunity for the provision of a service of excellence for adoption support. This will be a multi-disciplinary service in partnership with colleagues from health and education and providing comprehensive and high level targeted support for adopted children, adoptive parents, adopted adults and birth family members

ALN will aim to reduce the proportion of children whose plans are changed from adoption because an adoption placement cannot be found and the number of adoption placement disruptions. The RAA will bring the existing local expertise among managers and social workers together in respect of what makes a good match, and will be looking at a high proportion of children being referred to the RAA prior to the point of Placement Order. Early identification of children with likely adoption plans by the Permanence Coordinators, and the plans for the RAA worker to liaise with the child's social worker during the court proceedings will enable fuller and more accurate assessments of an individual child's needs to inform matching, and prepare the child. Being more strategic in terms of recruitment will also widen choice of potential adoptive families for children, which again should lead to better and more sustainable matching.

Benefits will be delivered through adopting the “best practice” from the six contributing organisations. This will be of particular value in delivering benefits from the areas of Early Permanence (concurrency and fostering to adopt), improved adoption support, making optimal use of colleagues in health and education as well as those in ALN registered as social workers and those without social work qualifications but with other relevant knowledge, skills and experience.

2.6 STRATEGIC RISKS

There is a risk to all Local Authorities who fail to join a regional agency. This would include central government directing how its services would be delivered.

Major reorganisation of adoption services in the region may have an impact on service delivery to children and adoptive families in the short term. To mitigate these risks, performance measures aligned with the revised operating model and regular monitoring arrangements will be established between the host and non-host authorities.

Separation of functions could cause delay through ineffective communication. The service delivery model promotes co-location and local delivery in all six Local Authority areas. Effective information sharing agreements and close working relationships between children’s and adoption social workers will mitigate against this risk

Any future difference in opinion across the LAs as to the role and scope of ALN and future governance arrangements could delay implementation.

The organisational staffing levels proposed in this business case have been based on actual demand experienced over the past three years, however because of the current difficulties in predicting the levels of activity (e.g., numbers of children with adoption plans) there is a risk that suggested staffing levels might not be consistent with demand.

There is risk, even regionally, of not being able to recruit adopters able to meet the needs of the children waiting, leading to more interagency placements and financial viability issues. More coordinated and targeted recruitment activity is expected to address this, scope for enhanced recruitment and assessment has been built into the delivery model.

Major change will see a potentially worrying time for staff and proposed changes to ways of working could lead to a risk that ALN may find it challenging to retain its existing experienced and qualified adoption team workforce. The engagement of staff directly involved in the delivery of adoption services, and the involvement of current service users will be essential mitigation alongside keeping colleagues in partner organisations informed. The project team have been engaging with staff to ensure they are informed and enthused about the opportunities in a joint agency.

2.7 REALISING THE BENEFITS OF THE RAA

The diagram in Appendix 1 shows how key elements of the planned project work and implementation combine to achieve our desired outcomes and how these align to meet central Governments objectives set out in their paper ‘Adoption: A Vision for Change.’

Benefits expected to be realized through the project include:

- Improved timescales for adopter assessments
- Higher conversion rate from enquiry to approval of prospective adopters
- Early identification of children with potential adoption plans and more children placed on an Early Permanence (Fostering to Adopt or concurrency) basis
- Reduction in the number of children for whom the permanence plan has changed away from adoption
- Increase in the percentage of children adopted for care
- More timely matching of approved adopters
- Improved timescales for placing children with their adoptive families
- Fewer prospective adopter approvals rescinded as approved adopters are not matched with a child
- Fewer adoption placement disruptions pre and post adoption order
- Improved performance measurement and management across the service

2.8 STAKEHOLDERS CONSULTED

Consultation with stakeholders is an integral part of the Regional Adoption Agency project. Task and Finish groups with practitioners across North London has served as a vehicle to acquire the views and experience of staff and the adopters they work with.

Specific Listening and Sharing events have also been instrumental in ensuring the views of staff are being sought to inform the development of the service delivery model.

Views ascertained in the Adopter Voice North London consultation report (early 2018) have been taken into account when developing the service specification and have informed agenda items at task and finish groups. It is also intended that Adopters will be invited to future Listening and Sharing events.

3. RAA OPERATING MODEL

3.1 PROCESS

The target operating model for the new RAA considers its role in the delivery of the following main services across North London:

- Recruitment and Assessment – to provide the prospective adopters;

- Permanence Planning – Identifying children who need adopting;
- Matching and Placement – to match prospective adopters with children in need of adoption;
- Pre and Post Placement Support – to help all affected by adoption

3.2 ROLES AND RESPONSIBILITIES

The table below sets out how the RAA and LAs will work together, summarising roles and responsibilities for each:

Function	Regional Adoption Agency	Local Authority
RECRUITMENT AND ASSESSMENT		
Marketing and Recruitment Strategy	✓	
Adopter Recruitment and Enquiries	✓	
Assessment of Prospective Adopters – all Stage One and Stage Two functions	✓	
Completion of Prospective Adopter Report	✓	
Agency Decision Maker for approval of adopters	✓	
Post approval training	✓	
Matching	✓	
Post Placement training for Prospective Adopters	✓	
PERMANENCE PLANNING		
Early identification of a child possibly requiring adoption		✓
Tracking and monitoring the child possibly requiring adoption	✓	✓
Support and advice to child care social worker on the adoption process	✓	✓
Sibling or other specialist assessments if commissioned by LA	✓	✓
Direct work to prepare child prior to placement	✓	✓
Preparation of the Child Permanence Report		✓
Agency Decision Maker for “Should be placed for Adoption” decisions		✓
Agency Decision Maker for Foster to adopt placements under reg 25A Care Planning Regulations (specific child)		✓
Case management prior to the point agreed by the LA ADM		✓
Case management from point agreed by the LA ADM		✓

Function	Regional Adoption Agency	Local Authority
MATCHING AND PLACEMENT		
Family finding	✓	
Looked After Child reviews	✓	✓
Shortlist and visit potential families	✓	✓
Organising child appreciation day	✓	
Ongoing direct work to prepare child prior to placement	✓	✓
Adoption Panel administration and management	✓	
Agency adviser role	✓	
Agency Decision Maker for Matching prospective adopters and child		✓
Placement Planning meeting administration and management of introductions	✓	
Support to family post placement and planning and delivery of adoption support	✓	
Ongoing life story work and preparation of Life story book	✓	✓
Independent Review Officer monitoring of quality of child's care and care plan		✓
Support prospective adopters in preparation and submission of application for Adoption Order – including attending at court	✓	
Preparation of later life letter		✓
ADOPTION SUPPORT		
Assessment for adoption support	✓	
Developing and delivering adoption support plans	✓	✓
Agree and administer financial support to adoptive families pre and post Adoption Order		✓
Adoption support delivery including: • Support groups • Social events • Post adoption/special guardianship training • Independent Birth Relative services • Support with ongoing birth relative contact • Adoption counselling and training	✓	
Financial support to adopters including adoption allowances		✓
Funding applications to the Adoption Support Fund	✓	
NON-AGENCY ADOPTIONS		
Step parent/partner adoption assessments	✓	

Function	Regional Adoption Agency	Local Authority
Inter-country adoption assessments and post approval and post order support	✓	

For more detail please see the full service schedule APPENDIX 2.

As part of implementation project managers across London are exploring potential areas for the VAA to partner with the 4 London RAAs to support service delivery including consideration of the following areas:

- ✓ Targeted recruitment activity focusing on Early Permanence and targeted assessments for priority children
- ✓ Specialist adoption support training
- ✓ Specialist practical or therapeutic support services for children and families post placement and post order
- ✓ Adoption counselling and services to adopted adults
- ✓ Continued provision of VAA families

Practice improvements will be delivered through the implementation of new ways of working. ALNRRA will work jointly with the other RAA's and the Hub (once developed) in London to seek to explore further sources of funding to work jointly with the VAA and ASA sector, for example, in the areas of Early Permanence and adoption support to design and deliver practice improvements.

3.3 OVERVIEW OF THE PROPOSED ORGANISATION FOR THE RAA

Approximately 40 FTE Adoption staff would become part of Adopt London North to deliver Adoption services across North London.: The proposed organisation chart for ALNRRA is detailed in Appendix 3.

What Research and Best Practice Tells us

Research identifies several factors which contribute to timely, successful family finding and matching outcomes for children with a plan of adoption.

The University of Bristol (June 2010) and Oxford University (Feb 2015) identified within research briefs, key factors seen to enhance the adoption journey for both children and their prospective adopters.

Quality of information – all information at all parts of the process must be of high quality, factual and comprehensive. Poor quality information is identified as a direct correlation to disruption.

Local authorities with access to a **wider pool of prospective adopters** experienced less delay in their family finding and matching processes.

Family finding done at the point of **ADM decision** (rather than at the granting of the placement order) resulted in children experiencing less delay.

Delay was reduced when **case responsibility for children transferred to adoption service** at point of placement order.

Delay was also reduced when **early family finding strategies** were agreed for individual children deemed to have complex needs.

Tracking of children throughout their journey is critical and adoption workers involved in this can drive and empower the process.

Timely joint decision making re whether to pursue ethnic matches or sibling separation also reduced delay for children.

Post placement support (in a variety of formats) is particularly valued by adopters, contributes to positive transitions and reduces the risk of disruptions.

Proposals contained within this report have taken account of these key factors alongside the need for quality and efficiency.

Agency Roles

The new roles created in the establishment of the new organisation are:

- 1 FTE Head of Service (also ADM)
- 1 FTE Service Manager

The **Head of Service** is expected to provide leadership and vision for the continuous development of the ALNRRA, leading the strategic planning, development and management of all aspects of the Agency to ensure the delivery of high quality, effective and legally compliant Adoption services. They will manage the operational relationship with Local Authorities through interaction at Senior Management level. An ability to work in a transformation role will be essential as part of this role to drive the practice improvement and cultural change required to deliver these.

The **Service Manager** will be responsible for the operational management of the social work teams and the monitoring and driving of performance. They will deputise for the Head of Service when necessary.

The **Agency Advisers** (1.5FTE) will be centrally located and will work closely with child care social workers throughout the permanence and adoption process. They will provide quality assurance and advice to the Agency Decision Maker (ADM) and act as Agency Adviser to the Adoption Panel.

The **Marketing and Recruitment Officer** will play a key role in developing and delivering the Marketing and Recruitment strategy ensuring that recruitment is targeted for children who are waiting.

Other roles within the RAA related to team management, social workers, family support workers and business support staff will be included in the organisation. In designing the organisational structure, we have designed and shaped the RAA using the combined experience of managing adoption services across the local authority and voluntary sector. The operational staff numbers have been determined to meet the anticipated demands of the service and ensure the ability to deliver and sustain practice improvement to the benefit of children, adopters and others who benefit from adoption services.

Detailed work on mapping existing staff (in scope of TUPE) to the teams in the new staffing structure will form part of the HR Work Stream activities during implementation.

4. HR IMPLICATIONS AND ACTIVITIES

It is proposed that some staff for whom the provision of TUPE (Transfer of Undertakings- Protection of Employment) applies, will transfer to London Borough of Islington from the boroughs of Barnet, Camden, Hackney, Haringey and Enfield. Formal consultation will form part of the HR Work Stream and will commence following sign off of the business case. It is not anticipated that there will be any need for staff redundancies as a result of Regionalisation. For those staff currently working in Adoption services who fall out of scope of TUPE, there will be a preference exercise completed as phase 2 of the HR process. Consultation with Unions is being undertaken.

Full detail of the process and timeline is listed below:

The project plan for implementation in order to complete the TUPE transfer will be subject to the following:

- Cabinet sign off approval in mid-March 2019
- Once cabinet approval is secured the formal consultation with staff affected will commence in March/April 2019
- Recruitment to the post of Head of Service will be finalised.
- The staffing structure for the new service will be finalised subject to consultation with affected staff and trade unions to be effective from July 2019
- Staff will transfer to London Borough of Islington on their existing terms and conditions unless through consultation it is agreed they will transfer on London Borough of Islington terms and conditions
- Any remaining vacant posts within the new structure will be subject to recruitment and selection procedures
- HR processes will be put in place to formalise the process and populate the staffing structure with information provided by the boroughs concerned through Employee Liability Information process
- HR/Payroll administration process to be undertaken
- Training and support for new ways of working in a single agency
- Establishing plans for on-going professional development
- Identification of work location for all staff

5. FINANCE

Proposed Financial Contributions

- The table below shows the agreed financial contributions per Borough, arrived at through a series of robust challenge and confirmation meetings.

Borough	2018/19 prices			2019/20 Prices		
	Total pay and non-pay contribution	NLAC	Total	2019/20 Inflation uplift (pay)	2019/20 Total	Pro-rata from go-live (9/12ths)
		£	£	£	£	£
Islington	421,805	29,366	451,170	7,306	458,476	343,857
Hackney	391,582	29,366	420,947	6,555	427,502	320,626
Haringey	415,294	29,366	444,659	7,595	452,254	339,190
Enfield	226,963	29,366	256,329	3,834	260,163	195,122
Camden	285,646	29,366	315,012	5,415	320,426	240,320
Barnet	332,361	29,366	361,726	5,438	367,164	275,373
	2,073,650	176,193	2,249,843	36,143	2,285,985	1,714,489

- Pay Award for 2019/20 has been estimated at 2% of each boroughs pay budget contribution.
- Full year 2019/20 contribution, including pay uplift, is **£2,285,985**.
- Pro-rata from 'go-live' (July 2019) **£1,714,489**
- The table includes agreed 're-routing' of contributions relating to the North London Adoption Consortium (at an agreed percentage of current contribution levels)
- Table does not include the future (post July 19) costs of Inter-Agency placements, funding implications currently being confirmed at Adopt London North Board.
- Future year funding contributions, pending annual Board review, re Partnership Agreement.
- A detailed analysis of the Financial Protocol with regards to the relationship between the Partners can be viewed on schedule 5 of the Partnership Agreement.

Financial Risks

- The primary risk is that the agency is underfunded and therefore unable to deliver adequately for the children of North London. This will also impact on timescales for children waiting and influence Ofsted judgements about the service provided to Children in Care.
- Failure to provide high quality adoption support services may result in placement disruptions meaning children will return to care. The detrimental impact of this in respect of the child's wellbeing (and adopter) cannot be underestimated.

- It is well evidenced that satisfied adopters are a critical factor in recruiting new applicants. Adopters who are dissatisfied with their experience during any part of their journey may negatively influence recruitment success.
- There is a further risk to the host authority around the hosting overhead costs. The figure of 7.5% has been included in the model, but this is lower than the figures used in the other 3 Regions across London. It is also unclear at present, as to accommodation arrangements, which may lead to additional costs.
- Financial risks can be part-mitigated by an inclusionary note in the Partnership Agreement explaining the treatment of any over (and under) spends. This reduces the risk to the host but would not affect the overall financial pressure.
- There is a risk that spend against non-pay structure costs may exceed current budget allocations, economies of scale may take longer to achieve.'

6. PERFORMANCE

Nationally 3,820 children were adopted in 2017/18. This is a decrease of 13% on the previous year and down from a peak of 5,360 in 2015.

The Children Looked After Population continues to rise to 75,420 on the 31st March 2018. This is a rise of 4% from the previous year.

By comparison in North London 63 children were adopted in 2017/18 and 70 the previous year (a decrease of 10%).

Historical activity for the region is listed in the table below

	2014-15	2015-16	2016-17	2017-18
No. of approvals North London	92	41	31	27
No. of adoptions North London	90	82	70	63

Numbers of children requiring adoption in North London have continued to reduce over the past three years, with predictions for this coming year being similar to the previous one. The region however has failed to recruit sufficient numbers of adopters to meet local need.

At the end of Q2 2018/19, returns from all 6 Boroughs suggested that there were 27 adopter households waiting for children and a further 10 households in the process of approval. This compares with 43 children with a court order stating that they require adoption and a further 23 awaiting a court order.

There is good evidence to suggest that those RAAs which have gone live earlier are now starting to reap the benefits of targeted recruitment work. For example One Adoption West Yorkshire increased numbers of approved adopters by 20% in Quarter 1 of this year compared to the same quarter the previous year. Timescales for children have also improved with the average number of days from a child becoming

looked after to being placed with adopters reducing from 439 days to 315 days. Key findings from the research report Evaluation of Regional Adoption Agencies published by the DfE in November 2018 are attached as appendix 5.

It is anticipated that a Performance Framework already in use within live RAAs will be utilised to ensure accurate performance reporting and sufficiency predictions. A quarterly performance report will be provided to the Governance Board for ALN RAA.

7. PROPERTY AND IT IMPLICATIONS

Work is currently underway to identify an appropriate building in Islington to accommodate the staff of the Regional Adoption Agency. Staff will retain the ability to hot desk in Boroughs to facilitate the sustainment and development of positive working relationships with Childrens social workers and local accessibility to adopters.

IT systems are currently being explored that will deliver an effective efficient service to the RAA and its stakeholders. Both operational and technical staff are involved in the identification of this product.

8. DATA AND INFORMATION

Data and Information will be required for the day to day operation and management of the RAA. Management Information will be generated automatically from core systems where possible. Information is required to be presented to the RAA Management team, Ofsted, Local Authorities including senior management teams and elected members, the Adoption Leadership Board, the Department for Education and other partners.

The way in which data will be shared and exchanged is detailed in an information sharing agreement.

9. PROPOSED GOVERNANCE ARRANGEMENTS AND LEGAL ARRANGEMENTS

A partnership agreement setting out the agreement of the 6 Boroughs to the establishment of the Adopt London North Regional Adoption Agency is currently drafted and will be signed off by legal leads and RAA Board members in each Borough.

The agreement contains the aims of the RAA, the operational basis and the functions which are delegated to the Host.

The agreement also details the intended service delivery model, requirements for an annual plan, financial contributions, over and underspend arrangements and the premises to be provided for the purposes of the RAA. An information sharing agreement will also be incorporated into this document.

Appendix 4 details the proposed governance structure of the RAA.

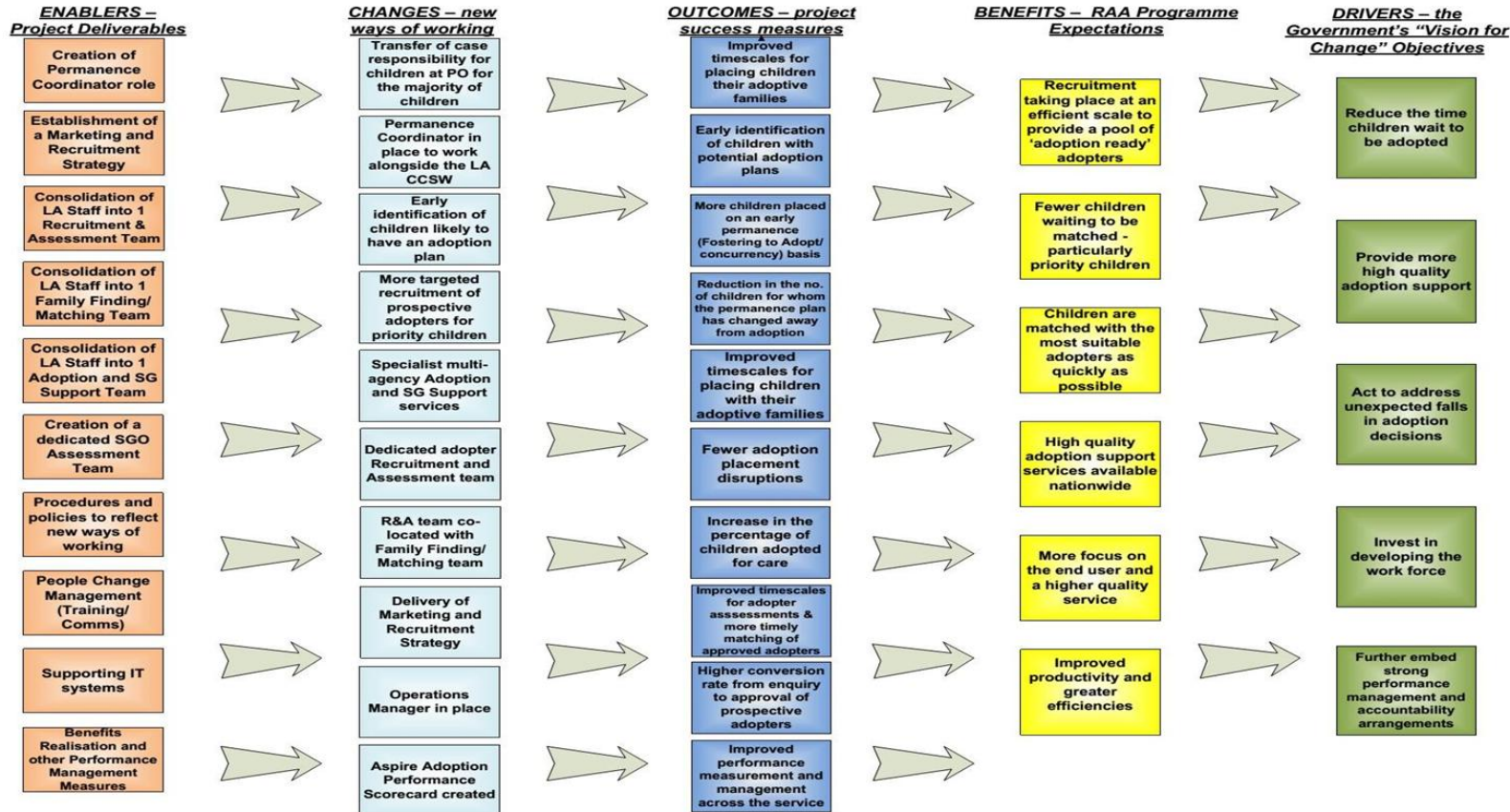
10. IMPLEMENTATION TIMELINE

The business case is scheduled for sign off at cabinets in February/March 2019. Once sign off in all Boroughs is obtained, a TUPE process for eligible staff can commence followed by a preference exercise

for staff falling out of scope of TUPE. There is an anticipated Go Live date for the new service of July 2019.

BENEFITS DIAGRAM

APPENDIX 1



SERVICE SCHEDULE

APPENDIX 2

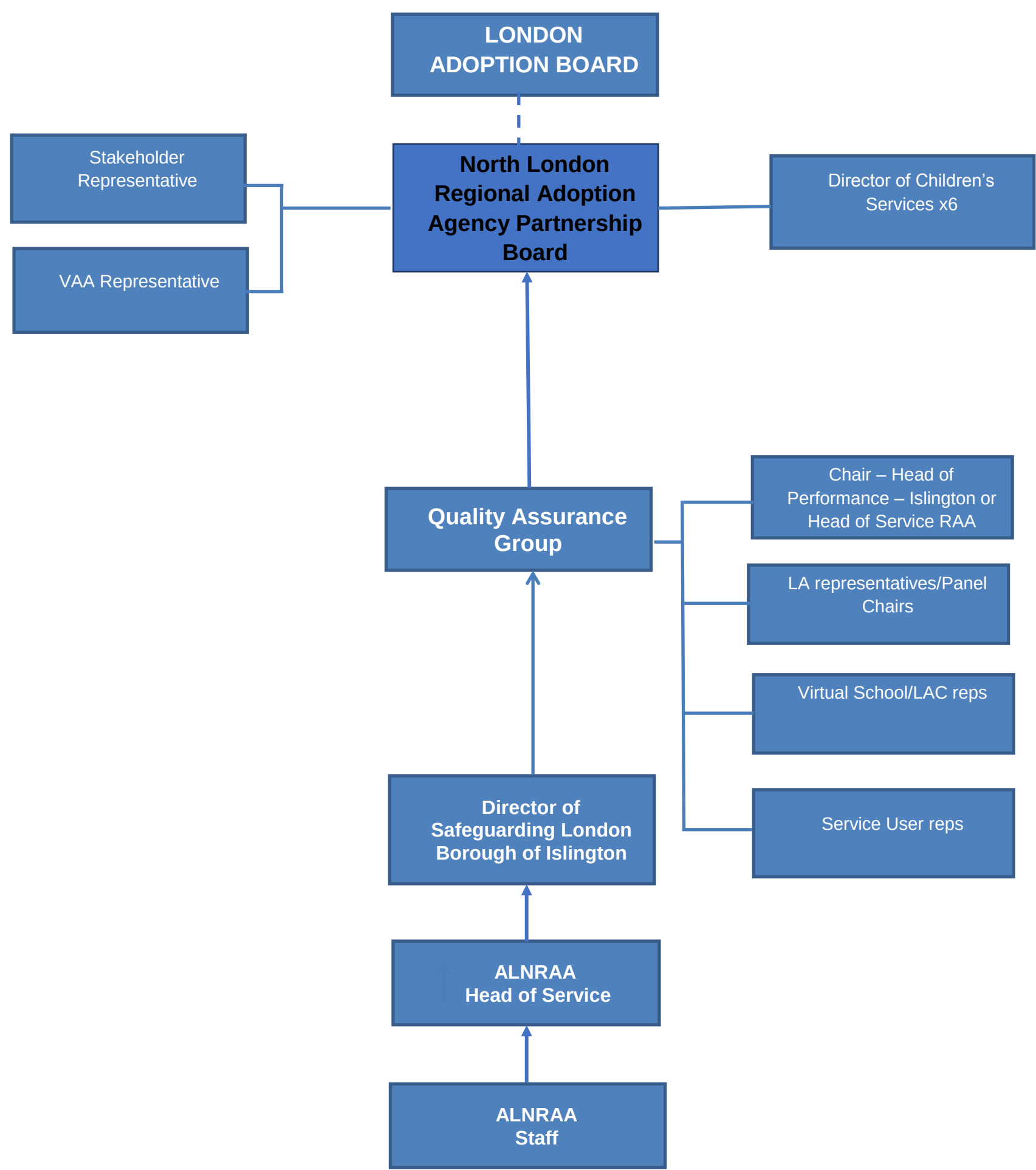
The table below sets out the RAA and LAs will work together, summarising roles and responsibilities for each:

Function	Regional Adoption Agency	Local Authority
RECRUITMENT AND ASSESSMENT		
Marketing and Recruitment Strategy	✓	
Adopter Recruitment and Enquiries	✓	
Assessment of Prospective Adopters – all Stage One and Stage Two functions	✓	
Completion of Prospective Adopter Report	✓	
Agency Decision Maker for approval of adopters	✓	
Post approval training	✓	
Matching	✓	
Post Placement training for Prospective Adopters	✓	
PERMANENCE PLANNING		
Early identification of a child possibly requiring adoption		✓
Tracking and monitoring the child possibly requiring adoption	✓	✓
Support and advice to child care social worker on the adoption process	✓	✓
Sibling or other specialist assessments if commissioned by LA	✓	✓
Direct work to prepare child prior to placement	✓	✓
Preparation of the Child Permanence Report		✓
Agency Decision Maker for “Should be placed for Adoption” decisions		✓
Agency Decision Maker for Foster to adopt placements under reg 25A Care Planning Regulations (specific child)		✓
Case management prior to the point agreed by the LA ADM		✓
Case management from point agreed by the LA ADM		✓
MATCHING AND PLACEMENT		
Family finding	✓	
Looked After Child reviews	✓	✓
Shortlist and visit potential families	✓	✓
Organising child appreciation day	✓	
Ongoing direct work to prepare child prior to placement	✓	✓

Function	Regional Adoption Agency	Local Authority
Adoption Panel administration and management	✓	
Agency adviser role	✓	
Agency Decision Maker for Matching prospective adopters and child		✓
Placement Planning meeting administration and management of introductions	✓	
Support to family post placement and planning and delivery of adoption support	✓	
Ongoing life story work and preparation of Life story book	✓	✓
Independent Review Officer monitoring of quality of child's care and care plan		✓
Support prospective adopters in preparation and submission of application for Adoption Order – including attending at court	✓	
Preparation of later life letter		✓
ADOPTION SUPPORT		
Assessment for adoption support	✓	
Developing and delivering adoption support plans	✓	✓
Agree and administer financial support to adoptive families pre and post Adoption Order		✓
Adoption support delivery including: • Support groups • Social events • Post adoption/special guardianship training • Independent Birth Relative services • Support with ongoing birth relative contact • Adoption counselling and training	✓	
Financial support to adopters including adoption allowances		✓
Funding applications to the Adoption Support Fund	✓	
NON-AGENCY ADOPTIONS		
Step parent/partner adoption assessments	✓	
Inter-country adoption assessments and post approval and post order support	✓	

Deleted confidential staffing structure.

DRAFT



Evaluation of Regional Adoption Agencies (Department for Education November 2018)

Key findings

Models

LAs were free to decide the size and makeup of the RAAs and choose from one of four broad RAA models¹:

- Single LA hosting on behalf of the other LAs
- Joint venture between the LAs and VAAs creating a new VAA
- Joint venture between the LAs and VAAs under a local authority trading company (LATC)
- Outsourcing service delivery to an existing VAA

In spring 2018 a small number of RAAs were in the initial stages of development, the RAA models were fluid and RAA projects were subject to change post-launch. However, their apparent differences meant we could place each RAA (involving between three and ten LAs) on a spectrum based on the extent to which services and responsibilities were centralised. At the far end of the spectrum sit the 'LA hosted – centralised' RAAs (3); followed by those setting up joint ventures / local authority trading companies (LATCs (2)); then 'LA hosted – hub and spoke' models (by far the most common approach (14 RAAs)); and at the other end of the spectrum sit decentralised RAAs (2).

The overriding factor that influenced LAs and VAAs choosing to work together was historic relationships. Geography also played a role as did, in a small number of cases performance of each adoption service. One of the main factors that influenced the decision over which model to adopt was the degree to which the LAs were willing to each take on, or give away, control and risk. To a large degree, LAs reported choosing to adopt a model whereby most adoption services remained within LAs because they took their statutory duties in relation to adoption very seriously, and were uncomfortable with responsibility for this moving outside of a LA.

Progress to date

There was a mixed picture of whether RAAs and RAA projects were on track with agreed plans. At the time of the fieldwork, some of the live RAAs had met their target launch date or agreed to take a phased approach to 'go live'. The

¹ Department for Education (June 2015) Regionalising Adoption.

interviews show that in these areas they were able to build on the strength of previous relationships from an established position of trust, which meant that individuals and organisations felt better prepared and more willing to help each other to do the best for children as an RAA. This made for speedier and smoother negotiations. The interviews found that 'go live' was generally somewhere between three to six months behind planned launch dates because there were challenges in agreeing key aspects of RAA project models, such as hosting responsibilities. Further delays happened when the challenges centred on even bigger decisions like what form the RAA project should take.

Go-live

Projects often talked about 'go live' in relation to broad changes they were making that involved people, systems and resources and the new 'front door'. The interviews show that RAAs viewed key markers of 'go live' as an established public presence and profile, and a single point of entry often supported by centralised marketing (e.g. branding, strapline), centralised recruitment roles and a functioning RAA website. To 'go live' it was also necessary to have overarching structures and systems in place for governance, legal, Human Resources (HR) and Information Communication Technology (ICT), as well as model-specific aspects such as joint panels and training plans.

The interviews demonstrate the importance of "breathing space and adjustment time". A number of the early implementers said it took around six months for the new service to "bed in".

Challenges and success in launching the RAAs

At the time the research was undertaken, with more than half of RAA projects yet to go live, there was a tendency for interviewees to focus on the challenges associated with establishing live RAAs when asked about what was working well and less well so far. An overarching challenge raised was balancing the structural change the move to RAAs required with the focus on practice to improve the quality of adoption services. In the planning, 'go live' and wider implementation of the RAA, this tension was ongoing as were decisions around what would be in and out of RAAs, for example whether to include SGOs.

RAAs were experiencing ongoing challenges around securing buy in and consensus from participating LAs (including elected members, senior staff and practitioners); particularly where services previously performed well because many LAs involved could not always see the benefits the RAA model would bring. They wondered what they stood to gain in terms of performance, sharing good practice or financial efficiencies. Staffing RAAs proved difficult at times,

for example when recruiting to the Head of Service role. Staff were not always willing or able to travel the distance required to RAA hubs. There were reports of staff anxieties about losing or changing the identity of their local adoption service, and what the new service and culture would look like, and there was an expectation that this would take 12 to 18 months to establish.

Interviewees also reported challenges around agreeing financial models. Some were concerned that RAAs would cost more, although others were confident there were opportunities for cost savings. There was concern about financial risks for LAs that were hosting. There was a view that there were more “financial losers” than had been originally expected and that instead of bringing savings and efficiencies for LAs and VAAs, adoption services would actually cost more. Whilst several RAAs reported working within the “financial envelope” they had been given to set up the RAA, others believed the funding was insufficient. There was a common view that the overall set-up costs were high. Some LAs reported that they were now contributing proportionately more than they were spending on adoption and unpicking the costs to get to this point had been extremely difficult. There were cases where partners have reached agreements, for example to ring-fence their existing budgets for the next two years, but this took a lot of time and energy.

There were ongoing challenges around developing shared systems for IT, HR and legalities, regarding differential pay, secondments, terms and conditions and Transfer of Undertakings Protection of Employment (TUPE). Developing commissioning arrangements also proved difficult for some. In some areas, joint Practice and Improvement Fund (PIF) bids had been developed and funded and were seen as an excellent way to promote joint working between the RAAs and VAAs. However, other interviewees were concerned at what they perceived as a risk to their services, such as reduced sharing of best practice and innovation and threats to business continuity.

In addition to the challenges stakeholders were facing at the time, they were also concerned about potential forthcoming challenges or negative unintended consequences. These included: structural disconnection of adoption services from the rest of children’s services; inconsistent practice around Adopter Voice; and negative impact on the sustainability of VAAs.

Despite these challenges, several aspects were working well, especially where there was strong joint working and staff engagement and they were starting to see some early advantages. The interviews show RAAs have offered an opportunity to share what is working well, develop new ideas and provide an impetus to improve the quality of poorer performing services. The strength of previous partnership working has influenced the ease with which partners have

been able to implement the RAA programme. When asked what was working well, most RAAs referenced partnership working as a facilitating factor and improved partnership working as an early outcome. Building on strong foundations, the process of becoming an RAA has brought some LAs closer in a very positive way, creating a sense of cohesion and perceived mutual benefits for staff, adopters and children.

Several RAAs highlighted examples where their efforts to engage operational staff in the development and implementation of RAAs had proved empowering, yet at the same time, retaining and engaging staff has been a challenge. As a result, middle managers and frontline staff have gained ownership over the process when they perhaps did not have before, remained in post, and bought in to the change process. RAAs have engaged staff in various ways depending upon the model and governance structures; these include mixed project teams comprising strategic and operational staff, separate operational boards, and task and finish/working groups, all of which interviewees said were contributing towards a smoother transition to RAAs. The interviews show that it has been important for staff to understand the rationale for the move, how RAAs should help to address the issues that local areas were facing (e.g. in relation to adopter sufficiency) and their belief that it would ultimately mean better outcomes for the children. In models where staff were TUPE'd across they were positive about the benefits, such as finding more support as part of a bigger specialist team and more regular supervision.

Emerging impact

At this stage, there were anecdotal examples of positive impacts on four areas: speed of matching, recruiting adopters, adopter support, processes and timeliness, which the longitudinal data analysis will explore. Some of the live RAAs in the Leaders Group outlined where they were starting to see early successes and there was a view at a national level that there are "exemplars that others can look up to", which the evaluation will explore further in future.

There were several reported examples of increasing numbers of adoption panels leading to more timely adoption decisions. There were some indications that RAAs had started to have a positive effect on the number of adopters recruited, but the data is not yet available at RAA-level or national level and will be analysed as part of the evaluation in future. There was evidence from the interviews that RAAs were already leading to practices that were more consistent. Examples given included the development of a consistent adoption support offer, consistent approaches in matching panels and disruption meetings, and the development of adoption packs. In several RAAs, interviewees described adopter feedback and engagement as being positive.

Staff coming together was perceived to have enabled the pooling of ideas and expertise, which is central to the programme's future, as is an increased emphasis on performance management.

Critical success factors

Critical success factors for RAAs in spring 2018 included strong, consistent and effective leadership, taking a phased and thoughtful approach together as a partnership and placing sufficient emphasis on changing culture and identity. Live RAAs from the Leaders Group emphasised the importance of working to create an RAA culture that all could identify with.

Effectiveness of support with RAA development and outstanding support needs

The interviewees suggest that support and guidance from the Department has improved over time and new features such as the leadership development programme are welcome. However, RAAs would like a greater steer on some fundamental aspects such as the Ofsted inspection requirements, more opportunities for sharing learning, and more clarity on the coaching role.

Conclusions

In conclusion, this report has provided a snapshot of stakeholders' experiences in the first steps towards regionalising adoption. It paints a picture of frustration and challenge in the early stages of implementation, but also of hope as some RAAs have worked through the difficulties and have seen the first signs of greater collaboration, consistency and improved practice and associated benefits. The picture will evolve as the RAAs develop further and more RAA projects become live RAAs. Our next evaluation report, after we have undertaken in-depth case studies, analysis of the SSDA903 and Adoption & Special Guardianship Leadership Board statistics and analysis of RAA cost data, will provide further information on this evolution and impact.

Dated

201

- (1) THE MAYOR AND BURGESSES OF THE LONDON
BOROUGH OF ISLINGTON
- (2) THE MAYOR AND BURGESSES OF THE LONDON
BOROUGH OF BARNET
- (3) THE MAYOR AND BURGESSES OF THE LONDON
CAMDEN
- (4) THE MAYOR AND BURGESSES OF THE LONDON
ENFIELD
- (5) THE MAYOR AND BURGESSES OF THE LONDON BOROUGH OF
HACKNEY
- (6) THE MAYOR AND BURGESSES OF THE LONDON BOROUGH OF
HARINGEY

PARTNERSHIP AGREEMENT RELATING TO ADOPT LONDON NORTH

Peter Fehler,
Acting Director of Law and
Governance,
Islington Council

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THIS AGREEMENT is made the day of 2018

Between:

- (1) **THE MAYOR AND BURGESSES OF THE LONDON BOROUGH OF ISLINGTON** of the Town Hall, Upper Street, London N1 2UD (“Islington” or the “Host Authority”)
- (2) **THE MAYOR AND BURGESSES OF THE LONDON BOROUGH OF BARNET** of Building 3, Oakleigh Rd S, London N11 1NP (“Barnet”)
- (3) **THE MAYOR AND BURGESSES OF THE LONDON CAMDEN** of the Town Hall, Judd Street, London WC1H 9LP (“Camden”)
- (4) **THE MAYOR AND BURGESSES OF THE LONDON ENFIELD** of Silver St, London EN1 3XA (“Enfield”)
- (5) **THE MAYOR AND BURGESSES OF THE LONDON HACKNEY** of **Hackney** Town Hall; Mare Street; E8 1EA (“Hackney”); and
- (6) **THE MAYOR AND BURGESSES OF THE LONDON HARINGEY** of the Civic Centre, Wood Green London N22 4LE (“Haringey”)
(Together “the Partners” and, individually a “Partner”)

BACKGROUND

- A) The Partners agree to the establishment of Adopt London North (“ALN”);
- B) The aim of ALN is set out in Schedule 1 to this Agreement;
- C) This Agreement describes the operational basis for running Adopt London North.
- D) This Agreement is made under the powers conferred below and all other enabling powers now (and in the future) vested in the Partners:
 - 1) S.1 Localism Act 2011 provides a general power of competence allowing local authorities to do anything that individuals generally may do.
 - 2) S. 101 (1) (b) Local Government Act 1972 and Regulation 5 of the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations SI 2012/1019 provides that a local authority may delegate their functions to another local authority.
 - 3) S.111 Local Government Act 1972 provides for a local authority shall have the power to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of their functions.

- 4) S.1 Local Government (Contracts) Act 1997 (power to enter into contracts).
 - 5) S.3 Local Government Act 1999 (Duty of Best Value).
 - 6) The Education and Adoption Act 2016
 - 7) Adoption and Children Act 2002
 - 8) Children and Adoption Act 2006
 - 9) Adoption Agencies Regulations 2005
 - 10) Adoption Support Services Regulations 2005
 - 11) Children Act 1989
 - 12) Local Authority Social Services Act 1970
- E) The functions delegated to the Host Authority are the approval of adopters specifically recruitment and assessment (regulations 21 to 27 of the Adoption Agencies Regulations 2005 ('AAR')) and support (Adoption Support Services Regulations 2005 ('ASSR') (such support includes that for adopted children, adopters and birth families (regulation 4 of ASSR)) and consideration and recommendation as to their suitability to adopt by the Adoption Panel (regulation 30A of AAR and Suitability of Adopters Regulations 2005 ('SAR')). Ultimate ratification of their suitability to adopt by the RAA ADM (regulation 30B of AAR).
- F) Each of the Partners retain their other statutory responsibilities in respect of the following adoption services:
- a. Authority to place –Best Interests' decision –Decision made by the Local Authority Agency Decision Maker (LA ADM) (Adoption Agencies Regulations 2005, Regulation 19 of AAR)) (either apply to the court for a Placement Order (s21, Adoption and Children Act 2002 (ACA02)) or Parental Consent (sections 19 and 20 ACA02), consent is independently obtained by a CAFCASS officer (regulation 20 of AAR), and the best interests' decision is considered by the Adoption Panel (regulation 18 of AAR) and a recommendation made, followed by ratification by the LA ADM (regulation 19 AAR); and
 - b. Adoption - Matching proposal considered by the Adoption Panel (regulation 32 AAR), and ratification by the LA ADM (regulation 33 AAR). Placement with the proposed prospective adopter (regulation 3 AAR) subject to authority to place (consent or placement order as above). Application by prospective adopter for an Adoption Order (section 46 ACA02).
- G) The Partners have each passed the necessary resolutions for the purposes of entering into this Agreement.
- H) This Agreement uses the defined term "Services" to describe the activities that the Host Authority is carrying out. For the avoidance of doubt, this is describing a local authority service that is provided to the public. This Agreement does not constitute a contract for services between the Partners.

AGREED TERMS

1. DEFINITION AND INTERPRETATION

1.1 The definitions and rules of interpretation in this clause apply in this Agreement.

Accommodation means the provision of office accommodation for ALN staff and accommodation for infrastructure necessary to deliver ALN;

Agreement: means this Agreement and attached Schedules;

Aims, Principles and Objectives: means the objectives of ALN as described in Schedule 1;

ALN Management Board: means a board made up of representatives of the Partners to oversee and advise ALN during the period of this Agreement as further described at Schedule 7;

ALN Management Board Representatives: is as defined in Schedule 3; **Annual ALN Plan:** has the meaning set out in clause 7;

Assets: means any tangible assets or property acquired, leased, licensed, loaned, or purchased as required by the Host Authority or other Partner for the administration and performance of this Agreement. The Assets that are known to be required and who they are to be provided by is set out at Schedule 7;

Assets Register means a register of all the Assets owned and used by the respective Partners in the delivery of ALN as set out in Schedule 11 (Assets Register) to be regularly updated and maintained by the Partners

Authority Premises: means any premises acquired, leased, licensed, loaned, or purchased by the Host Authority or other Partner for the performance of this Agreement;

Best Practice: means using methods, practices, procedures and standards consistent with the legislation and associated guidance set out at Background D in order to provide the Service with the level of diligence, skill, care and prudence as could be reasonably expected from a competent local authority when performing the Service in its own administrative area;

Change in Law: means any primary or secondary legislation that constitutes a change in Law that impacts on this Agreement, which comes into force after the Commencement Date;

Commencement Date: means the day of I 2019;

Data Protection Legislation means

- a) The Data Protection Act 2018 (DPA 2018);
- b) The General Data Protection Regulation (Regulation (EU) 2016/679) “the GDPR”;
- c) Law Enforcement Directive (Directive (EU) 2016/680); and
- d) All applicable laws and regulations relating to processing personal data and privacy, including the guidance and codes of practice issued by the Information Commissioner, where applicable;

Dispute Resolution Procedure: means the procedure set out in clause 30;

Employee Liability Information: means the information which a transferor is obliged to notify to a transferee pursuant to regulation 11(2) of the Regulations;

Employee Schedule: means a list of all Transferring Employees as at the date that the list is provided to the Host Authority;

Exempt Information: means any information or class of information relating to this Agreement which may fall within an exemption to disclosure under the FOIA or Environmental Information regulations.

Environmental Information Regulations ('EIR'): means the Environmental Information Regulations 2004 together with any guidance and/or codes of practice issued by the Information Commissioner or relevant government department in relation to such regulations;

Financial Contributions: each Partner's financial contribution and the total financial contributions of the Partners as set out in Schedule 5 being the contribution for the administration for and performance of ALN;

Financial Year: means in any year the period from 01 April to 31 March the following year;

FOIA: means the Freedom of Information Act 2000 and any subordinate legislation made under it from time to time, together with any guidance or codes of practice issued by the Information Commissioner or relevant government department concerning this legislation;

Force Majeure Event means any circumstances arising from or attributable to acts, events, omissions or accidents beyond the reasonable control of the Partner concerned including but not limited to;

- a) fire, flood, earthquake, windstorm or other natural disaster;
- b) epidemic or pandemic;
- c) riot, civil commotion, industrial dispute (not directly involving any Partner), war sabotage or terrorist attack;
- d) nuclear, chemical or biological contamination,
- e) compliance with any law or governmental order, rule, regulation or any action taken by the government; and
- f) extreme adverse weather conditions.

Head of Service ALN: means the person employed by the Host Authority who will have the day to day responsibility for the delivery of the Service and whose name and contact details are set out at Schedule 6;

Host Authority: means the London Borough of Islington;

Host Support: means the support services (save for the day to day administration by staff undertaken in accordance with their duties) that the Host Authority provides to ALN as it would to any other in-house section including but not limited to financial, Human Resources, Health & Safety, Legal, Governance, ICT, Estates, PR/Marketing, Information Management, Internal Audit and Procurement the costs of which shall be allocated between the Partners in accordance with Schedule 5;

Information: has the meaning given under section 84 of FOIA;

Information Sharing Protocol: means the protocol describing how the Partners will share Information contained in Schedule 3;

Initial Period: means the period commencing on the Commencement Date and ending on the fifth anniversary of the Commencement Date;

Intellectual Property Rights: means patents, rights to inventions, copyright and related rights, moral rights, trademarks, trade names and domain names, rights to goodwill or to sue for passing off, rights in designs, rights in computer software, database rights, rights in confidential information (including know-how and trade secrets) and any other intellectual property rights, in each case whether registered or unregistered and including all applications (or rights to apply) for, and renewals or extensions of, such rights and all similar or equivalent rights or forms of protection which subsist or will subsist now or in the future in any part of the world;

Law: means any applicable law, statute, bye-law, regulation, order, regulatory policy guidance or industry code, rule of court, directives or requirements of any Regulatory Body, delegated or subordinate legislation, or notice of any Regulatory;

London Living Wage means the basic hourly wage of £10.55 (before tax, other deductions and any increase for overtime) as may be updated from time to time by the Greater London Authority;

Losses: means all claims, damages, losses, liabilities, costs, expenses (including legal and other professional charges and expenses) and charges whether arising under statute, contract or at common law, or in connection with judgments, proceedings, internal costs or demands;

Monitoring: the process for assessing the effectiveness of services purchased;

Partners: means the local authorities who agree to enter into this Agreement to fulfil the aims of ALN in delivering the Service with each local authority being a 'Partner to and for the purposes of this Agreement';

Partner Transferor: means Partners whose staff are transferring to the Host Authority;

Partners' Authorised Officers: means those officers delegated to undertake the work, liaise and report to the Management Board and assist the Host Authority to administer the Service;

Personal Data: shall have the same meaning as set out in the GDPR;

Personnel Files: means in respect of the Transferring Employees copies of all personnel files or records relating to their employment;

Regulations: means the Transfer of Undertakings (Protection of Employment) Regulations 2006 (as amended, re-enacted or extended from time to time);

Regulatory Body: means those government departments and regulatory, statutory and other entities, committees and bodies that, whether under statute, rules, regulations, codes of practice or otherwise, are entitled to regulate, investigate or influence the matters dealt with in this arrangement, or any other affairs of the Partners;

Relevant Employees: means the employees who transferred into the service of the Host Authority on the Transfer Date from the Partner Transferors for the purpose of providing the Service as detailed at Schedule 10;

Request for Information: means a request for information or an apparent request under the FOIA or the Environmental Information Regulations (**EIR**);

Service(s): means the services to be provided by the Host Authority as set out in Schedule 1 of this Agreement;

Service Providers: means third party organisations who are contributing to the provision of the Service;

Service User: means Individuals who are eligible to receive the Service;

Staffing Information: means in respect of the Transferring Employees the workforce information listed in Schedule 9:

Term: the period of ten (10) years subject to any extensions agreed and early termination in accordance with clauses 3, 30, 31 and 32;

Termination Date: the date of expiry or termination of this Agreement;

Third Sector Partners: organisations and representatives of third sector bodies who attend the ALN Management Board having entered into a Third Sector Partner memorandum of understanding in accordance with clause 43 of this Agreement;

Transferring Employees: means any employees of the partners or of any other persons who are transferring into ALN and to the employment of the Host Authority from the employment of each Partner Transferor;

Transfer Date: means 2019

TUPE: means the Transfer of Undertakings (Protection of Employment) Regulations 2006 as amended;

VAT: means Value Added Tax applied at the current rate in any year;

Whistleblowing: means the exposure of unlawfulness, malpractice, negligence, abuses or dangers, such as professional misconduct or incompetence, which exists in the organisation in which the whistle blower works.

Working Day: means any day except Saturday, Sunday, the period between 25 December and 01 January (inclusive) in any year and a public holiday in England.

Clause, Schedule and paragraph headings shall not affect the interpretation of this Agreement.

1.2 The Schedules form part of this Agreement and shall have effect as if set out in full in the body of this Agreement. Any reference to this Agreement includes the schedules.

1.3 Words in the singular include the plural and vice versa.

1.4 A reference to one gender includes a reference to the other genders.

1.5 A reference to a statute or statutory provision is a reference to it as it is in force for the time being, taking into account any amendment, extension or re-enactment and includes any subordinate legislation for the time being in force made under it.

1.6 A reference to writing or written includes email and other electronic transmission of information.

1.7 A reference to a document is a reference to that document as varied or novated (in each case, other than in breach of the provisions of this Agreement) at any time.

1.8 Reference to clauses and Schedules are to the clauses and Schedules of this Agreement. References to paragraphs are to paragraphs of relevant Schedules.

1.9 In the event of any inconsistency between the provisions of the body of this Agreement and the Schedules, the body of this Agreement shall take precedence.

2. COMMENCEMENT AND DURATION

This Agreement shall take effect on the Commencement Date and shall continue for the Term. This Agreement will be reviewed on the fifth anniversary of the Commencement Date and thereafter shall be reviewed on the fifth anniversary of any extension agreed under clause 3.

3. INITIAL PERIOD AND EXTENDING THE TERM

3.1. Twelve months prior to the expiry of the Initial Period the Partners, led by the Host Authority, shall commence a review of ALN arrangements and this Agreement which will be concluded six months prior to the expiry of the Initial Period. If the Partners decide to terminate this Agreement following the outcome of this review the provisions of clauses 31 and 32 shall apply.

3.2. At the end of the Term the Partners may agree to extend the term of this Agreement by whatever period of time they see fit. If the Agreement is not extended the provisions of clause 32 shall apply.

4. ALN ARRANGEMENTS

4.1. Each Partner will contribute financially to the staffing and running costs of ALN as described in Schedule 5.

4.2. The Host Authority shall appoint staff who shall be employees of the Host Authority and shall be responsible for providing the Services to be provided by the Host Authority on behalf of the Partners subject to the provisions of Clause 13.

5. DELEGATION OF FUNCTIONS

5.1. The Partners have appointed Islington to act as the Host Authority and have delegated the functions set out in Schedule 2 to the Host Authority.

5.2. Additional services may not be brought within the scope of this Agreement during the Term other than by direction of the ALN Management Board and subject to unanimous agreement by all Partners. Additional functions may only be brought within the scope of this Agreement following the conclusion of the required governance processes of each Partner in each case in consultation with the ALN Management Board.

6. SERVICES

The Host Authority agrees to provide Assets and procure staff and resources derived from the Financial Contributions of the Partners to carry out the functions of ALN. The Host Authority shall provide the Services and will be accountable to the ALN Management Committee and the Partners for the following:

- a) To ensure the proper discharge of the statutory functions listed at Schedule 2 and the Services;
- b) To act in accordance with Best Practice;
- c) To act in accordance with the Aims, Principles and Objectives of this Agreement, and any applicable policies agreed by the Partners;
- d) To act in accordance with the Host Authority constitution including those rules relating to decision making and the procurement procedure rules (and for the avoidance of doubt all decision making and governance shall be carried out in accordance with the Host Authority's constitution except where explicitly provided otherwise);
- e) To act in accordance with all applicable Law; and
- f) To act in accordance with the ALN Management Board arrangements set out at Schedule 8 and otherwise in accordance with the terms of this Agreement.

7. ANNUAL ALN PLAN

7.1. The Host Authority, with the reasonable assistance of the Partners, through the ALN Management Board shall prepare a draft Annual ALN Plan by 30th June in each year for submission to the ALN Management Board. The ALN Management Board shall consider the draft ALN Plan and, as amended by the board recommend it for approval by the Host Authority by 30th September in each year. The Annual ALN Plan shall:

- a) Set out what activities will be undertaken within the year to deliver the agreed Aims, Principles and Objectives.
- b) Describe any change or development required for the Services;
- c) Provide information on how change in funding or resources may impact the Services; and
- d) Include details of the estimated contributions due from each Partner for each Service and its required Financial Contribution, subject to the agreement by Partners of their respective financial contributions.

7.2 The ALN Management Board will receive quarterly updates on the Annual ALN Plan.

8. FINANCIAL CONTRIBUTIONS

8.1. The Partners shall pay their Financial Contribution to the Host Authority in order to carry out the functions of ALN. Payment of the Financial Contribution will be made by four (4) equal instalments made quarterly in advance. The Partners' Financial Contributions for the first year are set out in Schedule 5. Financial Contributions for subsequent years shall be determined in accordance with the provisions as set out at Schedule 5.

9. OVERSPENDS AND UNDERSPENDS

The Partners agree this will be dealt with in the manner set out in Schedule 5.

10. INTELLECTUAL PROPERTY RIGHTS

10.1 Each Partner shall retain ownership of all existing Intellectual Property Rights in existence at the date of this Agreement in any material which it has created or the creation of which was undertaken by a third party which it commissioned to create that material. Subject to the Intellectual Property Rights of any third parties, each of

the Partners hereby grants to each of the other Partners a perpetual non-exclusive royalty free licence to use operate copy and modify their intellectual property that is reasonably and properly required for the purpose of operating ALN. The licence granted pursuant to this Clause 10.1 shall not be revoked upon the relevant Partner's withdrawal from this Agreement or upon termination of this Agreement.

10.2 All Intellectual Property Rights in materials developed by any of the Partners for the purposes of the operation of ALN during the Term (as between the Partners) shall vest in the Host Authority on behalf of all the Partners. Upon expiry or termination or withdrawal of a Partner, the Host Authority shall grant the Partner(s) that are no longer a party to this Agreement a non-exclusive, irrevocable, perpetual, royalty free licence to use and copy materials in the Intellectual Property Rights dealt with under this clause 10.2 which vest in the Host authority on behalf of all the Partners.

10.3 The Host Authority shall take reasonable and commercially prudent steps to obtain for itself and the other Partners such rights in respect of the Intellectual Property Rights of third party contractors and other organisations as is reasonably necessary for the provision of the Service and the operation of ALN.

11. PREMISES

11.1 Subject to clause 31 (termination), the Host Authority and other Partners agree to make available appropriate Accommodation, working space, and associated facilities and services, including telephones and bookable meeting rooms as shall be appropriate for delivery of the Service for the Term, and as more fully described in Schedule 7, unless otherwise agreed between the Host Authority and relevant Partner.

11.2 The Host Authority shall ensure that no staff engaged in the delivery of the Service shall use any other Partners' accommodation, working space or associated facilities and services for any reason other than to perform the Service.

11.3 The Host Authority and the other Partners licence all appropriately authorised staff engaged in the Service ("the Licenced Staff") to enter Authority Premises for the proper performance of the Service and to utilise free of charge such accommodation ,working space, or associated facilities and services as shall be provided from time to time by the relevant Partner subject to compliance by the Licenced Staff with any policies, access conditions and site conditions as may apply from time to time such as hot-desking / smart working, a clear desk policy and one pedestal.

11.4 The Host Authority and other Partners agree that the location of the Authority Premises and or the location of working space may be subject to change, and the Partners agree where practicable, to give each other 3 month's written notice of such change which shall not require agreement of the other Partners.

11.5 The licences granted by the Partners pursuant to clause 11.3 above shall immediately terminate upon termination of this Agreement.

12. ASSETS

12.1. Each Partner including the Host Authority shall make the Assets available to ALN.

12.2. Assets used in the performance of the Services belonging to each Party, either separately or jointly, shall be registered by the Parties in the Assets Register.

12.3 The Asset Register shall consist of the Assets recorded in the asset registers of each Partner as at the Commencement Date and thereafter also include Assets acquired throughout the Term. Each Partner shall transmit an electronic copy of the part of its individual asset register consisting of the Assets at Commencement Date to the other Partners as soon as practicable after the Commencement Date.

12.4 The provisions of Clause 32 shall apply on termination of this Agreement.

13. STAFFING AND PENSIONS

13.1. PROVISION OF STAFFING INFORMATION AND WARRANTIES

13.1.1. Without prejudice to its obligation pursuant to the Regulations to provide the Employee Liability Information, the Partners shall on or before [] to the extent lawfully permitted provide the Host Authority with the Employee Schedule and Staffing Information as set out in Schedule 9.

13.1.2. Each Partner Transferor shall notify the Host Authority of any material change to the Employee Schedule and the Staffing Information as soon as is reasonably practicable, and shall upon request by the Host Authority meet the Host Authority to discuss the information disclosed.

13.1.3. Each Partner Transferor warrants as far as they are aware or should reasonably be aware to the Host Authority:

13.1.3.1. that the information in the Employee Schedule and the Staffing Information shall be complete and accurate and kept up-to-date;

13.1.3.2. that neither it (nor any other employer of a Transferring Employee) is in material breach of the contract of employment of any of the Transferring Employees nor is any Transferring Employee in material breach of his contract of employment save for any information provided pursuant to clause 13.1.1 and 13.1.2 above;

13.1.3.3. that none of the Transferring Employees have given or received notice of termination of employment nor are any of the Transferring Employees the subject of any material disciplinary action nor is any Transferring Employee engaged in any grievance procedure save for any information provided pursuant to clauses 13.1.1 and 13.1.2 above; and

13.1.3.4. that neither it (nor any other employer of a Transferring Employee) is engaged in relation to any Transferring Employee in any dispute,

claim or legal proceedings, arising under contract or common law or arising out of or relating to any statute including the provisions of the Regulations and any claim or allegation of unlawful discrimination save for any information provided pursuant to clauses 13.1.1 and 13.1.2 above;

- 13.1.3.5. that the Transferring Employee's pension benefits accrued within the relevant Partner's Pension Fund are fully funded as at the Transfer Date as determined by the actuary to the relevant Partner's Pension Fund;

- 13.1.4 Each Partner Transferor shall indemnify the Host Authority from and against all Losses incurred by the Host Authority in connection with or as a result of a breach of their obligations under this clause 13.1.

13.2. INFORMATION AND CONSULTATION

- 13.2.1. The Host Authority shall comply with its obligations under Regulation 13 of the Regulations during the period prior to the Transfer Date.

- 13.2.2. Each Partner Transferor shall comply with their obligations under Regulations 13 and 14 of the Regulations during the period prior to the Transfer Date save where the Partner Transferors are unable to do so as a result of the failure of the Host Authority to comply with its duties under Regulation 13 of the Regulations.

13.3. Indemnities

- 13.3.1. Each Partner Transferor shall indemnify the Host Authority against all Losses incurred by the Host Authority in connection with or as a result of:

- 13.3.1.1. any claim or demand by any Transferring Employee or former Transferring Employee (whether in contract, tort, under statute, pursuant to European law or otherwise) including any claim for unfair dismissal, wrongful dismissal, equal pay, a redundancy payment, breach of contract, unlawful deduction from wages, discrimination on the grounds of sex, race, disability, age, sexual orientation, gender reassignment, marital status, religion or belief, personal injury, a protective award or a claim or demand of any other nature, in each case arising directly or indirectly from any act, fault or omission of the employer in respect of any Transferring Employee or former Transferring Employee, or any claim relating to the period on and before the Transfer Date provided that such losses are not payable as a result of any act or omission of the Host Authority (and for the avoidance of doubt, this indemnity shall apply in respect of all Losses incurred by the Host Authority in respect of the period after the Transfer Date where the claim (such as, without limitation, a claim for equal pay) arises out of circumstances which arose on or before the Transfer Date);

- 13.3.1.2. any failure by a Partner Transferor or any other employer of the Transferring Employees to comply with its obligations under Regulations 13 and 14 of the Regulations, or any award of compensation under Regulation 15 of the Regulations, save where such failure arises from the failure of the Host Authority to comply with its duties under Regulation 13 of the Regulations save that no Partner

Transferor will be held liable for any losses in respect of any Transferring Employee who is not, or was not its employee, any person who was not its employee and any act, fault or omission of one of the other Partner Transferors;

- 13.3.1.3. any claim (including any individual employee entitlement under or consequent on such a claim) by any trade union or other body or person representing the Transferring Employees (or other employees of each Partner Transferor) arising from or connected with any failure by each Partner Transferor or any other employer of the Transferring Employees to comply with any legal obligation to such trade union, body or person; and/or
 - 13.3.1.4. any claim by any person (other than a Transferring Employee) in respect of which the Host Authority incurs or is alleged to incur responsibility or liability as a result of the operation of the Regulations.
- 13.3.2. The Host Authority shall (in respect of Transferring Employees employed by the Host Authority), indemnify each Partner Transferor against all Losses incurred by the Partners in connection with or as a result of:
- 13.3.2.1. any claim or demand by any Transferring Employee (whether in contract, tort, under statute, pursuant to European law or otherwise) including any claim for unfair dismissal, wrongful dismissal, equal pay, a redundancy payment, breach of contract, unlawful deduction from wages, discrimination on the grounds of sex, race, disability, age, sexual orientation, gender re-assignment, marital status, religion or belief, a protective award or a claim or demand of any other nature, in each case arising directly or indirectly from any act, fault or omission of the Host Authority, as the case may be, in respect of any Transferring Employee on or after the Transfer Date;
 - 13.3.2.2. any failure by the Host Authority to comply with its obligations under Regulation 13 of the Regulations, an award of compensation under regulation 15 and/or
 - 13.3.2.3. any claim or demand by any Transferring Employee arising out of any change or proposed change in the terms and conditions of employment or working conditions of that person on or after their transfer to the Host Authority on the Transfer Date, where that Transferring Employee would have been a Transferring Employee but for their resignation or decision to treat their employment as terminated under Regulation 4(9) and or Regulation 4(11) of the Regulations on or before the Transfer Date as a result of any such changes;
 - 13.3.2.4. any claim by any trade union or other body representing the Employee (or other employees of the Host Authority) arising from or connected with any failure by the Host Authority to comply with any legal obligation to such trade union, body, or person.
- 13.3.3. Each Partner Transferor shall be responsible for all remuneration, benefits, entitlements, and any outgoings in respect of their Transferring Employees (including all wages, holiday pay, bonuses, commissions, market supplements, subscriptions, payment of PAYE, and national insurance

contributions and pension contributions and otherwise) which are attributable in whole or part to the period up to and including the Transfer Date, and will indemnify the Host Authority against all losses incurred by the Host Authority in respect of the same.

- 13.3.4. The Host Authority shall be responsible for all wages, holiday pay, bonuses, commission, subscriptions, payment of PAYE, national insurance contributions and pension contributions and otherwise which are attributable in whole or part to the period after the Transfer Date, and will indemnify each Partner Transferor against losses in respect of the same.

13.4. Pensions

- 13.4.1. The Transferring Employees shall be entitled to join the Host Authority's pension fund from the Transfer Date.
- 13.4.2. The Host Authority warrants that in the event the Relevant Employees transfer to a Partner or future partner from the Host Authority under the Regulations on expiry or termination of this Agreement or termination of participation in this Agreement by a Partner the returning employees' pension benefits accrued within the Host Authority's Pension Fund prior to the date of transfer will be fully funded as at the date of transfer as determined by the actuary to the Host Authority Pension Fund.

13.5. Personnel Files

- 13.5.1. Each Partner Transferor shall use all reasonable endeavours before or on the Transfer Date to provide to the Host Authority the Personnel Files in respect of the Transferring Employees to the extent that they are permitted to do so by Data Protection Legislation.
- 13.5.2. The Host Authority undertakes not to use the Personnel Files for any purposes unconnected with the operation and management of the Service, the purpose for which such information was originally collected or any unlawful purpose.

13.6. In respect of the indemnities in this Agreement;

- 13.6.1. The indemnified Partner shall give written notice to the indemnifying Partner as soon as practicable of the details of any claim or proceedings brought or threatened against it by a third party in respect of which a claim will or may be made under the relevant indemnity;
- 13.6.2. The indemnifying Partner shall at its own expense have the exclusive right to defend, conduct and /or settle all claims and proceedings which may be brought by a third party to the extent that such claims or proceedings may be covered by the relevant indemnity provided that where there is an impact on the indemnified Partner, the indemnifying partner shall consult with the indemnified Partner and shall at all times keep the indemnified Partner informed at all material times; and

13.6.3. The indemnified partner shall provide all reasonable assistance and documentation required by the indemnifying partner in connection with and act as or be joined as a defendant in any claim or proceedings brought by a third party. The indemnifying Partner shall reimburse the indemnified partner for reasonable costs and expenses (including legal costs and disbursements) incurred in providing such co-operation and / or arising as a result of the indemnifying partner's failure to defend, conduct and /or settle such claims and proceedings.

13.6.4. Each Partner shall at all times use reasonable endeavours to avoid and or mitigate loss, costs and expenses for which it is entitled to bring a claim against the other partners under this Agreement.

14. ALN MANAGEMENT GOVERNANCE

The Partners shall constitute the ALN Management Board to support the Host Authority in the day to day provision of the Service. The governance arrangements and powers of the ALN Management Board are set out at Schedule 8

15. HOST SUPPORT

The Host Authority will provide the Host Support to ALN the cost of which shall be met in accordance with the provisions of Schedule 5.

16. ALN MANAGEMENT BOARD QUARTERLY REVIEW AND REPORTING

16.1. The ALN Management Board shall carry out a quarterly review of the operation of this Agreement including the Annual ALN Plan. This review shall be led and organised by the Host Authority with input and assistance from the other Partners.

16.2. The Head of Service ALN designated by the Host Authority shall submit a quarterly report to the ALN Management Board setting out:

- a) Performance of ALN; and
- b) any forecast overspend or underspend of the Financial Contributions.

17. ANNUAL REVIEW

17.1. The Partners agree to carry out an annual review of ALN to be presented to the ALN Management Board by 30 June in each Financial Year (the 'Annual Review') to include the following:

- a) Performance in the previous Financial Year;
- b) The performance of this Agreement against the Aims, Principles and Objectives of ALN;
- c) The performance of the individual services against the targets specified and contained in the Annual ALN Plan;

- d) Plans to address any underperformance in ALN;
- e) Actual expenditure compared with agreed budgets and reasons for and plans to address any actual or potential underspends or overspends;
- f) Review of plans and performance levels for the following year; and
- g) Plans to respond to any changes in policy or legislation applicable to this Agreement

This review shall be led and organised by the Host Authority with input and assistance from the other Partners.

17.2. The Head of Service ALN shall prepare an annual report following the Annual Review for submission to the Partners' respective appointed scrutinising boards or committees by 30 September in each Financial Year.

18. VARIATIONS

This Agreement may be varied by the Partners at any time subject to the express written agreement of all the Partners.

19. STANDARDS

19.1 The Partners shall collaborate to ensure that ALN functions are discharged in accordance with:

- a) The prevailing standards relating to provision of the Service; and
- b) relevant guidance specified by Ofsted and any other relevant regulator.

19.2 The Host Authority and all Partners will co-operate with any inspections into the Service.

20. HEALTH AND SAFETY

20.1. The Host Authority and Partners shall (and shall use reasonable endeavours to ensure its representatives) comply with the requirements of the Health and Safety at Work etc. Act 1974 and any other acts, orders, regulations and codes of practice relating to health and safety, which may apply to ALN, persons working on behalf of ALN, service users and volunteers.

20.2. The Host Authority shall ensure that its health and safety policy statements (as required by the Health and Safety at Work etc. Act 1974) together with related policies and procedures, are made available to the ALN Management Board on request.

20.3 The Host Authority shall notify the ALN Management Board if any incident occurs in the performance of the Services, where that incident caused any personal injury.

20.4. Each Partner shall be responsible for meeting the health and safety obligations for the ALN staff whilst based in Accommodation at their premises and, in particular, they shall ensure that:

- 20.4.1 the premises are properly and regularly maintained;
 - 20.4.2 the premises are regularly risk assessed in accordance with applicable Laws;
 - 20.4.3 they make ALN staff aware of the security policy in respect of the Premises, health and safety and other policies of the Partner applicable to persons permitted access to the Premises and enforce adherence to such policies.
- 20.5 The Host Authority, as the employer of the ALN staff, will be responsible for the provision of health and safety training and information and will ensure that health and safety training is regularly implemented, monitored and reviewed.

21 EQUALITY DUTIES

- 21.1 The Partners, employees, servants or agents shall not unlawfully discriminate within the meaning and scope of any law, enactment, order, or regulation relating to discrimination whether in race, gender, religion, disability, sexual orientation or otherwise. The Partners shall take all reasonable steps to secure the observance of this clause by all servants, employees, agents and all suppliers and sub-contractors employed in the execution of this Agreement.

22 FREEDOM OF INFORMATION

- 22.1 The Partners acknowledge that they are subject to the requirements of the FOIA and the Environmental Information Regulations and shall assist and cooperate with each other to enable the Host Authority or any other Partners to comply with any Information disclosure requests and requirements.
- 22.2 The Partners shall;
- 22.2.1 transfer any Request for Information to the relevant Partner as soon as practicable after receipt and in any event within two working days of receiving a Request for Information;
 - 22.2.2 provide that Partner with a copy of all information in its possession or power in the form that the Partner requires within 5 Working days of the Partner requesting that information; and
 - 22.2.3 provide all necessary assistance as reasonably requested by any Partner to enable compliance with a Request for Information within the time for compliance set out in section 10 of the FOIA.
- 22.3 The Partner in receipt of the Request for Information shall be responsible for determining at their absolute discretion whether any confidential information and/or other information relating to this Agreement:

- a) Is exempt from disclosure in accordance with the provisions of the FOIA or the Environmental Information Regulations;
- b) Is to be disclosed in response to the Request for Information.

22.4 The Partners acknowledge that the Partner in receipt of the Request for Information may be obliged under the FOIA and Environmental Information Regulations to disclose Information:

- a) without consulting with the Partner or Partners, or
 - b) following consultation with the Partners or the ALN Management Board and having taken its views into account.
- but no Partner shall disclose any Exempt Information beyond the disclosure required by the FOIA or the Environmental Information Regulations without the consent of the Partner to which it relates

22.5 No Partner shall be liable to the other Partners for any damage, loss, harm or detrimental effect arising from or in connection with the disclosure of information in response to a Request for Information where the correct procedure and protocol has followed under this Agreement.

22.6 The Host Authority shall ensure that all information produced in the course of providing the Services including that held by Service Providers is retained for disclosure.

22.7 The Host Authority is discharging the functions set out in Background E and performing the Services and the Host Support in each of the Partner's administrative areas. The performance of those functions and services is paid for, monitored and directed at a strategic level by each of the Partners acting through a Joint Committee and a Management Board. The Host Authority is providing certain support to the discharge of the functions and Services as Host Services, including the provision of legal advice. The relevant officers and / or members of each of the Partners are a "client" for the purposes of legal advice and litigation privilege.

23 DATA PROTECTION AND INFORMATION SHARING

23.1 The following definitions shall apply to this Clause 23:

"Controller" shall have the same meaning as set out in the GDPR and for the purposes of this Agreement shall be identified in the Schedule of Processing, Personal Data and Data Subjects;

"Data Loss Event" shall mean any event that results, or may result, in unauthorised access to Personal Data held by the Partners under this Agreement, and/or actual or potential loss and/or destruction of Personal Data in breach of this Agreement, including any Personal Data Breach;

"Data Protection Impact Assessment" shall mean an assessment by the Controller of the impact of the envisaged processing on the protection of Personal Data;

“Data Protection Officer” shall have the same meaning as set out in the GDPR and for the purposes of this Agreement shall be identified in the Schedule of Processing, Personal Data and Data Subjects;

“Data Subject” shall have the same meaning as set out in the GDPR and for the purposes of this Agreement shall be identified in the Schedule of Processing, Personal Data and Data Subjects;

“Data Subject Access Request” shall mean a request made by, or on behalf of, a Data Subject in accordance with rights granted pursuant to the Data Protection Legislation to access their Personal Data;

“DPA 2018” Data Protection Act 2018

“GDPR” shall mean the General Data Protection Regulation (Regulation (EU) 2016/679);

“Law” shall mean any law, subordinate legislation within the meaning of Section 21(1) of the Interpretation Act 1978, bye-law, enforceable right within the meaning of Section 2 of the European Communities Act 1972, regulation, order, regulatory policy mandatory guidance or code of practice, judgment of a relevant court of law, or directives or requirements with which the Partners are bound to comply;

“LED” shall mean the Law Enforcement Directive (Directive (EU) 2016/680);

“Personal Data” shall have the same meaning as set out in the GDPR and for the purposes of this Agreement shall be identified in the Schedule of Processing, Personal Data and Data Subjects;

“Personal Data Breach” shall have the same meaning as set out in the GDPR and includes but is not limited to the exposure or potential or possible exposure of data including but not limited to Personal Data to any third parties to the Agreement or those who have neither a contractual nor statutory right of access to the data including any circumstances in which such exposure or possible exposure would constitute a breach of the provisions of the Data Protection Legislation;

“Process” has the meaning given to it under the Data Protection Legislation and for the purposes of this Agreement, the processing activities taking place are described in Schedule 12 (Processing, Personal Data and Data Subjects);

“Processor” shall have the same meaning as set out in the GDPR and for the purposes of this Agreement shall be identified in Schedule 12 (Processing, Personal Data and Data Subjects);

“Protective Measures” shall mean the appropriate technical and organisational measures which may include: pseudonymising and encrypting Personal Data, ensuring confidentiality, integrity, availability and resilience of systems and services, ensuring that availability of and access to Personal Data can be restored in a timely manner after an incident, and regularly assessing and evaluating the effectiveness of the such measures adopted by it;

“Staff” shall mean all directors, officers, employees, agents, consultants and contractors of the Partners and/or of any sub-contractor engaged in the performance of their obligations under this Agreement;

“Sub-processor” shall mean any third party appointed to process Personal Data on behalf of a Partner related to this Agreement.

- 23.2 The Host Authority shall (and shall procure that any ALN staff involved in the provision of the Agreement) comply with the Data Protection Legislation and all Partners will duly observe all their obligations under the Data Protection Legislation, which arise in connection with the Agreement.
- 23.3 The Parties acknowledge that for the purposes of the Data Protection Legislation, each Partner is a Processor and Controller. The only processing that the Partners are authorised to do is listed in Schedule 12 (Processing, Personal Data and Data Subjects).
- 23.4 A Party shall notify the other Partners immediately if it considers that any of their instructions infringe the Data Protection Legislation.
- 23.5 A Partner shall provide all reasonable assistance to the other Partners in the preparation of any Data Protection Impact Assessment prior to commencing any processing. Such assistance may, at the discretion of the Host Authority, include:
- 23.5.1 a systematic description of the envisaged processing operations and the purpose of the processing;
 - 23.5.2 an assessment of the necessity and proportionality of the processing operations in relation to ALN;
 - 23.5.3 an assessment of the risks to the rights and freedoms of Data Subjects; and
 - 23.5.4 the measures envisaged to address the risks, including safeguards, security measures and mechanisms to ensure the protection of Personal Data.
- 23.6 Each Partner shall, in relation to any Personal Data processed in connection with its obligations under this Agreement:
- 23.6.1 Process that Personal Data only in accordance with Schedule 12 (Processing, Personal Data and Data Subjects) unless the Partner is required to do otherwise by Law. If it is so required a Partner shall promptly notify the other Partners before processing the Personal Data unless prohibited by Law;
 - 23.6.2 ensure it does not knowingly or negligently do or omit to do anything which place any Partner in breach of its obligations under the Data Protection Legislation;
 - 23.6.3 ensure that it has in place Protective Measures to protect against:
 - a) unauthorised or unlawful processing of Personal Data;
 - b) accidental loss or destruction of, or damage to, Personal Data, and such measures to be reviewed and approved by the ALN Management Committee as appropriate to protect against a Data Loss Event having taken account of the:
 - (i) nature of the data to be protected;
 - (ii) harm that might result from a Data Loss Event;

- (iii) state of technological development; and
- (iv) cost of implementing any measures;

23.6.4 ensure the Personal Data is kept and stored securely in accordance with any reasonable requirements of the other Partners;

23.6.5 ensure that:

- (a) its staff do not process Personal Data except in accordance with this Agreement (and in particular the Schedule12 (Processing Personal Data and Data Subjects);
- (b) it takes all reasonable steps to ensure the reliability and integrity of any ALN staff or other Partner staff who have access to the Personal Data and ensure that they:
 - (A) are aware of and comply with the Partner's duties under this Clause;
 - (B) are subject to appropriate confidentiality undertakings with the other Partners or any Sub-processor;
 - (C) are informed of the confidential nature of the Personal Data and do not publish, disclose or divulge any of the Personal Data to any third party unless directed in writing to do so by the Partners or as otherwise permitted by this Agreement; and
 - (D) have undergone adequate training in the use, care, protection and handling of Personal Data;

23.6.6 not transfer Personal Data outside of the EU unless the prior written consent of the other Partners has been obtained and the following conditions are fulfilled:

- (a) the Partner has provided appropriate safeguards in relation to the transfer (whether in accordance with GDPR Article 46 or LED Article 37) as determined by the Partner;
- (b) the Data Subject has enforceable rights and effective legal remedies;
- (c) the Partner complies with its obligations under the Data Protection Legislation by providing an adequate level of protection to any Personal Data that is transferred (or, if it is not so bound, uses its best endeavours to the Host Authority in meeting their obligations); and
- (d) The Partner complies with any reasonable instructions notified to it in advance by the Host Authority with respect to the processing of the Personal Data; and

23.6.7 securely destroy or return Personal Data provided by the Host Authority (and any copies of it) to the Host Authority in a secure format on termination or expiry of the Agreement unless the Partner is required by Law to retain the Personal Data.

23.7 Subject to Clauses 23.9 and 23.10, a Partner shall notify the Host Authority immediately if it:

23.7.1 is in breach of the Protective Measures required to be put in place pursuant to Clause 23.6.3;

23.7.2 receives a Data Subject Access Request (or purported Data Subject Access Request);

23.7.3 receives a request to rectify, block or erase any Personal Data;

23.7.4 receives any other request, complaint or communication relating to either Partner's obligations under the Data Protection Legislation;

23.7.5 receives any communication from the Information Commissioner or any other regulatory authority in connection with Personal Data processed under this Agreement;

23.7.6 receives a request from any third party for disclosure of Personal Data where compliance with such request is required or purported to be required by Law; or

23.7.7 becomes aware of a Data Loss Event, and without undue delay and in any event within 24 hours, the Partner shall notify the Host Authority's Data Protection Officer by email to inform her / him of the Data Loss Event, including in its notification:

- (a) a description of the Data Loss Event including where possible, the categories and approximate number of Data Subjects concerned and the categories and approximate number of data records concerned; and
- (b) a description of the measures that the Partner has taken or proposes to take to address the Data Loss Event, including, where appropriate, measures to mitigate its possible adverse effects

23.8 Following notification by a Partner of a Data Loss Event under Clause 23.7.7, the Host Authority shall immediately assess the risks and consequences of the Data Loss Event to the Service and take and necessary measures, including:

- 23.8.1 to mitigate the possible adverse effects of the Data Loss Event; and
- 23.8.2 to protect the data and the interests/safety of the Data Subject and/or Data Controller,

and inform the Partner as to the measures that it has taken.

23.9 The Partner's obligation to notify under Clause 24.7 shall include the provision of further information to the Host Authority in phases, as details become available.

23.10 Taking into account the nature of the processing, the Partner shall provide the Host Authority with full assistance in relation to any of either Partner's obligations under Data Protection Legislation and any complaint, communication or request made under Clause 23.7 (and insofar as possible within the timescales reasonably required by the Host Authority) including by promptly providing:

- 23.10.1 the Host Authority with full details and copies of the complaint, communication or request;
- 23.10.2 such assistance as is reasonably requested by the Host Authority to enable the Host Authority to comply with a Data Subject Access Request within the relevant timescales set out in the Data Protection Legislation;
- 23.10.3 the Host Authority at its request, with any Personal Data it holds in relation to a Data Subject;
- 23.10.4 assistance as requested by the Host Authority following any Data Loss Event;
- 23.10.5 assistance as requested by the Host Authority with respect to any request from the Information Commissioner's Office, or any consultation by the Host Authority with the Information Commissioner's Office.
- 23.11 Each Partner shall maintain complete and accurate records and information to demonstrate its compliance with this Clause.23.
- 23.12 Each Partner shall allow for audits of its data processing activity in connection with ALN by the Host Authority or their designated auditor, in accordance with Clause 25 and comply with all reasonable requests or directions by the Host Authority to enable them to verify and/or procure that the Partner is in full compliance with its obligations under this Agreement and Data Protection Legislation.
- 23.13 Each Partner shall designate a Data Protection Officer if required by the Data Protection Legislation.
- 23.14 Before allowing any Sub-processor to process any Personal Data related to this Agreement, a Partner must:
 - 23.14.1 notify the Host Authority in writing of the intended Sub-processor and processing;
 - 23.14.2 obtain the written consent of the Host Authority;
 - 23.14.3 enter into a written agreement with the Sub-processor which give effect to the terms set out in this Clause 23 such that they apply to the Sub-processor; and
 - 23.14.4 provide the Host Authority with such information regarding the Sub-processor as the Host Authority may reasonably require.
- 23.15 Each Partner shall remain fully liable for all acts or omissions of any Sub-processor.
- 23.16 Each Partner shall indemnify and keep indemnified the other Partners against all actions, claims, demands, proceedings, damages, costs, losses, charges and expenses whatsoever in respect of any breach by that Partner (and, in the case of the Host Authority by the ALN staff) of this Clause 23, including but not limited to any fine imposed by the Information Commissioner's Office upon a Partner

for a Data Loss Event caused by another Partner or any Sub-processors appointed by that Partner and, in the case of the Host Authority by the ALN staff.

- 23.17 The Partners may, at any time revise this Clause 23 by replacing it with any applicable Controller to Processor standard conditions or similar terms forming part of an applicable certification scheme (which shall apply when incorporated by attachment to this Agreement).
- 23.18 The Partners agree to take account of any guidance issued by the Information Commissioner's Office. The Partners agree to amend this Agreement to ensure that it complies with any guidance.
- 23.19 The Partners acknowledge that damages may not be an adequate remedy for breach of the provisions of this Clause 23 and reserve the right to seek equitable relief against a Partner for breach, including relief in the form of an injunction or specific performance.
- 23.20 Each Party shall be responsible for their own costs incurred in complying with this Clause 23.
- 23.21 The provisions of this Clause 23 shall apply during the continuance of the Agreement and indefinitely after its expiry or termination.
- 23.22 The Partners shall share information about Service Users to improve the quality of care and enable integrated working in accordance with the Data Protection Legislation (, The Human Rights Act 1998 and the common law duty of confidentiality and any other data protection legislation or regulations. The Partners shall adhere to the Information Sharing Protocol set out in Schedule 3 to this Agreement.
- 23.23 A Partner shall ensure that it does not knowingly or negligently do or omit to do anything which places any Partner in breach of its obligations under the Data Protection Legislation.
- 23.24 The Partners shall be responsible for facilitating Service Users in accessing their Personal Data and exercising their other rights under the Data Protection Legislation. Where a Partner receives a legitimate request from a Service User to exercise a right that affects other Partners, the receiving Partner shall promptly send that request to those other Partners.
- 23.25 If another party becomes the Host Authority and / or on expiry or termination of this Agreement, the Host Authority shall ensure that any Personal Data that it holds is transferred to the successor body or bodies through data and information sharing agreements that are in accordance with the Data Protection Legislation that applies at the time.

24. CONFIDENTIALITY

- 24.1 Subject to Clause 24.4, the Partners agree to keep confidential all documents relating to or received from the other Partners under this Agreement that are labelled as

confidential or the Partner receiving the document should acting reasonably have known was confidential given the nature of the document, the contents, the circumstances and that way that it was provided ("Confidential Information").

24.2 Subject to Clause 24.4, where a Partner receives a request to disclose Confidential Information:

24.2.1 Each Partner:

- a) shall treat all confidential Information belonging to the other Partner as confidential and safeguard it accordingly; and
- b) shall not disclose any Confidential Information belonging to the other Partner to any other person without the prior written consent of the other Partner, except to such persons and to such extent as may be necessary for the performance of this Agreement

24.2.2 The Host Authority shall take all necessary precautions to ensure that all Confidential Information obtained from a Partner under or in connection with the Services:

- a) is given only to such of the staff engaged in advising in connection with the Services and the Host Support as is strictly necessary for the performance of those services and only to the extent necessary for the performance of those services;
- b) is treated as confidential and not disclosed without prior approval or used by any staff otherwise than for the purpose of performing this Agreement.

24.3 Subject to clause 24.4, the Host Authority shall not use any Confidential Information it receives from any Partner otherwise than for the purposes of providing the Services and the Host Support and performing its obligations in relation to ANL as described in this Agreement.

24.4 The provisions of clauses 24.1 to 24.3 above shall not apply to any Confidential Information received by one Partner from another Party:

- a) which is or becomes public knowledge (otherwise than by breach of this clause 24);
- b) which was in the possession of the Partner, without restriction as to its disclosure, before receiving from the disclosing Partner;
- c) which is received from a third party who lawfully acquired it and who is under no obligation restricting its disclosure;
- d) which must be disclosed pursuant to a statutory, legal or parliamentary obligation placed upon the disclosing Partner making the disclosure, including any

requirements for disclosure under the FOIA or the Environmental Information Regulations.

- f) which has to be disclosed to enable a determination to be made under the Dispute Resolution Procedure;
- g) which is required to be provided by a partner to any department office or agency of the Government.
- h) which is for the purpose of:
 - i) the examination and certification of the partner's accounts (including any External Audit of the accounts); or
 - ii) any examination pursuant to section 6(1) of the National Audit Act 1983 of the economy, efficiency and effectiveness with which the Partner has utilised its resources.

24.5 Nothing in this clause 24 shall prevent a Partner disclosing any Confidential Information for the purpose of:

24.5.1 the examination and certification of any Financial Contributions; or

24.5.2 any examination carried out by a regulatory body

Provided that in disclosing Confidential Information under this sub-clause the Partner discloses only the information which is necessary for the purpose concerned and requires that the information is treated in confidence.

24.6 Nothing in this clause 24 shall prevent the Host Authority disclosing any Confidential Information to any person engaged in providing any services to the Host Authority for any purpose relating to or ancillary to the Agreement.

24.7 Nothing in this clause 24 shall prevent the Partners from using any ideas, know-how, or techniques gained during the performance of this Agreement in the course of its normal business, to the extent that this does not result in the disclosure of Confidential Information or in an infringement of Intellectual Property Rights.

24.8 For the avoidance of doubt, the Partners acknowledge that nothing in this clause 24 shall fetter or affect each Partner's obligations under the Data Protection Legislation, the FOIA and the environmental Information Regulations.

25 AUDIT AND SCRUTINY

25.1 ALN will be subject to the normal annual external auditing processes of the Host Authority.

25.2 The Host Authority shall include ALN and its finances in its risk assessed internal audit programme and shall make the final audit report available to the ALN Management Board and each Partner.

- 25.3 The Host Authority shall make a copy of the accounts for ALN open to inspection on written notice from a partner, within a reasonable time period at any reasonable time during business hours.
- 25.4 The Partners agree that scrutiny relating to this Agreement and ALN shall be the responsibility of each Partner. Accordingly, the relevant committees of each Partner shall have the right to review any aspect of ALN as if it were an in-house function exercised by the respective Partner.

26 INSURANCE

- 26.1 The Partners shall each effect and maintain a policy or policies of insurance, providing an adequate level of cover for the liabilities, obligations, duties and risks that they are taking on under the terms of this Agreement including those arising under any indemnity in this Agreement for the duration of the Agreement and any extension hereof.
- 26.2 Payments in relation to elements of any claims made against the Host Authority that fall within the insurance policy excess shall be made from the Financial Contributions.
- 26.3 The Partner in possession (as described in Schedule 7) shall be responsible for insuring any Authority Premises, and any other Assets located therein. The Host Authority shall be responsible for employer's liability insurance for ALN staff.

27 WHISTLEBLOWING

- 27.1 Nothing in this Agreement shall prevent any ALN staff from making a protected disclosure within the meaning of the Public Interest Disclosure Act 1998. ALN staff who make a protected disclosure are protected against dismissal and victimisation in respect of the disclosure.
- 27.2 In discharging its responsibilities under this Agreement in respect of ALN, the Host Authority shall
 - 27.2.1 comply with all applicable laws, statutes, regulations and codes relating to Whistleblowing, including but not limited to the relevant provisions under the Public Interest Disclosure Act 1998. ("Whistleblowing Legislation") and insert the same provisions in any contract entered into for the provision of works, supplies or services for ALN;
 - 27.2.2 have and maintain throughout the Term of this Agreement, policies and procedures to ensure compliance with the Whistleblowing Legislation and will enforce them where appropriate; and
 - 27.2.3 ensure all ALN staff are given access to the Host Authority's policies on Whistleblowing.

28 LIABILITIES

- 28.1 Each Partner shall, at all times, take all reasonable steps to minimise and mitigate any loss or damage for which the relevant Partner is entitled to bring a claim against the other Partners under this Agreement.

29 COMPLAINTS AND INVESTIGATIONS

- 29.1 The Host Authority shall deal with all complaints received concerning the responsibilities of ALN in the first instance through the Hosts Authority's Corporate Complaints Policy.
- 29.2 The Host Authority shall provide the other partners with the name and contact details of its nominated complaints manager for ALN ("Complaints Manager").
- 29.3 In the event of a complaint being made against any ALN staff or ALN itself which is not resolved at the informal stage, the complaint shall be referred to the Complaints Manager as soon as practicable with any relevant details and supporting documentation. The Partners in consultation with the Complaints Manager shall agree how to proceed, albeit it is agreed that the complaint will ultimately be dealt with by the Host Authority as the employer of the ALN staff and with responsibility for the delivery of the Services.
- 29.4 The Partners shall each fully comply with any investigation by any statutory Ombudsman or tribunal, including providing access to Information and making staff available for interview.

30. DISPUTE RESOLUTION AND EXIT ARRANGEMENTS

- 30.1 The Partners shall act in good faith and use their reasonable endeavours to resolve disputes arising out of this Agreement informally in an amicable way.
- 30.2 The Partners shall first endeavour to resolve a dispute that has arisen through referring the dispute to the relevant Director of each affected Partner. If the relevant Directors are unable to resolve the dispute to the reasonable satisfaction of the Partners within twenty (20) Working Days of the dispute being referred to them, the dispute shall be referred to the Chief Executive Officers of the affected Partners.
- 30.3 If the Chief Executive Officers are unable to resolve the dispute to the reasonable satisfaction of the Partners within twenty (20) Working Days of the dispute being referred to them, any one or more Chief Executive Officers may, in their absolute discretion refer the dispute to an independent mediator ("Neutral Adviser").
- 30.4 If the Partners are unable to agree upon the Neutral Adviser to be appointed or the Neutral Adviser agreed is unable or unwilling to act, any Partner may, give the other Partners, ten (10) days' notice of its intention to apply to the Centre for Dispute Resolution ("CEDR") to appoint a Neutral Adviser.

- 30.5 Within ten (10) Working Days of the appointment of a Neutral Adviser, the Partners shall meet with her / him in order to agree a programme or the exchange of information and the structure to be adopted for the mediation. The fees of the Neutral Adviser shall be met equally by the Partners.
- 30.6 If the Partners accept the Neutral Adviser's recommendations or otherwise reach agreement on the resolution of the dispute, such agreement shall be put in writing and, once their duly authorised representatives sign it, shall be binding on the Partners.
- 30.7 If the Partners do not reach agreement on the dispute, any Partner may invite the Neutral Adviser to provide a non-binding but informative opinion in writing. Such opinion shall be provided on a 'without prejudice' basis and shall not be used in evidence in any subsequent proceedings commenced, without the prior written agreement of the Partners.
- 30.8 If the Partners do not reach agreement in the structured negotiations within forty (40) days of the Neutral's Adviser's appointment or such later time as may be agreed by the Partners in writing, then the dispute between the Partners shall be referred to an arbitrator to be agreed upon by the Partners or in default of such agreement to be nominated by the President of the Institute of Arbitrators.
- 30.9 The arbitrator shall act as an expert and shall be entitled to make such decision or award as he or she thinks just and equitable having regard to the relevant circumstances of the dispute. The costs of such arbitration shall follow the event or if none of the Partners succeeds they shall be apportioned between the Partners as the arbitrator, in his or her absolute discretion, thinks fit.
- 30.10 Any award or decision of the arbitrator shall be final and binding on the Partners.
- 30.11 If any Partner considers that there is a matter which may affect continuation of its commitment to the Partnership Agreement other than a decision to exercise an option to break under clause 31.2, it should submit an expression of concern to the ALN Management Board which will be tabled for discussion within (twenty) 20 Working Days and resolution within forty (0) Working Days. If the ALN Management Board fails to resolve the matter within forty (40) Working Days a meeting I shall be held between the Directors of Children's Services and the Chief Executive of each Partner within 20 Working Days of the failure to achieve resolution at the ALN Management Board. If the Chief Executives fail to resolve the in the allotted time, then the aggrieved Partner(s) may (with the agreement of all affected Partners) jointly appoint an independent mediator the costs of which shall be borne equally between the Partners in dispute.
- 30.12 Prior to exercising an option to break under clause 31.2 any Partner that wishes to terminate its participation in the Agreement must inform the Host Authority who shall convene a meeting of the ALN Management Board within ten (10) Working Days to discuss the matter. Following the conclusion of the ALN Management Board the Partner may, in its absolute discretion, either proceed to break in accordance with clause 31.3 or continue being a Partner.
- 30.13 During the period between a notice to terminate being served and termination occurring the Host Authority with the reasonable assistance of the Partners including the exiting Partner(s) shall produce a plan for exit and continued provision of the Service which shall include:

- staffing arrangements;
- future budget;
- available premises and assets; and
- maintaining the Services both in areas that are remaining in ALN and the area(s) that are exiting (although for the avoidance of doubt the Host Authority will no longer be required to provide the Services in any area that is no longer part of ALN).

30.14 Nothing in this clause shall prevent any Partner from exercising its rights under English law.

31. TERMINATION AND REVIEW

31.1 Any Partner may issue a notice under clause 30.11 in the following circumstances:

31.1.1 there is a Change in Law or a change in government guidance or policy that prevents any Partner from complying with its obligations under this Agreement;

31.1.2 a Partner, acting reasonably, can demonstrate that the Host Authority is persistently failing to perform the Services in a manner that would be expected of a competent local authority;

31.1.3 where the Partners fail to agree the Financial Contributions in accordance with Schedule 5; or

31.1.4 the review carried out under clause 3.1.1 leads the Partners to conclude (acting reasonably and in the best interests of discharging the Services) that the Agreement should be terminated.

31.2 Any Partner may terminate their participation in this Agreement at will upon giving the Host Authority 18 months' notice of their intention to do so. The process set out in clause 30.12 of this Agreement must be followed prior to serving any notice under this clause 31.2.

31.3 Following the conclusion of the process set out at clause 30.11 and 30.12 any or all Partners may elect to terminate their participation in this Agreement. The relevant Partner's participation in this Agreement shall terminate 18 months following receipt by the Host Authority of a notice to this effect.

31.4 In the event that it is no longer possible to carry out the terms of this Agreement because of a Change in Law or government guidance or policy, which render the arrangements under this Agreement, unlawful the Partners shall as soon as practicable agree a timetable for bringing ALN to an end and terminating this Agreement.

32. CONSEQUENCES OF EXPIRY AND TERMINATION

32.1 On the expiry of the Term, or if this Agreement is terminated as a result of any decision made under clause 30.11, clause 30.12 or clause 31.4 the provisions of this clause 32 shall apply as follows:

- 32.1.1 Authority Premises and Assets not acquired from the Financial Contribution shall be returned to the Host Authority or other Partners who show title;
- 32.1.2 Assets purchased from the Financial Contributions shall:
 - 32.1.2.1 be disposed of by the Host Authority for the best consideration obtainable and any proceeds of the sale allocated according to the Partners' Financial Contributions or, if otherwise agreed, where reasonably practicable, be divided between the Partners according to the Partners' Financial Contributions over the previous Financial Year; or
 - 32.1.2.2 be retained by the continuing Partners for the purposes of ALN subject to such reasonable payment to the withdrawing Partner as may be agreed: or
 - 32.1.2.3 be dealt with as otherwise agreed by the Partners, or
 - 32.1.2.4 in the absence of agreement, in accordance with the Dispute Resolution Procedure.
- 32.1.3 the Host Authority shall transfer all records they retain relating details of Service Users and other relevant information to the appropriate Partner;
- 32.1.4 the Partners shall co-operate with each other in terminating, modifying, re-structuring, transferring or novating any subsisting contractual arrangements entered into for the purposes of ALN and the Services and execute any documents necessary to give effect thereto in a timely manner.
- 32.1.5 Other property including data belonging to one of the partners shall be transferred or returned to that Partner except that this will not be required between continuing Partners or in cases where the data is encrypted. However, where any data comprises Personal Data or Sensitive Personal Data, the provisions of clause 23 shall apply.
- 32.2 Overspends and underspends on termination of this Agreement shall be dealt with in the same manner as surpluses and deficits are dealt with in paragraph 4 of Schedule 5.
- 32.3 Partners shall remain liable in accordance with the apportionments set out at Schedule 5 for any financial or other obligation or liability (actual or contingent) incurred during the period that that Partner has been a party to this Agreement.
- 32.4 All of the costs of terminating the Agreement and the ALN arrangement shall be split between the Partners in line with the formula agreed for the Partner Financial Contributions as set out in Schedule 5. These costs shall include but not be limited to the costs of redundancy and other employment liabilities. If any individual Partner terminates their participation in the Agreement they shall be liable for the costs incurred as a result of their termination (including but not limited to any redundancy costs and staff termination costs incurred) and the remaining Partners each agree that the Agreement including their Financial Contributions will be re-negotiated following the process set out at clause 30 to reallocate liabilities and obligations in line with the principles set out in this Agreement.
- 32.5 The Partners shall be entitled but not restricted to direct any under spend to the following purposes:
 - 32.5.1 to meet obligations under existing contracts;

32.5.2 to defray the costs of making any alternative arrangements for Service Users;
and

32.5.3 to meet the cost of any redundancies arising from the termination of this Agreement.

32.6 In the event of withdrawal of a Partner:

32.6.1 the ALN Joint Board shall meet to decide on any measures necessary to ensure that the Agreement may still operate efficiently notwithstanding the reduced number of Partners;

32.6.2 the continuing Partners shall continue to comply with the terms of the Agreement and ensure that the general objectives of the Agreement are not compromised.

32.7 The provisions of the following clauses shall survive termination or expiry of this Agreement:

- 32.7.1 Clause 10;
- 32.7.2 Clause 14;
- 32.7.3 Clause 22;
- 32.7.4 Clause 23;
- 32.7.5 Clause 24;
- 32.7.6 Clause 25; and
- 32.7.7 Clause 32.

33. PUBLICITY

33.1 No Partner shall make any public statement or issue any press release or publicity document relating to ALN arrangements or the contents of this Agreement without obtaining the other Partners' prior written consent as to its contents, and the manner and timing of its presentation and publication or in accordance with a communications strategy agreed by the Partners.

33.2 Publicity will be managed through the Host Authority in partnership with all Partners.

33.3 For the avoidance of doubt, clause 33.1 shall not apply to publicity, promotional materials or campaigns that are required for the promotion and delivery of ALN.

34. NO PARTNERSHIP

34.1 Each of the Partners is an independent local authority and nothing in this Agreement shall be constructed as constituting a legal partnership between the Partners or as constituting either Partner as the agent of the other for any purpose whatsoever, except as specified by the terms of this Agreement.

- 34.2 No Partner shall have the right or authority to act on behalf of another partner or to bind another partner by contract or otherwise as specified by the terms of this Agreement.

35. THIRD PARTY RIGHTS

No term of this Agreement is intended to confer a benefit on or to be enforceable by any person who is not a party to this Agreement.

36. NOTICES

- 36.1 Notices shall be in writing and shall be sent to another Partner marked for the attention of the Partner's representative on the ALN Management Board or another person duly notified by each Partner for the purposes of serving notices on that Partner, at the address set out for the Partner in this Agreement.
- 36.2 Notices may be sent by first class mail or e-mail, provided that e-mail is confirmed within 24 hours by first class mailed confirmation of a copy. Correctly addressed notices sent by first class mail shall be deemed to have delivered 72 hours after posting and correctly directed e-mail transmissions shall be deemed to have been received instantaneously on transmission, provided that they are confirmed as set out above.

37 SEVERABILITY

- 37.1 If any provision of this Agreement is prohibited by law or judged by a court to be unlawful, void or unenforceable, the provision shall, to the extent required, be severed from this Agreement and rendered ineffective as far as possible without modifying the remaining provisions of this Agreement, and shall not in any way affect any other circumstances of or the validity or enforcement of this Agreement.

38. CHILD PRACTICE REVIEWS OR MULTI AGENCY PROFESSIONAL FORUMS

- 38.1 The Host Authority shall co-operate with regard to the provision of information to any serious case review, learning lessons review or internal management review.

39. ENTIRE AGREEMENT

- 39.1 This Agreement, the Schedules and the documents annexed to it or otherwise referred to in it contain the whole Agreement between the Partners relating to the subject matter of it and supersede all prior agreements, arrangements, communications, representations (other than fraudulent representations), stipulations, undertakings, warranties and understandings between the Partners relating to that subject matter.
- 39.2 Each Partner acknowledges that it does not enter into this Agreement in reliance on any warranty, representation or undertaking other than those contained in this Agreement and that its only remedies for breach of this Agreement are those provided for in this Agreement provided that this shall not exclude any liability which a Partner would otherwise have to another Partner in respect of any statements made fraudulently by or on behalf of it prior to the date of this Agreement.

40. COUNTERPARTS

40.1 This Agreement may be executed in any number of counterparts each of which when executed shall constitute a duplicate of the original, but all the counterparts shall together constitute the Agreement.

402 No counterpart shall be effective until each Partner has executed at least one counterpart.

41. GOVERNING LAW

41.1 This Agreement and any dispute or claim arising out of or in connection with it or its subject matter shall be governed by and construed in accordance with the Law of England and the partners submit to the exclusive jurisdiction of the English Courts.

41.2 This Agreement has been executed as a deed and is delivered and takes effect on the date at the beginning of it.

42. RECORDS MANAGEMENT

42.1 The Partners shall develop and agree a records management protocol .

42.2 The Partners agree that they shall keep and maintain until six (6) years after this Agreement has terminated or expired, or for as long a period as may be agreed between the partners, full and accurate records of this Agreement and ALN, all expenditure and all payments made by each Partner

43. THIRD SECTOR PARTNERS

43.1 Third Sector Partners shall be invited to attend the ALN Management Board at the discretion of the ALN Management Board. The Host Authority shall prepare a memorandum of understanding that shall be entered into by the Host Authority and any Third Sector Partners and will set out the Third Sector Partner's role on the ALN Management Board.

43.2 Third Sector Partners shall not be entitled to vote on any matters.

43.3 Third Sector Partners invited to attend the ALN Management Board in line with clause 43.1 above shall be consulted on strategic direction, policy development, reviews and service delivery. Third Sector Partners shall not be entitled to contribute to discussions regarding Financial Contributions and detailed (as opposed to strategic) discussions around procurement.

43.4 The Partners including the Host Authority shall give due regard to and take into account the views expressed by the Third Sector Partners when coming to decisions on the items listed in clause 43.3.

43.5 It is acknowledged that Third Sector Partners or organisations connected to the Third Sector Partners may under some circumstances generate income from the provision of services to the Host Authority and other Partners that are connected to the Service. The Third Sector Partners acknowledge that they shall not be provided with any documentation or be entitled to be present during discussions at any meetings (including Management Board meetings) involving a discussion, decision or details of any commissioning or procurement activity in relation to such services.

44 Costs

- 44.1 Each Partner shall bear its own legal costs and other fees in relation to the preparation and completion of this Agreement.

45 Waiver

- 45.1 A failure by any partner to enforce any provision of this Agreement shall not amount to a waiver of their rights under that provision and shall not restrict their right to enforce the Agreement whether in whole or in part.

46 Civil Contingency and Business Continuity

- 46.1 The Partners are a Category 1 responder for the purposes of the Civil Contingencies Act 2004 (the 2004 Act'). The 2004 Act defines an emergency (an 'Emergency') as:

46.1.1 an event or situation which threatens serious damage to human welfare;

46.1.2 an event or situation which threatens serious damage to the environment; or

46.1.3 war, or terrorism, which threatens serious damage to security.

- 46.2 In the event of an Emergency, the Host Authority shall make every effort to continue the provision of the Services. However, if the nature of the Emergency prevents the Host Authority from being able to continue the provision of the Service, in consultation with the other Partners, the provisions of clause 47 shall apply.

- 46.3 The Host Authority shall have business contingency plans to cover situations that might reasonably arise that may affect the delivery of the Services which shall be tested and reviewed periodically in accordance with good industry practice and at least annually.

47 Force Majeure

- 47.1 If a Partner is affected by a Force Majeure Event, it shall take all reasonable steps to mitigate the consequences of that event, resume performance of its obligations under the Agreement as soon as practicable and use its reasonable endeavours to remedy its failure to perform any of its obligations under the Agreement. Subject to the foregoing, the Partner claiming relief as a result of a Force Majeure Event shall be relieved from liability under the Agreement to the extent that it is unable to perform its obligations because of the Force Majeure Event.

- 47.2 If a Force Majeure Event continues for more than sixty (60) days and renders the performance of the Agreement not reasonably practicable, the Partners may agree to terminate the Agreement or the affected Partner may withdraw whereupon the provisions of clause 32 shall apply. Such termination shall without prejudice to the rights of the Partners in respect of any breach of this Agreement occurring prior to such termination.

48 London Living Wage

- 48.1 The Host Authority shall:

48.1.1 ensure that none of the ALN staff engaged in the provision of the Services is paid an hourly wage (or equivalent of an hourly wage) less than the London Living Wage;

- 48.1.2 ensure that payment of the London Living Wage is specified in any contracts procured for the delivery of the Services and that, for such contracts, where the service provider agreed to pay it, that none of the service provider's employees and any subcontractor's employees engaged in the provision of the relevant services is paid less than the amount to which they are entitled in their respective contracts of employment;
- 48.1.3 provide to the other partners such information concerning the application of the London Living Wage as the other Partners may reasonably require from time to time; and
- 48.1.4 provide all reasonable assistance in monitoring the effect of the London Living Wage on the quality of the services provided under the Agreement.

IN WITNESS hereof the parties hereto have executed this Agreement as a Deed the day and year first written

THE COMMON SEAL OF THE MAYOR
AND BURGESSES OF THE LONDON
BOROUGH OF ISLINGTON was hereunto
affixed BY ORDER

Authorised Officer / Authorised Signatory

THE COMMON SEAL OF THE MAYOR
AND BURGESSES OF THE LONDON
BOROUGH OF BARNET was hereunto
affixed BY ORDER

Authorised Officer / Authorised Signatory

THE COMMON SEAL OF THE MAYOR
AND BURGESSES OF THE LONDON
BOROUGH OF ICAMDEN was hereunto
affixed BY ORDER

Authorised Officer / Authorised Signatory

THE COMMON SEAL OF THE MAYOR
AND BURGESSES OF THE LONDON
BOROUGH OF ENFIELD was hereunto
affixed BY ORDER

Authorised Officer / Authorised Signatory

THE COMMON SEAL OF THE MAYOR
AND BURGESSES OF THE LONDON
BOROUGH OF HACKNEY was hereunto
affixed BY ORDER

Authorised Officer / Authorised Signatory

THE COMMON SEAL OF THE MAYOR
AND BURGESSES OF THE LONDON
BOROUGH OF HARINGEY was hereunto
affixed BY ORDER

Authorised Officer / Authorised Signatory

Schedule 1

Host Support

The Host Authority shall provide the Host Support.

The Service

1. Background:

1.1 In May 2015 the government announced changes to the delivery of adoption services by proposing that all adoption services would need to be delivered on a regional basis by 2020. The premise for this was to:

- Increase the number of children adopted
- Reduce the length of time children wait to be adopted
- Improve adoption support services to families who have adopted
- Reduce the number of adoption agencies thereby improving efficiency effectiveness

1.2 The DfE made it clear that they wished to see Voluntary Adoption Agencies as integral partners in the regional agencies.

1.3 A detailed Integrated Service Specification is incorporated at Annex 1 of this Schedule 1, for brevity an overview of the Integrated Service Vision, general aims and objectives are detailed below.

This Schedule sets out the vision, objectives and details of roles and responsibilities to be fulfilled under this agreement by the Regional Adoption Agency (RAA) and Local Authorities.

2. An Integrated Adoption Service – the Vision

2.1 The six local authorities in the partnership (the 'Partners') wish to build on the success of their existing services to improve performance in meeting the needs of those children who require permanence through adoption by bringing together the best practice from each authority into a Shared Service, called Adopt London North. Entering into a Regional Adoption Agency will allow the six authorities to provide a more cohesive, efficient and effective use of resources and development of practice.

2.2 All Partners are agreed that collaboration should be underpinned by two guiding principles;

- a. that looked after children and prospective adopters are advantaged by doing so and
- b. that a regional adoption service is demonstrably more efficient and flexible in delivering the service.

All partners share the ambition to improve performance particularly

- a. in reducing the time that children have to wait for adoptive placements
- b. in improving the experience for prospective adopters from initial inquiry, through the assessment process, approval and placement matching and the delivery of adoption support services.
- c. In improving the experience for birth families, the role they play and the support they get.

All the Partners agree that the joint aim is to improve the adoption system for children and adopters, and that this will involve systemic and cultural changes within local authorities, as well as the development of the RAA. The RAA in isolation will only be able to effect limited change making effective partnership working between RAA and LA staff critical.

3. The Key Objectives shared jointly by the RAA and the Partners are

- 3.1 To provide children with the right adopters at the right time, approving those equipped to meet the needs of children waiting.
- 3.2 To reduce delay and improve timescales for matching and placement for all children – working with care planning processes in each LA to improve early identification / twin track planning and to achieve best practice and consistency across the region.
- 3.3 To improve Early Permanency Placements (EPP) using:
 - i. Concurrent Planning
 - ii. Fostering for Adoption
- 3.4 To take innovative approaches to placing 'hard to place' children. e.g.
 - i linking children with adopters from enquiry stage onwards where appropriate through a child specific approach
 - ii thoroughly preparing child and family for placement
- 3.5 To minimise changes of plan away from adoption
- 3.6 To reduce the likelihood of placement breakdown through timely and improved matching, preparation and adoption support through
 - i working seamlessly with Children's social work services in each LA
 - ii providing a range of adoption support and intermediary services in conjunction with statutory and voluntary sector providers
 - iii establishing effective working links with key partnership agencies (e.g. education and health and local authority providers) – enhancing services for birth parents)
- 3.7 To form strong and productive partnerships with:
 - i Adopters
 - ii Adoptees
 - iii Birth parents
 - iv Voluntary Sector providers
 - v Community sector and other groups who may add value and support our activities
- 3.8 To ensure that customer feedback and the views of service users are obtained and considered in the development of the service

4. All activity in the RAA will ensure compliance with requirements set by legislation, regulation, national minimum standards and local procedures. The RAA will operate under an agreed performance management framework, will be subject to inspection and auditing bodies, and will work closely with the Regional and National Adoption Leadership Board. In the longer term it is anticipated that the new agency will, dependent upon agreed resourcing, extend its offer to include:
 - Supporting other permanence options for children including Special Guardianship Orders.

- Non agency adoptions for all six Partners

5 The DfE have made it clear that they wish to see Voluntary Adoption Agencies as integral partners in the regional agencies and the Voluntary adoption alliance are involved in the strategic oversight of the RAA.

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ANNEX 1 to SCHEDULE 1**OUTLINE SPECIFICATION OF SERVICES AND RESPONSIBILITIES**

The provision of adoption services is acknowledged to be the function of a complex system involving a number of agencies. Each part of the system has to play its own role and to work collaboratively with the others in order to deliver positive outcomes for children. The following table sets out the respective responsibilities of each agency under this agreement.

The Adoption and Children Act (2002) places a statutory requirement on each participating Partner and, therefore, the Adopt London North to:

- a. Recruit, assess and support potential prospective adopters
- b. Work in partnership with the child's social worker in seeking a permanent placement for the child through adoption
- c. Assess, support and plan for children who are relinquished by their birth parents
- d. Assess, support and plan for children who have a parallel plan for adoption.
- e. Assess and support parent/partner and family relatives who wish to adopt a child
- f. Assess and support those adults who are seeking to adopt from another country (inter-country adoptions)
- g. Provide counselling advice and information to adopted adults post 18.
- h. Provide Independent support to birth parents involved in proceedings.
- i. Management and support of Adoption Panels which approve prospective adopters and make recommendations on the approval for adoption of children relinquished and the matching of individual children to adopters, reviewing approvals and ensuring quality of practice
- j. Provide professional advice on best practice and regulations to agency decision makers
- k. Provide a quality assurance role across the Shared Service

2, SERVICE COLLABORATION AND RATIONALE

Islington London Borough Council will act as Host Authority for the new Shared Service, Adopt London North, and will bring together the adoption services of the following authorities:

- 2.1 Barnet London Borough Council
- 2.2 Camden London Borough Council
- 2.3 Enfield London Borough Council
- 2.4 Hackney London Borough Council
- 2.5 Haringey London Borough Council
- 2.6 Islington London Borough Council

3, ELIGIBILITY CRITERIA

The Shared Service will be responsible for providing a service for:

- Children who require adoption
- Adults who wish to adopt
- All adoptive families living in the region eligible for adoption support
- Adopted adults
- Letter box service
- Birth parents and former guardians eligible for adoption support.
- Access to adoption to records
- Independent support to birth parents who risk losing their child to adoption.

Some services will be externally commissioned

4. SERVICE DELIVERY

The Shared Service will operate on a full time basis providing core services flexibly, as required by the needs of the service.

- 4.1 The Shared Service will at all times, maintain a volume of service that is sufficient to fulfil all of its statutory duties as an adoption agency, as well as any specific requirements, targets and outcomes of this specification.
- 4.2 The Shared Service will at all times maintain an appropriately qualified and skilled workforce that is sufficient to fulfil all of its statutory duties as an adoption agency, as well as any specific requirements, targets and outcomes of this specification
- 4.3 The Shared Service will have in place a detailed contingency plan to deal with workforce absence caused by planned leave, sickness and vacancies that is cost effective and causes minimum disruption to service delivery
- 4.4 The Shared Service will at all times comply with safe employment practice including statutory background checks, confirmation of identity, confirmation of entitlement to work in the UK, disclosure and barring checks, employment and personal references. HCPC registration etc.
- 4.5 Adopt London North will at all times put the needs of users at the heart of service delivery and maintain a system that ensures their involvement in service design and delivery, as well as decision making.
- 4.6 Adopt London North will at all times maintain a system for the management of complaints and representations that complies with minimum standards for timeliness, transparency and information sharing
- 4.7 Adopt London North will at all times maintain a system for data protection and handling that complies with the Data Protection Act, as amended from time to time.
- 4.8 Equality and diversity (new communities)

5. PERFORMANCE MEASURES

- 5.1 Adopt London North will develop a performance management framework and will comply with the key performance indicators set and report upon performance in relation to these to the ALN Management Board of the RAA, the Adoption Leadership board and any other statutory body as required.
- 5.2 The framework will include quantitative indicators which will allow performance on the above outcomes to be measured
- 5.3 The framework will also include qualitative feedback from adopters, birth parents, children and key professionals who have contact with the agency.
- 5.4 Additionally, regional good practice standards will be developed to clarify service expectations, measure outcomes and ensure that services are value for money.

6. OUTCOMES

- 6.1 Outcomes in adoption have traditionally focussed on placement disruption and breakdown. The data collected is usually quantitative rather than qualitative. To ensure a culture of continuous practice improvement the agency will adopt an Outcomes Based Accountability (OBA) framework focussing on a clear and simple process for review and planning: What are the key outcomes for children and families? What are the key indicators of how well we are achieving outcomes? What are the issues lying behind the trend? Who are the key partners? What works? OBA also keeps a relentless focus on outcomes by posing three questions: How much did we do? How well did we do it? Is anyone better off?

7. CONTRACT MONITORING

- 7.1 Adopt London North will provide quarterly data submissions and associated report to the ALN Management Board
- 7.1 Additionally, in accordance with the terms of reference of the ALN Management Board, Adopt London North will be responsible for conducting an annual review of the quality of the service it provides. Mechanisms to monitor the quality and outcomes of the service will include:
 - Effective line management, supervision & appraisal, support and training of staff employed by the service – vacancy rate/turnover, agency;
 - A set of policies, procedures and practice standards;
 - A range of methods to obtain feedback on the functioning of the regional service from service users, local authorities and other stakeholders;
 - Systems to audit practice and the performance of the service against performance indicators and compliance with legislation and standards; and
 - A system to monitor and manage complaints against the service.

8. OFSTED INSEPTIONS

- 8.1 The RAA will comply with whatever inspection regime is in place is in place from the start of the operational period.

9. Detailed division of roles and responsibilities in the new agency

- 9.1 Recognising the successful delivery of the new service will be dependent on a high level of joint working between LAs and the RAA, the following table breaks down the respective roles and responsibilities identifying there the agencies will have to collaborate in the best interests of children.

THE CHILD

SERVICE AREA	RESPONSIBILITIES OF THE LOCAL AUTHORITY	RESPONSIBILITIES OF THE REGIONAL ADOPTION AGENCY	NOTES
Case Responsibility	The local authority will retain case management responsibility for the child until the making of the Adoption Order. The local authority will be responsible for all statutory functions including but not limited to: • Statutory Visits • Management and supervision of contact between child and family members. • Supervision, administration and finance of foster placements and communication with foster carers (including Early Permanence placements).	The RAA will provide specialist advice and support to assist LA staff to fully understand the adoption process, influencing and promoting best practice	
Early identification of children requiring	The local authority is responsible for identifying, at the earliest possible stage, the children who may require adoption and making them and	The RAA will allocate a Family Finder to each child identified as possibly requiring adoption. Staff from the RAA will be involved in	

SERVICE AREA	RESPONSIBILITIES OF THE LOCAL AUTHORITY	RESPONSIBILITIES OF THE REGIONAL ADOPTION AGENCY	NOTES
adoption	their needs known to the RAA, providing relevant and timely information. The RAA aims to develop working practises with each LA to ensure close involvement in care planning in order to assist with the earliest identification. Making sure siblings placed with other adopters are considered by us and the agency.	identifying children for early placement. Representatives of the RAA will attend relevant meetings in each local authority such as care planning meetings, where appropriate, to better understand the needs of the children who may require adoption and, where appropriate, to begin to identify suitable adopters at an early stage.	
Early Placement	Focus on LA responsibilities. The fostering element of any EPP placement will remain with the LA as a fostering agency for the carers. The LA would have the responsibility for supporting prospective adopters as foster carers unless specific agreements are agreed with a commissioned service.	Where appropriate, and in agreement with the local authority, the RAA will make available an Early Permanence Placement (EPP) e.g. A Concurrent Planning/ Fostering For Adoption Service for children who may benefit from the possibility of early placement with potential adopters. (Placements will depend on the availability of appropriate carers)	
MultiTracking of children requiring adoption	The local authority will track the progress of children in care proceedings or looked after under section 20 (Children Act 1989) so as to maintain an up-to-date knowledge of their potential need for an adoption placement	The RAA will also actively track all children for whom initial information indicates that adoption may be a likely plan	
Pre-placement Reports	The LA will be responsible for the completion and cost of all reports prior to an adoption placement being made including:	The RAA can advise on and support the completion of the Child Placement Report and early profile of the child. The RAA will provide support and	The RAA could provide training on CPR's & sibling assessments across the

SERVICE AREA	RESPONSIBILITIES OF THE LOCAL AUTHORITY	RESPONSIBILITIES OF THE REGIONAL ADOPTION AGENCY	NOTES
	• Child Placement Reports • QA them	challenge to help ensure that the CPR's are of a consistent high quality across the partnership. The RAA will be responsible for the early and any subsequent profile of the child (even before the CPR is compiled) and in identifying early matching considerations, including advice on likely adoption support needs of the child/children once placed and potential sources of future support. The RAA will also provide support to undertake more specialist assessments e.g. sibling assessments.	region.(discussed in miscellaneous section further on)
	The local authority will be responsible for assessing the child's needs in respect of a future placement and in ensuring that any required financial support for a future adoptive placement is available.	The RAA will provide additional information and advice on the placement needs of the child and the likely need for post adoption support services, including financial support It will be necessary for the RAA and LA to work closely and collaboratively to ensure that the needs of the child can be met and that training support is sustainable.	
Medical Information	The Local Authority will be responsible for obtaining all required medical information in respect of children who are being considered for adoption and will meet with prospective adopters to ensure they are		

SERVICE AREA	RESPONSIBILITIES OF THE LOCAL AUTHORITY	RESPONSIBILITIES OF THE REGIONAL ADOPTION AGENCY	NOTES
	fully aware of the child's future medical needs as appropriate.		
Decision that adoption should be the child's plan	The Agency Decision Maker in each LA will be responsible for the 'Should be placed for adoption' decision. The LA will undertake a regular review of this decision and associated plans and keep the family finder in the RAA informed of any changes.	The RAA will support the decision making process as requested, particularly in the provision of Professional Advice to the LA's ADM and administrative support. The RAA will provide an adoption panel for relinquished children's plans to be heard.	
Family Finding Process		The RAA will lead the tracking/family finding process in consultation with the local authority.	
Communication during the family finding process	It will be the responsibility of the LA to keep the CPR updated and to inform the family finder of any changes in the child's development or circumstances (e.g. change of placement).	A Family Finder will be allocated during the early stages of profiling, with a 'watching brief' until the decision has been made that the plan should be adoption. The RAA will keep the LA regularly updated about progress on family finding.	
'Hard to Place'/Priority Children	The LA is responsible for identifying at the earliest opportunity where a child is: • Aged four or over • From a BME heritage • Part of a sibling group of two or more • Has uncertainty about their development • Has a disability or medical condition	The RAA will either provide or commission a service for HTP children which may involve some of all of the following: • Increased publicity – DVD, Photos etc. • Profile the child at specific events • Press and digital media advertising • Attempt to recruit carers specifically for the child	Some of these issues will need addressing with each LA on an individual case by case basis.

SERVICE AREA	RESPONSIBILITIES OF THE LOCAL AUTHORITY	RESPONSIBILITIES OF THE REGIONAL ADOPTION AGENCY	NOTES
	Sibling matches for new-born The LA will gather the relevant information, assess and forward to the RAA as soon as possible.	- Provide additional training and preparation for potential carers - Advise on or assist with additional preparation work with the child.	
Note – It will be the aim of the RAA to identify a potential adoptive match for a child prior to the conclusion of Proceedings			
Preparation of the child	The LA will be responsible for preparing the child for an adoptive placement. The LA will be responsible for the preparation of the child's Life story Book. This often needs to start early in the child's looked after career and will contain information to which the LA has immediate access.	The RAA will support the LA in the preparation of the child, particular in respect of the future placement. The RAA can provide advice and support regarding life story work. The RAA will develop or commission specific expertise in the preparation of children who are hard to place and who are being prepared using the a more 'bespoke' family finding model (see above)	
	The LA will be responsible for producing the Later life letter	The RAA will provide advice and written guidance	
Linking and Matching	The LA, by agreement, will meet the costs of introductions between children and carers.	The RAA will take lead responsibility for all aspects of the linking and matching process, but will always involve the LA in the decision making process. The RAA will chair linking/ matching meetings as part of the process.	Need to clarify the budget re intro costs as some met by the RAA
	The LA is responsible for updating of the CPR and	The RAA will be responsible for completing the Adoption	

SERVICE AREA	RESPONSIBILITIES OF THE LOCAL AUTHORITY	RESPONSIBILITIES OF THE REGIONAL ADOPTION AGENCY	NOTES
	Delegation of Parental Responsibility report	Placement Report, apart from the section on the child. The RAA will organise the Matching Panel	
		The RAA will chair and organise life appreciation days	
MATCHING DECISIONS	The Agency Decision Maker in each LA will be responsible for the Matching decision.	The RAA will support the process with information as required, including Panel Minutes and administrative support including letters regarding the decision.	.
ADOPTION ALLOWANCES	Adoption allowances will be paid for by each LA. Exceptional allowances may be agreed by the LA- e.g. vehicles for larger sibling groups.	The RAA will liaise with each LA in order to ensure clear information about adoption allowances is conveyed to the adopter and included in the support plan	It is envisaged that streamlining of the adoption allowances and financial support in adoption, including financial assessments and processes will take place within the first year of operation.
Applications to the DfE Interagency Fund (for hard to place children)		The RAA will make the application to the fund where relevant	

ADOPTER RECRUITMENT

	RESPONSIBILITIES OF THE LOCAL AUTHORITY	RESPONSIBILITIES OF THE REGIONAL ADOPTION AGENCY	NOTES

	RESPONSIBILITIES OF THE LOCAL AUTHORITY	RESPONSIBILITIES OF THE REGIONAL ADOPTION AGENCY	NOTES
RECRUITMENT OF ADOPTERS	The LA will signpost any enquiries from potential adopters to the RAA. The LA will ensure that information relevant to potential adopters is included in its own marketing materials and on its website, clearly signposting potential adopters to the website of the RAA.	The RAA will be responsible for recruiting adopters appropriate to the needs of children waiting in each LA. Marketing information will reflect the fact that the RAA is delivering the service on behalf of partnering LAs.	
Enquiries		The RAA will provide a centralised enquiry process for the region to meet all statutory requirements. The RAA will provide written information to potential adopters and may hold information events. The RAA may at times signpost potential adopters to other agencies if they are unlikely to be able to meet the needs of the children needing placement.	
Stage One	The LAs will provide all information required for statutory checks of potential adopters resident in the LA.	The RAA will undertake all Stage one functions	
Stage Two		The RAA will undertake all Stage Two functions	
		The RAA will complete the Prospective Adopters Report (PAR)	
Approvals		The RAA will manage the Adoption Panel. The RAA Agency Decision Maker will be responsible for all approvals	
POST		The RAA will provide post	

	RESPONSIBILITIES OF THE LOCAL AUTHORITY	RESPONSIBILITIES OF THE REGIONAL ADOPTION AGENCY	NOTES
APPROVAL SUPPORT AND TRAINING		approval support and training to approved adopters	

POST ADOPTION SUPPORT SERVICES

	RESPONSIBILITIES OF THE LOCAL AUTHORITY	RESPONSIBILITIES OF THE REGIONAL ADOPTION AGENCY	NOTES
ADOPTION SUPPORT ASSESSMENTS/PLANS & services	The LA will consider funding requests for adoption support services which are not included in the core offer e.g. Therapeutic support	The RAA will undertake assessments of adoption support needs or commission these if required. The RAA's core offer will provide general adoption support services: newsletter, social events for children and young people; social/training events for adoptive parents; advice and signposting for adoptive families; independent support and advice to birth relatives; post box services etc. The RAA will undertake applications to the Adoption Support Fund for children and commission services agreed by ASF.	
	The LA will signpost requests from adoptive families for adoption order support to the RAA. Alongside needs directly related to adoption, a family may have needs best met by services within the LA e.g. CIN services. The LA will be responsible	The RAA will undertake the assessment of adoption support needs of the child and family and produce an adoption support plan. The RAA will liaise with LA to agree which services will be	Referral pathway to be agreed with each LA

	RESPONSIBILITIES OF THE LOCAL AUTHORITY	RESPONSIBILITIES OF THE REGIONAL ADOPTION AGENCY	NOTES
	for providing these services Where a safeguarding referral is made to the LA the LA will conduct any appropriate section 47 enquiry and will allocate an LA social worker where thresholds are met, but will notify the RAA of any referral involving an adopted child. If adopted child/young person accommodated, LA will be responsible for social work support to child/family.	provided by RAA and which by LA for families whose needs are complex. Where appropriate, the RAA will offer support or an allocated worker during the section 47 enquiry. RAA will liaise with LA re any adoption specific work needed e.g. Life Story work or application to ASF for therapeutic support (if plan is rehabilitation)	
Out-of-hours services	All adopters will have access to the LA's Emergency Duty Team out of core hours.	The RAA may negotiate out of hours support for specific families where necessary, subject to agreed additional LA funding.	The RAA could provide a duty cover out of hours subject to LA funding
Indirect/ Letterbox contact		The RAA will oversee post/Letterbox contact between adopted children and birth families.	
Supervised & Sibling Direct Contact	Responsibility for Direct Contact requirements will remain with the LA	The RAA could support these arrangements dependent upon the individual arrangements	
ADOPTION ALLOWANCES	Adoption allowances will be paid for by each LA after undertaking the appropriate assessment.	RAA to streamline processes and financial assessment	Possibility of equalising financial support across LA's in due

	RESPONSIBILITIES OF THE LOCAL AUTHORITY	RESPONSIBILITIES OF THE REGIONAL ADOPTION AGENCY	NOTES
			course
Adoption Support Fund		The RAA will be responsible for undertaking all funding applications to the Adoption Support Fund.	
Access to Children's Adoption case records	LA to facilitate	Access to be agreed by the RAA	
Birth Records Counselling		RAA to ensure provision	
Independent support to birth parent		RAA to commission/provide	
Access to Adopter's records	LA for historic cases	RAA for cases which it has managed	
Intermediary Service to relatives of adopted person seeking information and contact with the adopted person		RAA to commission- service users will meet any cost beyond advice and information.	

SERVICE USER ENGAGEMENT

	RESPONSIBILITIES OF THE LOCAL AUTHORITY	RESPONSIBILITIES OF THE REGIONAL ADOPTION AGENCY	NOTES

	RESPONSIBILITIES OF THE LOCAL AUTHORITY	RESPONSIBILITIES OF THE REGIONAL ADOPTION AGENCY	NOTES
Adopters		The RAA will engage with and adopters, individually and in groups, with the aim of improving the services available	
Adoptees		The RAA will engage with adoptees, individually and in groups, with the aim of improving the services available	
Birth parents		THE RAA will engage with birth parents individually and in groups with the aim of improving the services available	

PERFORMANCE MANAGEMENT & INSPECTION -

	RESPONSIBILITIES OF THE LOCAL AUTHORITY	RESPONSIBILITIES OF THE REGIONAL ADOPTION AGENCY	NOTES
Data provision	Each LA will need to provide key data to the RAA on performance.		
Data analysis		The RAA will produce a 6 monthly report to each LA on performance	A reporting schedule will need to be agreed with the ALN Management Board to avoid the RAA being required to produce a large number of different reports in different formats.

	RESPONSIBILITIES OF THE LOCAL AUTHORITY	RESPONSIBILITIES OF THE REGIONAL ADOPTION AGENCY	NOTES
OFSTED	The future role of OFSTED in adoption is currently under review and future requirements are currently unclear.		

MISCELLANEOUS SERVICES

	RESPONSIBILITIES OF THE LOCAL AUTHORITY	RESPONSIBILITIES OF THE REGIONAL ADOPTION AGENCY	NOTES
Statement of Purpose		The RAA will take responsibility for updating this for the functions that have been delegated to the RAA. The RAA will take responsibility for completing each LA statement of purpose regarding the functions left with the LA, in consultation with the LA.	
Registered Manager		The RAA will provide a registered manager for each LA regarding their adoption functions within the LA in close co-operation or consultation with each LA	RAA in discussion with OFSTED
Adoption Support Services Advisor		The RAA will undertake the role of Adoption Services Advisor for each LA within the LA in close cooperation and consultation with each LA	
Children's guide for adoption	Each LA has a responsibility for this	The RAA could provide advice and guidance	

	RESPONSIBILITIES OF THE LOCAL AUTHORITY	RESPONSIBILITIES OF THE REGIONAL ADOPTION AGENCY	NOTES
Children's guide for adoption support		The RAA will update the Children's guide for adoption support	
Step parents/relatives who wish to adopt (non agency adoptions)		The RAA will progress these applications.	
Intercountry adoptions		RAA to commission advice and information on inter-country adoption from a specialist agency. Service users will have to meet cost of assessment and approval process in the commissioned agency	
Adoption Panels		The RAA will provide adoption panels across the region and will appoint an Independent panel chair and retain a central list and will provide training and support for panel members. The adoption panel will provide a quality assurance report for the partnership on a 6 monthly basis	
Training for social workers			The RAA could provide training for social workers regarding the adoption process/ writing of CPR's/and sibling assessment if

	RESPONSIBILITIES OF THE LOCAL AUTHORITY	RESPONSIBILITIES OF THE REGIONAL ADOPTION AGENCY	NOTES
			resourced?

Schedule 2

Functions Delegated to Host Authority

The Host Authority will discharge the following delegated adoption functions of the Partners:

- (1) the recruitment of persons as prospective adopters;
- (2) the assessment of prospective adopters' suitability to adopt a child;
- (3) the approval of prospective adopters as suitable to adopt a child;
- (4) decisions as to whether a particular child should be placed for adoption with a particular prospective adopter;
- (5) the provision of adoption support services.

Schedule 3

Information Sharing Protocol

Drafted and with legal and Information Governance leads in all Boroughs.

Schedule 4

ALN Management Board Representatives

Representatives

Barnet

Name of representative: Chris Munday

Position: Director of Children's Services

Name of substitute representative Brigitte Jordan

Position Operational Director family Services

Camden

Name of representative: Martin Pratt

Position: Director of Children's Services

Name of substitute representative Anne Turner

Position Director of Children's Safeguarding and Social Work

Enfield

Name of representative: Tony Theodoulou

Position: Director of Children's Services

Name of substitute representative Anne Stoker

Position

Hackney

Name of representative: Anne Canning

Position: Director of Children's Services

Name of substitute representative -Sarah Wright

Position Director of Children and Families

Haringey

Name of representative: Ann Graham

Position: Director of Children's Services

Name of substitute representative TBC

Position Assistant Director Children and Young People's Services

Islington

Name of representative: Carmel Littleton

Position: Director of Children's Services

Name of substitute representative Finola Culbert

Position Director of Safeguarding and Family Support

Initial chair of the ALN Management Board

Schedule 5**Financial Protocol with regards to the relationship between the Partners****1. General principles**

- 1.1 The Host Authority will provide the financial administration accounting system and appropriate associated support for ALN. This shall be performed in accordance with the Host Authority's Financial Regulations. Subject to the statutory role of each Partner's section 151 Officer in relation to their council, the Host Authority shall provide the services of its Chief Financial Officer/ section 151 officer to ALN.
- 1.2 Each Partner will contribute its Financial Contribution commencing on the Commencement Date or on a pro-rata basis in the event of a delay. The Host Authority shall not inherit any debt or liability incurred by any of the Partners prior to the Commencement Date.

2. Calculating the Financial Contribution

- 2.1 The Partners are committed to the fair and equitable resourcing of ALN while ensuring that the full cost of the Service is recovered. Each Partner will be required to contribute its share of the agreed annual budget of ALN. The Financial Contributions for the year 2019/20 are set out in table 1 below.

Table 1

ALN RAA Partner Financial Contributions to 2019/20 ALN budget

Partner	2019/20 Financial Contribution	2019/20 percentage contribution
Barnet		
Camden		
Enfield		
Hackney		
Haringey		
Islington		
Total		100%

- 2.2 The Financial Contributions for every subsequent year of operation of ALN or part thereof shall be calculated in accordance with the following:
- the proportion of the overall ALN budget to be paid by each Partner shall be in line with the 2019/20 Financial Contribution; and
 - the sum of the Financial Contribution shall be in line with the 2019/20 Financial Contribution except to the extent that the costs of providing the Service and / or Host Support change (whether an increase or a decrease) due to the factors listed in paragraph 5.2 of this Schedule 5 in which case the Financial Contributions shall be amended in line with these changes.
- 2.3 Until such time as unanimously agreed by the Partners the following items of income and expenditure will remain the responsibility of each of the Partners

- Adoption allowances – those costs relating to specific new or ongoing allowances paid to adoptive parents by respective Partner’s designated officer
- Adoption support- Those costs relating to adoption support arrangements agreed in respect of a particular child prior to the Commencement Date as authorised by the Partner’s designated officer
- Adoption Support (post Commencement Date) - those costs relating to any match funded element of an application to the Adoption Support Fund will be covered by the relevant Partner, after agreement has been given by the relevant Partner
- Inter-agency fees payable or receivable- those fees relating to the direct costs related with or income generated from the placement of a child prior to the Commencement Date

3. Payment Arrangements and VAT

- 3.1 Following agreement of the annual budget by the ALN Management Board (as described in paragraph 5 of this Schedule 5) each Partner shall be notified of their Financial Contribution by the Host Authority. The Financial Contribution shall be paid in four equal instalments on 15 May, 15 August, 15 November and 15 February in each calendar year of operation of ALN or on the next working day if these dates fall on a weekend or a Bank Holiday. Payment is to be made by BACS to the Host Authority’s bank account.
- 3.2 Unless the following option is taken, the Host Authority will account for VAT. The following text is included as an option that may be exercised at the beginning of any Financial Year by a Partner that, acting reasonably, believes that the ALN arrangements are generating significant sums of VAT: “each Partner is responsible for accounting for any Value Added Tax that becomes payable on any monies that they expend as part of ALN. Where the Host Authority commissions a contract or an element of a contract for Services outside of the Islington London Borough Council administrative boundary any VAT incurred is repatriated to the individual Partners in whose administrative area the Services have been provided. This shall either be through direct invoicing to that Partner or the creation of a retrospective VAT only invoice for their share of a shared contract. This shall apply to all monies paid by the Host Authority in respect of externally incurred VAT bearing expenditure. The amount of externally incurred VAT to be repatriated will be apportioned based on a pro-rata percentage of the Financial Contributions of each Partner towards the annual budget.

Worked example: The external contractor’s fees are £1m exclusive of VAT. This expenditure covers the administrative area of all six Partners. Partner 1 contributes 40% of the annual budget and the other 4 Partners contribute 12% each:

Partner 1 will reclaim VAT on £400,000 of spend = £80,000 (based on VAT at 20%)

The other Partners will each reclaim VAT on £120,000 of spend = £24,000 (based on VAT at 20%)

- 3.3 The Partners agree that, so far as permitted by law, they shall not charge VAT on any amounts payable under this Agreement as a non-business supply.

4. Budgetary Control and Monitoring

- 4.1 The Head of Service ALN shall prepare a draft annual budget for consideration by the ALN Management Board and approval by each of the Partners as part of its budget setting process. The budget will be used to calculate the Financial Contribution from each Partner as identified in paragraph 2 above. The Host Authority is not authorised to operate or budget for an accumulative or deficit position. In the event that the annual accounts are closed in a deficit position, the deficit will be made good by the Partners contributing in the same proportions as the Financial Contributions to the annual budget. Any surplus shall be carried over and returned to the Partners in the same proportions as the Partners' Financial Contributions determined by the ALN Management Board.
- 4.2 The Host Agency's Section 151 Officer shall ensure there are mechanisms in place to enable budgets to be managed in line with the available resources and any variations to the budget are identified as early as possible. The Host Authority's Section 151 Officer will submit quarterly budget monitoring reports of ALN to the ALN Management Board. These reports will include explanations of any variances against the profiled budget. The ALN Management Board will review the expenditure and forecast to ensure that the allocated budget is being correctly adhered to. Each year, the ALN Management Board shall be presented with a proposed budget for ALN for the following financial year by 30 September prior to the start of the financial year for agreement by 31 December recognising each Partner's budget cycle and subject to financial approval in accordance with the financial procedures and constitutional arrangements for the Host authority. The proposed budget shall be based on the 2019/20 budget subject to adjustments (where an increase or a decrease) to allow for:
 - (i) indexation in line with local authority pay awards;
 - (ii) other changes in staff pay;
 - (iii) changes in the type, nature or quantum of the Service to be provided; and
 - (iv) changes in law, government policy and guidance and best practice.
- 4.3 Overspends (Deficit)
 - 4.3.1 Whenever an overspend is projected, the Partners shall agree how to manage the overspend and shall keep the position under review. The Partners shall act in good faith and in a reasonable manner in agreeing the management of the overspend.
 - 4.3.2 If at the end of any Financial Year, there is an overspend the Partners shall identify the reasons for the overspend and shall deal with such overspend in accordance with the following:
 - 4.3.2.1 overspends relating to staffing related overhead costs shall be apportioned between the Partners in the same proportion as the Partners financial contributions determined by the ALN Management Board.
 - 4.3.2.2 overspends relating to any other costs not covered in paragraph 4.3.2.1 shall be apportioned between the Partners in

the same proportion as the partners financial contributions determined by the ALN management Board

4.3.3 In the event that agreement cannot be reached, the Partners shall follow the Dispute Resolution Procedure

4.4 Underspends (Surplus)

4.4.1 Whenever an underspend is projected, the Partners, the underspend sum shall be returned to the Partners within thirty (30) days of the close of the Financial Year, subject to the following:

4.4.1.1 underspends relating to direct staffing costs or staffing related overheads shall be apportioned between the Partners in the same proportion as the partners financial contributions determined by the ALN management Board, or by mutual consent where exceptional circumstances exist that relate to the creation of the underspend.

4.4.1.2 underspends relating to any other costs not covered in paragraph 4.4.1.1 shall be apportioned between the Partners in the same proportion as the partners financial contributions determined by the ALN management board or by mutual consent where exceptional circumstances exist that relate to the creation of the underspend

4.4.2 In the event that agreement cannot be reached, the Partners shall follow the Dispute Resolution Procedure.

4.5 Reconciliation

At the end of each Financial Year, the Host Authority will lead on the reconciliation of expenditure within ALN attributable to the running of the Services within one council,

4.6 Other costs

As Host Authority, Islington may be requested to deliver additional services that incur costs above and beyond what is currently captured within existing resources. These costs will be captured and funded within the ALN budget and subject to the wider approval process.

4.7 Grants

4.7.1 The Host Authority shall ensure that all monies from any grants received in respect of ALN shall be applied in a proper manner and in accordance with any grant criteria.

4.7.2 The Host Authority shall be responsible for verifying and approving any grant returns, audit or other reporting requirements to the appropriate government or other body.

4.8 Accounting and Reporting Requirements

4.8.1 The Host Authority shall ensure that full and proper records for accounting purposes are kept in respect of ALN.

4.8.2 Each Partner shall ensure that where appropriate and practicable as agreed by the Partners, it keeps separate accounting records to record the costs of ALN.

4.8.3 Each Partner shall provide any necessary financial information with respect to ALN to the Host Authority on a quarterly basis.

4.8.4 The Partners shall hold quarterly monitoring meetings as part of the ALN Management Board meetings to discuss the financial performance of ALN.]

4.9 Annual accounts and audit following each year end

4.9.1 The Host Authority shall prepare the annual account for ALN in a manner compliant with the relevant legislation, regulations and guidance within any statutory timescales applicable and shall ensure that the relevant information is available for external inspection and scrutiny.

4.9.2 The Partners shall co-operate with the Host Authority and each other in respect of the preparation of the ALN account.

4.9.3 the draft annual ALN account shall be submitted to the ALN Management Board for approval within the statutory deadlines along with the annual audit letter prepared by the Host Authority's external auditor.

4.9.4 The cost of the external auditors in respect of the ALN account shall be borne by the ALN budget.

4.9.5 The ALN Management Board shall decide on any money surplus or deficit balance in accordance with paragraphs 4.4 and 4.5 of this Schedule 5.

5 Capital expenditure

5.1 Setting of the Shared Service ICT Capital Budget

5.1.1 The designated Chief Finance Officers (or their designated representatives) and the Head of Service ALN shall meet at least 3 (three) months before the end of each financial year to agree a proposed ALN Capital Budget and Programme for the following financial year for consideration by the ALN Management Board.

5.1.2 The ALN Management Board shall consider the proposed ALN Capital Budget and Programme and decide whether to recommend the budget and programme for approval by the Partners as part of their annual budget making process.

5.1.3 If the proposed ALN Capital Budget and Programme is approved by all the Partners, each Partner shall be responsible for meeting one sixth of the total cost of each ALN capital project funded from the agreed budget unless otherwise agreed by the partners.

5.2 Spending on ICT Capital Projects

5.2.1 No expenditure or commitment on an ALN Capital Project shall take place unless

5.2.1.1 the project has been included in the ALN Capital Budget and Programme; or

- 5.2.1.2 the project has been approved by the Head of Service ALN (following consultation with the Partners' designated Chief Finance Officers), and can be met from anticipated underspends in the ALN capital Budget and Programme; or
- 5.2.1.3 the project has been recommended by the ALN Management Board and subsequently approved by the Head of Service ALN where the cost can be met from anticipated underspends in the Shared Digital ICT Capital Budget and Programme.

5.3 Changes to the Shared Digital ICT Capital Budget and Programme

5.3.1 The ALN Management Board may recommend changes to the ALN Capital Budget and Programme to reflect;

- 5.3.1.1 alterations in overall resource assumptions;
- 5.3.1.2 unforeseen ALN capital spending requirements

for approval by the Partners.

5.3.2 Subject to any required additional financial resources being available any increase in the ALN Capital Budget and Programme requires the approval of each of the Partners.

5.4 Overspends

5.4.1 Where monitoring reports indicate that spend on an ALN capital project will exceed the financial provision for that scheme, the Head of Service ALN shall wherever possible, develop an action plan to eliminate such overspend.

5.4.2 Where such overspend cannot reasonably be eliminated, the Head of Service ALN Officer may authorise such overspend.

5.4.3 Any such authorisations must be reported to the Parties' designated Chief Finance Officers.

5.4.4 Any overspends not authorised under paragraph 5.4.2 must be approved by the Parties' designated Chief Finance Officers.

5.5 Underspends

Where there is an Underspend the Head of Service ALN may agree additional investment relating to the Service subject to the respective Partners' constitutions.

5.6 Accounting, monitoring and reporting

5.6.1 The Head of Service ALN shall be responsible for monitoring or procuring the monitoring of progress of the ALN capital projects and identifying any potential overspends on those projects and shall submit regular monitoring reports to the ALN Management Board.

5.6.2 The Partners shall ensure that full and proper records for accounting purposes are kept in respect of each ALN capital project.

5.6.3 Where an ALN capital project is being funded wholly or partly from an external capital grant, the Partner receiving the grant shall be responsible for ensuring that the conditions for receipt of the grant are met.

5.7 Authorisation

The Head of Service ALN shall be enabled to expend capital which has been previously authorised as part of the annual ALN capital budget. Other capital expenditure shall require unanimous agreement of the Partners.

6 Long term contracts

6.1 Contracts for goods, works and services must not exceed a period of three years during the Initial Period.

6.2 After the Initial Period, the Host Authority shall not enter into contracts exceeding a period of three years unless agreed by the ALN Management Board along with suitable arrangements for meeting all Host Authority obligations under the contract.

6.3 The Host Authority shall not enter into contracts that exceed the Term unless unanimously agreed by the ALN Management Board.

Schedule 6
Head of Service ALN

Name

Position

Contact details

Reports to

Accountable to

Job Purpose

Main areas of responsibility

Schedule 7

Assets

Part 1 Facilities for ALN staff

1. Each member of staff shall be provided with a lap top / desk top and mobile telephone.
2. The intention is that members of staff will continue to use IT and telephone hardware at the location where they are based supplied by the Partner that employed them prior to the TUPE transfer taking place. If any member of staff does not have the required hardware the primary obligation to supply it will rest with the Host Authority noting that Partners will be required to co-operate with the Host Authority and act reasonably to find a solution.
3. The cost of mobile phones will be met by the Host Authority from the Financial Contributions
4. The cost of provision, support, maintenance and replacement of laptops will be met by the Host Authority from the Financial Contributions.

Part 2 Facilities to be provided by each Partner:

1. Access to the Integrated Children's System of the Partner on a web based read only basis
2. Access to the network of each Partner (ability to send and receive e-mails and connect to the internet)

Part 3 Authority Premises

The Partners shall provide accommodation as follows:

Islington

Premises

Accommodation for [] staff

Barnet

Premises

Accommodation for [] staff

Camden

Premises

Accommodation for [] staff

Enfield

Premises

Accommodation for [] staff

Hackney

Premises

Accommodation for [] staff

Haringey

Premises

Accommodation for [] staff

Accommodation is to provide appropriate working space and associated facilities and services, including telephones and bookable meeting rooms as shall be appropriate for delivery of the Service for the Term

Staff ratio to be 10 staff to $\geq$ [7] desks

Access to the accommodation to be 7am – pm on Working Days

Schedule 8 Management Board Governance Arrangements

1 Establishment

- 1.1 The board shall be called the ALN Management Board
- 1.2 These terms shall have effect from the first meeting of the ALN Management Board.

2 Powers and responsibilities of the ALN Management Board

- 2.1 The ALN Management Board shall be responsible for:
 - acting as a consultative body and performing a check and challenge function to the Host Authority's performance of and proposals in relation to
 - (i) the strategic delivery of the Service ;
 - (ii) The day to day operation of the Service; and
 - (iii) developments in legislation, guidance and best practice;
 - if and when the opportunity arises making proposals for service improvements and innovations to Partners and the Host Authority;
 - approving the annual budget and Financial Contributions, noting that the agreed method of establishing the annual budget and annual contribution is set out at Schedule 5 of this Agreement and on the express understanding that such approval shall be subject to each Partner's internal governance processes in relation to budgets and expenditure;
 - actions required under clauses 7 (Annual ALN Plan), 16 (Quarterly Review) and 17 (Annual Review) of this Agreement
 - providing an opportunity for dialogue between Partners, Third Sector Partners and invitees; and
 - dispute resolution and exit arrangements.
 - agreeing whether an organisation or representative can become a Third Sector Partner
 - monitoring any key performance indicators and other data
 - monitoring quality assurance
- 2.2 The ALN Management Board shall perform the tasks set out at bullet points 1 and 3 above in response to reports submitted by the Head of Service ALN as set out in the main body and other Schedules to this Agreement.

3 Third Sector Partner Involvement

- 3.1 Third Sector Partners engaged through clause 43 of this Agreement shall be entitled to be present for items in relation to the following:
 - the strategic direction of ALN;
 - service improvements and best practice; and
 - changes in legislation and guidance.
- 3.2 For the avoidance of doubt, Third Sector Partners will not be entitled to be present for items in relation to the annual budget, Financial Contributions, dispute resolution and detailed (rather than general) discussions on procurement.

- 3.3 Third Sector Partners may be required to leave ALN Management Board meetings for some items on the agenda if in the opinion of the Partners the presence of the Third Sector Partner may prejudice or be perceived by others as prejudicing the proper and impartial conduct of a procurement, a grant award, legal action or litigation, disputes, budget setting or any other activity of ALN.
- 3.4 Third Sector Partners shall declare any interest that they may have in items on the agenda either in advance of the meeting of the ALN management Board or at the start of the meeting.

4. Service User Involvement

The ALN Management Board shall actively consider the extent to which Service Users including birth parents, adopters and adoptees can be invited to attend and contribute to ALN Management Board meetings. Invites may be extended on either an ad-hoc or “standing” basis.

5 Governance arrangements of the ALN Management Board

- The ALN Management Board shall be constituted by the appointment of one representative from each Partner. Each Partner shall also appoint a substitute member to attend and vote at meetings of the ALN Management Board in the absence of the appointed member.
- The initial members of the ALN Management Board and the members’ substitutes shall be those listed in Schedule 4 subject to replacement in accordance with the terms of this Agreement.
- The members of the ALN Management Board shall in the case of Partners be Directors of Children’s Services or persons acting under their delegated authority who shall be suitably qualified and experienced to act as members of a supervisory board for the Service and who shall be of the appropriate standing and seniority.
- It is preferable for decisions of the ALN management Board to be by consensus rather than by vote. However, two Partners may request a vote on an item of business in which case each Partner shall have one vote with decisions being made on a majority vote of those Partners participating and entitled to participate in the vote with the exception of the annual budget and Financial Contributions which shall require the express consent of each Partner.
- The ALN Management Board shall appoint one of the Partner members to act as Chair in all meetings of the ALN Management Board. The Chair shall be an employee of a Partner and shall have regard to the overall interests of the Service not just the interests of the Partner that they represent. The initial member of the ALN Management Board appointed as Chair shall be listed in Schedule 4 and this initial appointment shall be reviewed by the Partners annually.
- The ALN Management Board shall appoint one of the members to act as Vice Chair in all meetings of the ALN Management Board and such Vice Chair shall act as Chair in the event of the absence of the Chair at any meeting of the ALN Management Board. The Vice Chairperson shall be an employee of a Partner.
- A meeting of the ALN Management Board shall be quorate with the attendance of 50% of the members who are entitled to vote at such meeting.
- If a member of the ALN Management Board shall not be present at any meeting of the Management Board, his or her agreement to a decision or a course of action (in relation to

the Service and within the role of the responsibilities of the ALN Management Board) may be given in writing to the Chair or Vice Chair or the member may decide at her or his discretion for her /his substitute to attend and to vote on its behalf in relation to any such decision or course of action.

- The Partners each undertake that they have passed a resolution (or have the appropriate delegated authority) delegating the necessary authority to their representative on the ALN Management Board to enable the ALN Management Board to act in accordance with this Schedule 8 and to commit the Partners within the terms of and as contemplated by this Schedule 8.
- A Partner may remove any person acting from time to time as its representative on the ALN Management Board and another representative (who shall be duly qualified in accordance with the terms of this Schedule 8) for the relevant Partner shall be appointed in accordance with the provisions of this Schedule 8.
- No Partner shall remove a person as its representative on the ALN Management Board without first securing the appointment of another representative and advising the other Partners of the appointment of such representative in writing.
- The ALN Management Board shall meet as regularly as is necessary in order to perform its role in relation to ALN but in any event no less than once per quarter. The Host Authority shall give the Partners at least ten (10) Working Days written notice in advance of any meeting of the ALN Management Board. Such notice shall include an agenda for the issues to be discussed and any decisions or actions to be considered at such meeting. The ten (10) Working Days' notice period may be waived if all Partners agree or the matter is urgent (in the reasonable opinion of the Host Authority).
- Any Partner may request a meeting of the ALN Management Board by giving notice in writing to the Host Authority. Such notice shall detail the reason for the meeting request and shall include a draft agenda for such meeting.
- Meetings shall be held at the venue or venues agreed by the ALN Management Board at their first meeting which shall be held at Islington Town Hall.
- Minutes shall be taken at each meeting in the form of actions and decisions agreed. Minutes shall be presented to the next meeting of the ALN Management Board for its agreement.

6 Administrative Duties of the Host Authority

6.1 The Host Authority shall provide administrative support to the management board including:

- Arranging ALN Management Board meetings;
- Distributing agendas and papers;
- Minute taking and distribution; and
- Acting as secretariat to the ALN Management Board

Schedule 9

Information to be disclosed by Partner Transferors relating to employees

Personal details

Full name

Sex

Date of birth

Home address

Job title and Full Job Description (written job descriptions to be provided if in existence)

Work location

National Insurance Number and table letter

Bank account details for payment of salary

Remuneration and personnel issues

Date continuous employment commenced with the Partner Transferor and (if applicable) the commencement dates in local government

Contractual Notice to be provided by the Partner Transferor and Employee upon termination

Normal retirement date

Annual salary and rates of pay band/grade

Shifts, unsociable hours or other premium rates of pay

Hours of work

Overtime history for preceding 12 month period

Allowances and bonuses for preceding 12 month period

Outstanding loan/advances on salary or debts

Sickness absence and disciplinary records for immediately preceding two year period

Any performance assessment or appraisal details

Car allocation and/or allowance details

Details of any written grievances submitted for the preceding two year period

Details of any material breaches of employment contracts

Pensions

Details of scheme, and individual/employer's contributions

Confirmation that employer contributions have been paid in full.

Details of any current or pending applications for early retirement

Leave

Annual holiday entitlement and accrued holiday entitlement

Those currently on maternity leave or other long term leave of absence with details of the nature of their illness and the duration and dates of their absence due to that condition.

Those who have notified the Partner that they are pregnant

Those on sick leave

Other information

Existing training or sponsorship commitments

Details of any active disciplinary/inefficiency/competence or grievance proceedings or any matters which may give rise to such details of any existing or potential claims made by the employee against the employer including any court, employment tribunal or arbitration claims or any matters which may give rise to such.

Details of any enquiry, correspondence or contact between the Partner and the Commission for Racial Equality, the Equal Opportunities Commission, the Health and Safety Inspectorate and the Inland Revenue concerning Transferring Employees.

Details of any court judgment or current employment tribunal award in respect of any Transferring Employee.

Existence of any secondment arrangements

Existence of any arrangements for deductions from pay e.g. court orders, union subscriptions, student loans, family tax credit or any other similar deductions

Details of any policies relating to equal opportunities, disciplinary and grievance procedures, maternity and paternity provisions, flexible working, redundancy procedures and payments, redeployment, sickness absence and sick pay entitlement and retirement.

Details of enhanced DBS checks for all staff with the exception of business support staff.

A copy of any job evaluation scheme.

Dismissals

Details of all dismissals / resignations within the last 12 months including reasons for the dismissal / resignation

Details of all employees recruited within the last 12 months.

Collective bargaining

Details of the names of the trade union and other employee representatives.

Details of any trade union recognised by the Partner, giving the date and details of the recognition agreement (and a copy if available) and any pending negotiations.

Details of any other agreement, whether local or national with any trade union or other body of employee representatives (and copies if available) including any informal recognition and procedure arrangements and other arrangements honoured by 'custom and practice'.

Details of which, if any, of the terms of any collective agreement from part of individuals' terms and conditions of employment.

Working Time Regulations 1998

Copies of any individual, collective and workforce agreements entered into pursuant to the Working Time Regulations.

Health and Safety

Details of any health and safety committee / representatives.

Details of any health and safety complaints or recommendations over the last 5 years.

Trainees/Consultants

Details of all individuals working on training, work experience or similar schemes

Details of all consultancy agreements and self-employed personnel who are or may actually be employees.

Schedule 10

Relevant Employees

[illegible]

Schedule 11

Assets Register

Schedule 12**Processing, Personal Data and Data Subjects**

1. The Provider shall comply with any further written instructions with respect to processing by the Council.
2. Any such further instructions shall be incorporated into this Schedule.

Description	Details
Subject matter of the processing	<i>[This should be a high level, short description of what the processing is about i.e. its subject matter]</i>
Duration of the processing	<i>[Clearly set out the duration of the processing including dates]</i>
Nature and purposes of the processing	<i>[Please be as specific as possible, but make sure that you Cover all intended purposes.</i> <i>The nature of the processing means any operation such as collection, recording, organisation, structuring, storage, adaptation or alteration, retrieval, consultation, use, disclosure by transmission, dissemination or otherwise making available, alignment or combination, restriction, erasure or destruction of data (whether or not by automated means) etc.</i> <i>The purpose might include: employment processing, statutory obligation, recruitment assessment etc.</i>
Type of Personal Data	<i>[Examples here include: name, address, date of birth, NI number, telephone number, pay, images, biometric data etc.]</i>
Categories of Data Subject	<i>[Examples include: Staff (including volunteers, agents, and temporary workers), Councils/ clients, suppliers, patients, students / pupils, members of the public, users of a particular website et</i>

Plan for return and destruction of the data once the processing is complete UNLESS requirement under union or member state law to preserve that type of data	<i>[Describe how long the data will be retained for, how it be returned or destroyed]</i>

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EQUALITY IMPACT ASSESSMENT

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

- Eliminating discrimination, harassment and victimisation and any other conduct prohibited under the Act;
- Advancing equality of opportunity between those with a 'relevant protected characteristic' and those without one;
- Fostering good relations between those with a 'relevant protected characteristic' and those without one.

1. Responsibility for the Equality Impact Assessment

Name of proposal	Adopt London North: a North London regionalised adoption service
Service area	Adoption
Officer completing assessment	Colette Elliot-Cooper
Equalities/ HR Advisor	Lucy Fisher
Cabinet meeting date (if applicable)	
Director/Assistant Director	Ann Graham

2. Summary of the proposal

In June 2015 the Department for Education (DfE) published a paper, 'Regionalising Adoption', setting out proposals for the establishment of Regional Adoption Agencies (RAAs). The paper gave a very clear directive to local authorities that it was the expectation for all authorities to be part of a Regional Adoption Agency by 2020.

There will be four RAAs across London: Adopt London South, Adopt London East, Adopt London West and Adopt London North.

This proposal is therefore for the London Borough of Haringey to enter into the new North London Regional Adoption Agency to be known as "Adopt London North" with the London Boroughs of Barnet, Camden, Enfield, Hackney, Haringey and Islington. The London Borough of Islington will host the new Regional Adoption Agency.

Regionalisation is intended to:

- Increase the number of children adopted
- Reduce the length of time children wait to be adopted
- Improve post adoption support services to families who have adopted children from care; and
- Reduce the number of agencies that provide adoption services thereby improving efficiency and effectiveness

3. What data will you use to inform your assessment of the impact of the proposal

on protected groups of service users and/or staff?		
Protected group	Service users	Staff
Sex	Data held on children awaiting adoption and adopters	
Gender Reassignment	Data not currently collected	
Age	Data held on children awaiting adoption and adopters	
Disability	Data held on children awaiting adoption Disability is not a barrier to adoption for adopters but no data is routinely held as it forms part of the assessment and a medical is required to ascertain whether an adopter is fit to adopt.	
Race & Ethnicity	Data held on children awaiting adoption and adopters	
Sexual Orientation	Data held on approved adopters Children who have been adopted or are awaiting adoption are too young for it to be appropriate to discuss sexual orientation.	
Religion or Belief (or No Belief)	Data held on children awaiting adoption and approved adopters	
Pregnancy & Maternity	Data held on approved adopters	
Marriage and Civil Partnership	Data held on approved adopters	
Outline the key findings of your data analysis. Which groups are disproportionately affected by the proposal? How does this compare with the impact on wider service users and/or the borough's demographic profile? Have any inequalities been identified?		
The numbers of children affected by these proposals in Haringey is small. In Haringey during 2017/18 the Adoption Panel considered matches for 14 children – this figure includes 12 children placed individually and one set of a sibling group of two. The following is the age of the children at the time of panel: - One 0 year old - Four 1 year olds - Two 2 year olds - One 3 year old - One 4 year old - One 11 year old		

Five of these children were female and nine were male.

There were no children with a known disability, however we have had children that have waited to be matched.

The ethnicity of the children was:

- Five White UK
- Four Mixed Black Caribbean/African
- Two Mixed White/Caribbean
- One White Other
- One Mixed Black Caribbean/Turkish
- One Mixed Black Caribbean/Indian

For the majority of these children their religion is recorded as 'Christian' with one explicitly Catholic. The rest had no religion recorded. With regards to adopters the majority are non-practising Christians, one couple waiting is Jehovah Witness.

4. a) How will consultation and/or engagement inform your assessment of the impact of the proposal on protected groups of residents, service users and/or staff?

Consultation with stakeholders is an integral part of the Regional Adoption Agency project and the following have taken place:

- task and finish groups with practitioners across North London have taken place to acquire the views and experience of staff and the adopters they work with;
- Specific 'Listening and Sharing' events have been and continue to be instrumental in ensuring the views of staff and adopters are being sought to inform the development of the service model;
- Views ascertained in the Adopter Voice North London consultation in 2018 have been taken into account when developing the service specification and have informed agenda items at task and finish groups.

Feedback included the following: "In London, more understanding of its diverse communities is needed to reach out to potential adopters and support them effectively." It was felt that this understanding would "allow more Londoners in our diverse city to become adopters". And the report recommended that RAAs "create a well-publicised, easily accessible, centralised, online knowledge base for prospective and approved adopters. As part of this to provide a simple flow chart that shows the different steps inherent in the approval and matching process with associated approximate timescales" and RAAs should "provide funding and support for peer groups and adoption coaches/ mentors". (Adopter Voice Report, for London Adoption Board on 6th March 2018)

All boroughs in North London have experienced similar ongoing difficulties with the recruitment of adopters specifically for our Black and minority ethnic (BME) children over many years, in part due to the over-representation of black and minority ethnic children in the care population and in those with a plan for adoption.

The RAA project team have undertaken scoping with regard to running focus groups with BME prospective adopters who have attended our information sessions and who have

both gone on to be assessed or chosen not to go forward for assessment with us. These focus groups will provide information which can be used to further specifically target the recruitment of BME adopters and remove potential barriers to their progress into the assessment stages. Furthermore, as we come together into one regional agency we will have greater scope to scale up our attempts to target recruitment and to consider potential family finding alliances with RAAs in other parts of the country. The recruitment of adopters to meet the needs of our BME children will be an ongoing priority for the RAA. Whilst there are no 'quick fixes' we believe that being one larger and unified agency will enable us to respond to opportunities and demand more quickly, flexibly and creatively than we are each able to do as small borough adoption teams. Plans that we already have to increase recruitment in general through a focus on a strong life-long Adoption Support model will, we hope, improve recruitment across the board over time as we aim to build a strong and trustworthy reputation.

4. b) Outline the key findings of your consultation / engagement activities once completed, particularly in terms of how this relates to groups that share the protected characteristics

The recruitment of adopters continues to be both within the Adoption North London Consortium and as part of the tri-borough collaboration with the London Boroughs of Enfield and Barnet. The tri-borough collaboration yielded 210 enquiries last year, with only 4 converted to approval for 2017/18 for the London Borough of Haringey. There is risk, even regionally, of not being able to recruit adopters able to meet the needs of the children waiting, leading to more interagency placements and financial viability issues. More coordinated and targeted recruitment activity is expected to address this and scope for enhanced recruitment and assessment has been built into the delivery model.

5. What is the likely impact of the proposal on groups of service users and/or staff that share the protected characteristics?

1. Sex

Nationally slightly more boys than girls are awaiting adoption and this trend is reflected in 17/18 data for Haringey with 9 males and 5 females.

Single male adopters do not often put themselves forward for adoption and there were none approved in Haringey for 17/18. Other boroughs have had single male adopters approved and having a wider geographic pool will be positive for this characteristic.

Positive	X	Negative		Neutral impact		Unknown Impact	

2. Gender reassignment

Data on gender reassignment is not routinely recorded.

Positive		Negative		Neutral impact		Unknown Impact	X

3. Age

Pre-birth and babies - Nationally only 1% of looked after children are in placements

where the carer is also an approved adopter (fostering for adoption) or where they were subject to concurrent planning. Haringey Children and Young People Services are improving early permanency planning so that babies who are placed with foster carers who then go on to adopt these children can have a secure and stable start.

Older children – Nationally and in Haringey, children aged 5 and over are less likely to be placed for adoption. Data from the 17/18 annual adoption report shows that only one out of 14 children adopted was over 5.

The proposal to join Adopt London North will continue with the approach to trying to find adopters for all children waiting and the Government's minimum expectation is that RAAs use a wider geographical base audience to increase the scope for more matching and ultimately increasing placement opportunities. This will be particularly helpful in assessing adopters for older children who can be harder to place children.

There is no upper age limit for adopters and the age of approved adopters is monitored. This proposal is designed to increase the opportunities for recruiting adopters and will therefore have a positive effect.

Positive	x	Negative		Neutral impact		Unknown Impact	

4. Disability

Nationally, the vast majority of the children who are placed for adoption will have some sort of complex need. There may be physical disabilities, but often there are issues relating to trauma, mental health including anxiety and attachment issues and developmental delay or developmental uncertainty. In Haringey there were no children with a known disability that were adopted in 17/18, however we have had children that have waited to be matched.

Through Adopt London North, instead of there being small teams of staff, there is proposed to be a single organisation with a concentration of expertise in the highly specialised area of adoption and adoption support. The scope and vision for the RAA as set out in the business case is to target recruitment and establish a wider and more diverse pool of prospective adopters. As noted above, one of the Government's minimum expectations of RAAs is that they use a wider geographical base audience to increase the scope for more matching and ultimately increasing placement opportunities. It is believed that this will be particularly helpful in assessing adopters for harder to place children.

Positive	x	Negative		Neutral impact		Unknown Impact	

5. Race and ethnicity

In Haringey 10 children of black and ethnic minority background are awaiting adoption.

In 17/18, 57% (8) of children adopted were from a black or minority ethnic group:

- Four Mixed Black Caribbean/African
- Two Mixed White/Caribbean
- One Mixed Black Caribbean/Turkish

- One Mixed Black Caribbean/Indian

As noted above, Adopt London North is proposed to be a single organisation with a concentration of expertise in the highly specialised area of adoption and adoption support and the scope and vision for the RAA as set out in the business case is to target recruitment and establish a wider and more diverse pool of prospective adopters.

The business case sets out how the RAA will use performance data to ensure targeted recruitment for those children coming through the system in all 6 Boroughs. In particular Adopt London North will develop specific recruitment strategies (and support packages) for black and ethnic minority adopters and children as set out above. The lead partner is already in conversation with the Voluntary Adoption Agencies across London about how they might assist with this and we will be using our Network of RAA colleagues to help us identify examples of good practice and what is working well in order that we can continually develop practice and produce good outcomes for all of our children and adopters.

Haringey Council will monitor the success of the RAA in matching and securing adoption for our black and ethnic minority children.

Positive	x	Negative		Neutral impact		Unknown Impact	

6. Sexual orientation

In Haringey we matched children with 3 same sex couples in 17/18 and have two currently waiting to adopt. As noted above the operating model of the RAA will continue to identify adopters from a wide and diverse pool of prospective adopters and the ongoing impact is likely to be positive.

Positive	x	Negative		Neutral impact		Unknown Impact	

7. Religion or belief (or no belief)

For the majority of these children their religion is recorded as 'Christian' with one explicitly Catholic. The rest had no religion recorded.

With regards to adopters the majority are non-practising Christians, one couple waiting to adopt is Jehovah Witness.

It is not anticipated that the move to an RAA will have any impact on either the children waiting to be adopted or on adopters. Successful matching relies on being able to access a wide range of potential adopters from the beginning and operating at a greater scale would allow social workers to do this. Adopt London North will follow statutory guidance in relation to matching adopters.

Positive		Negative		Neutral impact	x	Unknown Impact	

8. Pregnancy and maternity

This is not relevant to this proposal as it is not anticipated that there will be any impacts

in relation to pregnancy or maternity.

Positive		Negative		Neutral impact	x	Unknown Impact	

9. Marriage and Civil Partnership

Nationally 90% of children were adopted by couples and 10% by single adopters. Specific work will be delivered through Adopt London North to encourage and support adopters from a wide and diverse pool of prospective adopters and the ongoing impact is likely to be positive including more single adopters.

Positive	x	Negative		Neutral impact		Unknown Impact	

Outline the overall impact of the policy for the Public Sector Equality Duty:

- Could the proposal result in any direct/indirect discrimination for any group that shares the relevant protected characteristics?
- Will the proposal help to advance equality of opportunity between groups who share a relevant protected characteristic and those who do not?
This includes:
 - a) Remove or minimise disadvantage suffered by persons protected under the Equality Act
 - b) Take steps to meet the needs of persons protected under the Equality Act that are different from the needs of other groups
 - c) Encourage persons protected under the Equality Act to participate in public life or in any other activity in which participation by such persons is disproportionately low
- Will the proposal help to foster good relations between groups who share a relevant protected characteristic and those who do not?

As noted above the Government's policy to regionalise adoption services is intended to:

- Increase the number of children adopted
- Reduce the length of time children wait to be adopted
- Improve post adoption support services to families who have adopted children from care; and
- Reduce the number of agencies that provide adoption services thereby improving efficiency and effectiveness

The overall impact of this approach is designed to be positive for vulnerable children and adopters.

6. a) What changes if any do you plan to make to your proposal as a result of the Equality Impact Assessment?

Outcome	Y/N
No major change to the proposal: the EqIA demonstrates the proposal is robust and there is no potential for discrimination or adverse impact. All opportunities to promote equality have been taken.	Y

Adjust the proposal: the EqlA identifies potential problems or missed opportunities. Adjust the proposal to remove barriers or better promote equality.				
Stop and remove the proposal: the proposal shows actual or potential avoidable adverse impacts on different protected characteristics. The decision maker must not make this decision.				
6 b) Summarise the specific actions you plan to take to remove or mitigate any actual or potential negative impact and to further the aims of the Equality Duty				
Impact and which relevant protected characteristics are impacted?	Action	Lead officer	Timescale	
No negative impacts.				
Please outline any areas you have identified where negative impacts will happen as a result of the proposal but it is not possible to mitigate them. Please provide a complete and honest justification on why it is not possible to mitigate them.				
None.				
6 c) Summarise the measures you intend to put in place to monitor the equalities impact of the proposal as it is implemented:				
The annual adoption report will continue to analyse the characteristics of both adopters and children who are adopted to ensure that there is no equalities impact for children and adopters.				

7. Authorisation	
EqlA approved by: Ann Graham (Director)	Date: 26.02.2019

8. Publication
<i>Please ensure the completed EqlA is published in accordance with the Council's policy.</i>

Report for: 12 March 2019

Title: Options for the future of Stamford Hill Primary School

Report

authorised by:



Ann Graham, Director of Children's Services

Lead Officer:

Carlo Kodsi, Team Leader School Admissions

Carlo.Kodsi@harigney.gov.uk Ext. 1823

Ward(s) affected: N/A

Report for Key/

Non-Key Decision: Key Decision

1. Describe the issue under consideration

- 1.1 Stamford Hill Primary School is a one-form entry community primary school maintained by the Council. It is located at Berkeley Road, London N15 6HD and, for the purposes of school place planning, sits within Planning Area 3 which incorporates St Ann's, Seven Sisters and the south half of Harringay wards and also includes the following primary schools: Tiverton, Chestnuts, Crowland, Seven Sisters, South Harringay, St Ann's CE, St John Vianney RC, St Mary's RC Infant, St Ignatius RC and West Green.
- 1.2 Stamford Hill was judged to be 'inadequate' (serious weaknesses) by Ofsted in a full inspection visit in November 2018. The school had previously been rated as 'good' at a full inspection in 2014.
- 1.3 In recent years there has been a gradual decline in pupils on roll at Stamford Hill Primary and it is predicted that continued falling numbers at the school will impact significantly upon the viability of the school looking forward. Following the outcome of the Ofsted inspection, the school has also been made subject to an Academy Order by the Secretary of State for Education for the purposes of enabling the school to be converted to an Academy.
- 1.4 The Council has expressed concern regarding the internal audit reports issued to the school in August 2016 and January 2018, both of which were given 'No Assurance' ratings. There were weaknesses identified in key financial processes which put the school at a greater risk of poor long-term financial stability. The Council is working to support the school to manage these risks and funding has previously been granted to enable the school to meet its statutory responsibilities. The school is currently under a licensed deficit scheme and is receiving support to help it achieve a balanced financial position; however, it still remains at risk of unviability from falling local rolls.

- 1.5 The purpose of this report is to set out the options for the future of Stamford Hill Primary and to seek agreement from Cabinet to consult on the preferred option of amalgamation with Tiverton Primary School which is located on the other side of Seven Sisters Road and so is in very close geographical proximity (see map on page 4). This preferred option would involve the closure of Stamford Hill Primary School, with the displaced pupils being accommodated by Tiverton Primary School. Governors from both Tiverton and Stamford Hill Primary Schools are supportive of this preferred option and we are seeking their views through the consultation.
- 1.6 In making this proposal careful consideration has been given to:
 - a) the financial viability of the school if it were to remain open;
 - b) the opportunity for another primary school to federate with Stamford Hill and whether this would lead to a sustainable solution;
 - c) whether another school in the local area might be willing to amalgamate with Stamford hill and has the physical capacity to accommodate all the displaced pupils on to its site;
 - d) whether or not there would be sufficient primary school places in the local area that can provide a suitable alternative for displaced pupils.
- 1.7 Whilst options for the future of Stamford Hill have been considered, the Council remains firmly committed to ensuring that all pupils at the school are receiving an excellent education that supports them in reaching their potential. The Council is confident that senior leaders at Stamford Hill Primary, including governors, are robustly addressing educational standards and that the Haringey Education Partnership, in liaison with the Council, is supporting this. Nevertheless, a consultation on the options for the school's future has been triggered by a lack of demand for places at the school against a backdrop of a wider concern about falling demand in Planning Area 3.

2. Cabinet Member Introduction

- 2.1 Every child and young person, wherever they live in our borough, deserves an excellent education and, as a Council, we are committed to supporting our schools to continue to deliver high-quality teaching, learning and support across Haringey in a period where growing pressure on school budgets is being felt.
- 2.2 Following an 'inadequate' inspection judgement by Ofsted in November 2018, an Academy Order was made for Stamford Hill Primary by the Secretary of State for Education in December 2018. The Regional Schools Commissioner (RSC), on behalf of the Department for Education, is currently seeking to identify an academy sponsor for the school. However, we do not believe that forced academisation is the right approach and our preferred option is for a local solution that takes account of the wider needs of our schools' community. The option proposed to Cabinet in this report is, therefore, to consult on an amalgamation of Stamford Hill Primary with nearby Tiverton Primary School.
- 2.3 The proposal will mean the closure of Stamford Hill Primary with the displaced pupils being accommodated by Tiverton Primary School, to create a single school operating from one site. The Council's preferred option would be

pursued in parallel with the academisation currently sought by the RSC, as this will enable us to avoid delay in finding the best solution for current and future cohorts of pupils.

- 2.4 Significant concerns have been raised about the long-term sustainability of Stamford Hill Primary School in terms of the risks to its financial stability and its ability to attract pupils to the school. The latter is as a result of a flattening birth rate which means that local demand for school places has fallen and is projected to remain broadly static for the next 5 years. For these reasons and having carefully considered alternative options including federation and the continuation of current school improvement actions, I recommend to Cabinet that the Council consults on the preferred option set out in this report.

3. Recommendations

- 3.1 It is recommended that Cabinet -

- a) agree to commence consultation on the future of Stamford Hill Primary School and the preferred option of amalgamation with Tiverton Primary School. This preferred option would involve the closure of Stamford Hill Primary School, with the displaced pupils being accommodated by Tiverton Primary School;
- b) note that in parallel with, and independently of this process, the RSC will work to identify a sponsor that will support the school to convert to an academy.

4. Alternative options considered

- 4.1 The following options were considered:

- Continuation of current strategy for school improvement without any further action to address falling local rolls
- Federation
- Amalgamation resulting in the closure of Stamford Hill with the displaced pupils being accommodated by Tiverton Primary School (one site)
- Amalgamation resulting in the closure of Stamford Hill with the displaced pupils being accommodated by Tiverton Primary School (split site)
- Conversion to Academy.

- 4.2 **Continuation of current strategy for school improvement** – The Council is confident that leadership of the school is currently addressing standards issues with the support provided through the Haringey Education Partnership (HEP) and with the emerging establishment of an Interim Executive Board (IEB). However, this option is not recommended as it does not provide a long-term sustainable solution to falling local demand, and further, leaves other local schools vulnerable because of the current and projected surplus of places across Planning Area 3.

- 4.3 **Federation** – In considering federation, there must be clear benefits that such an arrangement would bring for children including, but not limited to, raising standards, improving the breadth and depth of education delivery and

increasing opportunities for outstanding outcomes. The governing body of a federation can use budget, resources and staff across the federation to improve the educational outcomes for all pupils. Federation would require full commitment from the schools involved and a shared vision for the development of the federation. To date there has been no appetite expressed by any school to federate with Stamford Hill Primary. The Council has a role in supporting schools to explore federation, however, federation is ultimately a decision made by the governing bodies of schools. This option is not recommended because under a federation, schools would remain as separate organisations and this would not address the decline in numbers on roll at Stamford Hill or the risk of financial unviability.

- 4.4 **Amalgamation resulting in the closure of Stamford Hill with the displaced pupils being accommodated by Tiverton Primary School (one site)** –The closure of Stamford Hill Primary School, with the displaced pupils being accommodated by Tiverton Primary School located on the other side of Seven Sisters Road, remains a viable option. The short distance between the schools can ensure an effective transition of pupils with minimal disruption. Furthermore, Tiverton Primary has capacity to accommodate all the displaced pupils on its own site and can access funds from the Local Authority to assist with the setting up of new classroom(s), if required. This option is put forward because of concerns about the long-term sustainability of Stamford Hill Primary School on the grounds of declining popularity and financial viability.



- 4.5 **Amalgamation resulting in the closure of Stamford Hill with the displaced pupils being accommodated by Tiverton Primary School (split site)** - Tiverton Primary School having two sites, its existing site and the existing site of Stamford Hill Primary School, has been considered but would create difficult challenges for Tiverton Primary School and families to manage due to the overheads of running two sites and because of the current condition of the building at Stamford Hill. A full building and grounds condition survey was carried out during February 2018. The survey report identified significant building condition issues that require addressing to ensure the school continues to meet requirements to keep staff and pupils warm, safe and dry. Emergency

safety works have been actioned and implemented at the school. However, the dilapidated condition of the building fabric externally and internally, will require extensive remedial works to put the school back into a good state of repair. Due to the nature of the issues affecting the building fabric, it is unlikely the required remedial works could be undertaken with the school in occupation.

- 4.6 **Conversion to Academy** – In the right circumstances, the Government is supportive of schools converting to Academies. The RSC will work to identify a sponsor that will support the school to convert to an academy. This option is not recommended because the Council is confident that it can find a local solution that takes account of the wider needs of our schools' community. Furthermore, academisation will not address the decline in numbers on roll at Stamford Hill and other local schools or the risk of financial unviability.

5. Background Information

- 5.1 Stamford Hill Primary School was constructed in 1891. It is located in Haringey's Planning Area 3 (PA3) and sits in a plot of land bordered by Seven Sisters Road, Berkeley Road and Vartry Road. It is a one-form entry community primary school maintained by the Council.
- 5.2 Following many years of borough-wide rising demand as a result of the growth in Haringey's population, the Council is now in a position of needing to reduce capacity as a result of a flattening birth rates and a higher than projected increase in out-migration. This has contributed to an unacceptably high surplus of places in some school place planning areas and where supply is predicted to outstrip demand by more than 2 forms of entry (60 places).
- 5.3 A large portion of the funding received by schools is directly related to the number of pupils on roll at the school. Too many vacancies in schools mean that schools are very challenged in being able to balance their budgets.
- 5.4 Analysis of pupil numbers in recent years has shown a gradual decline in pupils on roll at Stamford Hill. The table below shows a declining roll at the school between 2014 and 2019.

Pupils on roll 2014-2019, Stamford Hill

	Pupils on roll (PAN 210 PUPILS)						
	Capacity	2014	2015	2016	2017	2018	2019
Stamford Hill	210	199	194	191	186	180	163
Shortfall		11	16	19	24	30	47
%		5	8	9	11	14	22

- 5.5 There are currently vacancies across all year groups in Stamford Hill with 163 pupils on roll in total as at 15 February 2019. More broadly, PA3 shows many vacancies across the school estate with Tiverton, Crowland, Seven Sisters, South Haringay, St Ignatius and St Mary's Priory all carrying in excess of 30 vacancies across Reception to Year 6. This equates to 11.85% surplus

vacancies across all year groups in PA3 as at 19 February 2019. The Department for Education has previously recommended that Local Authorities maintain no more than 2% surplus capacity to ensure that pupils arriving in-year can be offered a school place, and to allow for mobility. Surplus rolls at too high a level can affect the viability and sustainability of our schools. If amalgamation was pursued and all displaced pupils at Stamford Hill transferred to Tiverton Primary or other local schools within PA3 then the surplus of 11.85% would be significantly reduced to 5.88%. This data is based on vacancy information and the number of pupils on roll across all schools in PA3 as at 19 February 2019.

- 5.6 The decreasing demand for places at Stamford Hill can be evidenced by the small number of first place preferences received by the school for entry to Reception in September 2019 – 17 first place preference applications (as at the application deadline on 15 January 2019). Although other applicants that have listed Stamford Hill as a lower preference may be eligible for a place, it is likely that the vast majority will instead be offered their higher preference at an alternative school.
- 5.7 Tiverton Primary School is a two-form entry school judged to be ‘Good’ by Ofsted in a full inspection visit in June 2018. The school has only received 25 first place preferences for entry to Reception in September 2019 (as at the application deadline on 15 January 2019). Last year the school also received a low number of preferences for entry to Reception in September 2018 and subsequently, approval was sought from the Schools Adjudicator for a temporary reduction in the published admission number (PAN). A reduction by 1 form of entry (30 places) was agreed.
- 5.8 An amalgamation between Tiverton and Stamford Hill Primary Schools would result in a single organisation operating as a two-form entry school, which is more aligned with the current level of projected demand in the area. It is predicted that an amalgamated school would satisfactorily fill two forms of entry as opposed to the current surplus created by three forms of entry across two individual schools.
- 5.9 Table A below shows the number of pupils on roll at Stamford Hill and Tiverton Primary School. Table B below shows the number of vacancies at Stamford Hill (1fe) and Tiverton Primary (2fe) Schools based on their current capacity and not taking into account any agreed reductions in PAN.

Table A

	Pupils on roll								Pupil roll
	Capacity	R	Y1	Y2	Y3	Y4	Y5	Y6	
Stamford Hill	210	27	17	24	27	19	24	25	163
Tiverton	390*	29*	47	37	42	48	50	55	308

Source: Haringey School Admissions data (as at 19/02/19)

Note: *A reduction by one form of entry (30 Reception places) was agreed by the Schools Adjudicator.

Table B

	Vacancies							
	Admission number	R	Y1	Y2	Y3	Y4	Y5	Y6
Stamford Hill	30	3	13	6	3	11	6	5
Tiverton	60	31	13	23	18	12	10	5

- 5.10 Table C below shows the theoretical impact on pupil numbers based on the proposed amalgamation (one site).

Table C

	Pupils on roll as at September 2019								
	Capacity	R*	Y1	Y2	Y3	Y4	Y5	Y6	Pupil roll
Stamford Hill	210	17	27	17	24	27	19	24	155
Tiverton	420	25	29	47	37	42	48	50	278
Tiverton (amalgamation)	420	42	56	64	61	69	67	74	433
+ / - admission number (60)		- 18	-4	+4	+1	+9	+7	+14	+13

Source: Haringey School Admissions data (as at 19/02/19)

Notes: Reception data above only captures first place preference data as at the application deadline on 15 January 2019. Reception National Offer day falls on 16 April 2019.

- 5.11 The table above excludes the existing Year 6 cohort that will be transferring to Secondary school in September 2019. It also predicts the likely size of the Reception cohort in September 2019 based on first place preferences received by the application deadline of 15 January 2018.
- 5.12 It is clear from this data that Tiverton Primary School has capacity to absorb the vast majority of pupils from Stamford Hill. The school may still require some additional classrooms to be set up to accommodate all pupils, however, this may not be necessary as it would be expected that some families from Stamford Hill would apply to transfer to alternative schools. Currently the overall admission number would only be exceeded by 13 pupils (433) and therefore an enlargement of the school may not to be necessary. The Council would work closely with Tiverton Primary School to help it maximise the space available so that any internal re-organisation to accommodate additional pupils continued to ensure the successful learning of all pupils.
- 5.13 The Council has a duty of care to ensure children in its schools are able to receive a good education and to access the full curriculum. A school with a declining roll is not able to do this effectively as it is not financially viable to run. Furthermore, there is not projected to be an increase in pupil numbers in PA3 to change this situation.

- 5.14 Although amalgamation with Tiverton Primary School remains the preferred option, a high surplus of primary school places in the local area means that other alternatives can be offered for pupils at Stamford Hill Primary School that wish to go elsewhere. All schools in the area are judged by Ofsted as 'good' or 'outstanding.' This would help ensure the sustainability of schools in Planning Area 3 by enabling neighbouring schools to increase their pupil numbers.

- 5.15 **Consultation process and next steps** – there are four main stages summarized in the table below, with indicative timescales:

	Description	Timescale
1	Consultation on the proposed amalgamation with Tiverton Primary School	Six-week consultation (March – May 2019)
2	Gathering stakeholder representation and drafting a report with recommendations to Cabinet	May 2019
3	Decision on whether the LA can commence a six-week statutory consultation on the proposed closure of Stamford Hill Primary School	June 2019 Cabinet meeting
4	Decision on whether to close Stamford Hill Primary School and proceed with amalgamation	Autumn term 2019

- 5.16 There are three key decision points where members will decide on how to proceed:

- The first decision is whether to commence consultation on the proposal for amalgamation with Tiverton Primary School. This preferred option would involve the closure of Stamford Hill Primary School, with the displaced pupils being accommodated by Tiverton Primary School.
- The second decision is whether, following pre-statutory consultation, Cabinet agrees for the Council to commence a six-week statutory consultation on the proposed closure of Stamford Hill Primary School.
- The third decision is whether, following statutory consultation and the required representation period, Cabinet agrees to proceed to close Stamford Hill Primary School with the displaced pupils being accommodated by Tiverton Primary School.

- 5.17 To ensure as wide a consultation as possible, a range of modes and methods of communication can be used to inform and facilitate feedback from stakeholders regarding the proposal –

- through the Schools Bulletin which is distributed to the head teacher and chair of governors of every school in the borough;
- letter to all Haringey primary and secondary schools;
- email to all Children's Centres in the borough;
- email to all registered nurseries and child minders and any other early years providers;
- published on the Council's online admissions pages;
- via information in all libraries across the borough (poster);
- email to all councillors from the Lead Cabinet Member;
- email to both MPs with constituencies in Haringey;
- email to the diocesan authorities;

- email to all residents' groups that the Council hold information for;
 - email to the branch secretaries of all trade unions recognised by the Council for collective bargaining in respect of its employees at Stamford Hill Primary School; and
 - email to other groups, bodies, parents and carers as appropriate
- 5.18 Stakeholders will be given the opportunity to express their views in writing, via a questionnaire – both electronically and via a hard copy, by email and post.

Equality and Diversity Monitoring

- 5.19 As part of the consultation process, respondents will be asked to complete an equality and diversity questionnaire, looking at Gender, Age, Ethnicity and Disability. The information collected will help identify any special requirements; promote equality; and improve choice and diversity. This information will only be retained and used for as long as is necessary. Where data is no longer required, it will be destroyed in line with relevant destruction policies and processes.

6. Contribution to strategic outcomes

- 6.1 Ensuring that Haringey schools are educationally and financially viable to provide pupils with a rounded education that meets their academic, social and emotional needs, underpins Priority 1 in the Corporate Plan which seeks to enable every child to have the best start in life with access to high quality education.

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

Comments of the Chief Finance Officer and financial implications

- 7.1 Stamford Hill School is currently forecasting a financial year end deficit balance of £88,584, which a £31,634 reduction on the opening deficit balance (1st April 2018) of £120,218. This information is based on the latest financial return provided (Quarter 2 – 30th September 2018). This would be the third year in a row in which the school will close the accounts in deficit.
- 7.2 The process of proceeding to consultation would have no financial impact at this stage. However, should the decision be to proceed to the next stage, we would recommend the need to provide fully costed options appraisals for each of the proposals stated in the report and any other options that may come into consideration which as yet have not be stated.

Comments of the Assistant Director of Corporate Governance and legal implications

- 7.3 The relevant legislation governing the closure of a community school like Stamford Hill Primary School is at section 15 and Schedule 2 of the Education and Inspections Act 2006 (“the Act”), and in the School Organisation (Establishment and Discontinuance of Schools) Regulations 2013 (“ the Regulations”). In addition, the Department for Education has issued in November 2018 statutory guidance called “Opening and closing maintained schools” (“ the Guidance”). Decision makers must have regard to the Guidance when carrying out their functions in relation to opening or closing school, but can depart from it in a particular respect if they have good reason for doing so.
- 7.4 The Guidance recommends that prior to carrying out consultation as required by the Act and the Regulations, that a local authority considering the closure of a maintained school should carry out pre-statutory consultation. It is the latter consultation that this report is recommending to the Cabinet that it agrees is carried out. The Guidance explains it is the proposer – in this case the Council- to determine the nature and length of pre-statutory consultation. It says it is best practice for consultations to be carried out in term time to allow the maximum number of people to respond. It also says that a statutory proposal should be published within 12 months of the pre-statutory consultation period being completed, so that the proposal can be informed by up-to-date feedback.
- 7.5 In addition to the closure of Stamford Hill Primary School, the preferred option also involves displaced pupils from that school being accommodated by Tiverton Primary School. If the proposed enlargement of Tiverton Primary School will be permanent (longer than three years) and would increase the capacity of that school by more than 30 pupils; and by 25% or 200 pupils (whichever is the lesser) then a statutory process to enlarge that school will need to be followed. The relevant legislation is set out in Parts 2 and 3 , and Schedule 3, of the Act, and in the School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013. This process is set out in the guidance published by the Department for Education in October 2018 called “Making significant changes (‘prescribed alterations’) to maintained schools”. The Council would be required to conduct a statutory consultation for at least 4 weeks. The Department for Education do say in that guidance that there is a strong expectation that local authorities will consult interested parties in developing their proposal prior to statutory consultation, to take into account all relevant considerations.
- 7.6 If the closure of Stamford Hill Primary School will involve the proposed dismissal as redundant of 20 or more Council employees within a period of 90 days or less, then the Council will be under a duty under section 188 of the Trade Union and Labour Relations (Consolidation) Act 1992 to consult about the proposed dismissals representatives of those trade unions in respect of the employees the Council recognises for collective bargaining purposes. The consultation would need to cover consultation about ways of avoiding the dismissals, reducing the numbers of employees to be dismissed, and mitigating the consequences of the dismissals.

- 7.7 Even if section 188 of the 1992 Act does not apply, the closure of Stamford Hill Primary School would involve the potential redundancy of the Council employees based at the school. In order to avoid subsequent successful unfair dismissal claims, the Council would be advised to carry out consultation with the affected employees, and with their trade union representatives, as set out in paragraph 7.7 above.
- 7.8 As a result of the making of the Academy Order in December 2018, the Council is now under a duty by virtue of section 5B of the Academies Act 2010 to take all reasonable steps to facilitate the conversion of Stamford Hill Primary School into an Academy. In the event the Department for Education notifies the Council that the Secretary of State is minded to enter into Academy arrangements with a specified person – i.e. has selected what is considered to be a suitable academy sponsor the school- then the Council will be under a duty to take all reasonable steps to facilitate the making of Academy arrangements with the sponsor. The Cabinet's agreement to the proposed recommendation does not involve any breach of the Council's duties under section 5B, as the recommended process would be run in parallel with the RSC working to identify a sponsor to support the school to convert to an academy. The Department for Education has provided a list of steps it considers the Council would have to undertake to facilitate the conversion of the school into an academy, none of which would be impeded by the recommended process.

Equalities Comments

- 7.9 An Equalities Impact Assessment (EqIA) has been initiated and is attached at Appendix 1. This is an initial assessment of the potential impact of amalgamation and the closure of Stamford Hill Primary School based on consideration of relevant data. It will be updated following the pre-statutory and the statutory consultation period to address any issues arising from consultation, and to provide further assessment of any detailed proposal that may then be put forward. This will ensure that equality considerations inform each decision that is taken.
- 7.10 **Service users (children at Stamford Hill)** - A comprehensive EqIA has not identified any negative impact on any of the specified Equality characteristics / protected groups which include Sex, Gender Reassignment, Age, Disability, Race & Ethnicity, Sexual Orientation, Religion or Belief (or No Belief), Pregnancy & Maternity and Marriage and Civil Partnership. In terms of pupil composition Stamford Hill shares many similar characteristics with other Haringey primary schools located in Planning Area 3 and sufficient places exist at neighbouring schools to absorb displaced pupils. Moreover, all surrounding schools are judged by Ofsted to be 'good' or 'outstanding.'
- 7.11 **SEN** - Whilst Stamford Hill has a relatively low proportion of pupils with SEN, they nevertheless are a vulnerable group who could be particularly affected by this proposal although this could be mitigated by good transition planning.
- 7.12 **Teaching and non-teaching staff** - The key equality characteristic that has emerged from the EqIA is Sex. The closure of Stamford Hill will inevitably impact on staff working at the school. Due to the predominance of female staff over male staff in Stamford Hill Primary school (and indeed in primary schools

across the country), they are likely to be affected in greater numbers. Linked to this equality characteristic is another, Pregnancy & Maternity. In terms of mitigating the impact on both of these equality characteristics, the Council will endeavour to ensure all staff affected by the proposal to close Stamford Hill primary school will be given access to the redeployment pool and given support to find alternative roles within the Council. There are currently only two permanent members of teaching staff at Stamford Hill who will have access to this support as the remaining are employed as agency workers on short term basis. Non-teaching staff employed by the Council will also be supported in this way.

- 7.13 Potentially set against any negative impact is the opportunity for an amalgamation to lead to current and potential future pupils receiving a better quality of education elsewhere. The potential positive impact cannot yet be assessed in detail as no specific proposal is being put forward at this stage. It will be a central consideration when evaluating possible arrangements for amalgamation and will be looked at in relation to the protected groups.

8. Use of Appendices

Appendix 1 – Equalities Impact Assessment (EqIA)

9. Local Government (Access to Information) Act 1985

This report contains no exempt information.

Background

1. The Schools Standards and Framework Act 1998.
2. The Education Act 2002.
3. The Education and Inspections Act 2006.
4. Education and Skills Act 2008.
5. The School Admissions Code (December 2014).
6. The School Admissions (Admission Arrangements and Co-ordination of Admission Arrangements) (England) (Amendment) Regulations 2014
7. The School Admissions (Infant Class Sizes) (England) Regulations 2012.
8. The School Admissions (Appeals Arrangements) (England) Regulations 2012.
9. The Education Act 2011.
10. The School Admissions Appeals Code (2012).
11. The School Governance (Federations) (England) Regulations 2012.
12. The School Organisation (Establishment and Discontinuance of Schools) Regulations 2013
13. School roll projections sourced from the GLA
14. School roll information, including admission information from data held within Education Services
15. National College for Teaching and Leadership “The governance of federations “(August 2014)
16. Department for Education “Opening and Closing maintained schools “(November 2018)
17. Department for Education “Making significant changes (‘prescribed alterations’) to maintained schools” (October 2018).

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EQUALITY IMPACT ASSESSMENT

“The **Equality Act 2010** places a ‘**General Duty**’ on all public bodies to have ‘**due regard**’ to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited by or under the Act
- Advance equality of opportunity between persons who share a ‘relevant protected characteristic’ and persons who do not share it
- Foster good relations between persons who share a ‘relevant protected characteristic’ and persons who do not share it

In addition, the Council complies with the Marriage (Same Sex Couples) Act 2013.”

Stage 1 – Screening

Please complete the equalities screening form. If screening identifies that your proposal is likely to impact on protected characteristics, please proceed to stage 2 and complete a full Equality Impact Assessment (EqIA).

Stage 2 – Full Equality Impact Assessment

An EqIA provides evidence for meeting the Council’s commitment to equality and its responsibilities under the Public Sector Equality Duty.

When an EqIA has been undertaken, it should be submitted as an attachment/appendix to the final decision-making report. This is so the decision maker (e.g. Cabinet, Committee, senior leader) can use the EqIA to help inform their final decision. The EqIA once submitted will become a public document, published alongside the minutes and record of the decision.

Please read the Council’s Equality Impact Assessment Guidance before beginning the EqIA process.

1. Responsibility for the Equality Impact Assessment

Name of proposal	Amalgamation between Stamford Hill and Tiverton Primary Schools
Service area	Schools and Learning
Officer completing assessment	Nick Shasha
Equalities/ HR Advisor	Louise HoptonBeatty
Cabinet meeting date (if applicable)	12 March 2019
Director/Assistant Director	Eveleen Riordan

2. Summary of the proposal

Please outline in no more than 3 paragraphs

- *The proposal which is being assessed*
- *The key stakeholders who may be affected by the policy or proposal*
- *The decision-making route being taken*

Proposal: This proposal concerns the amalgamation between Stamford Hill, N15 6HD and Tiverton Primary Schools, N15 6SP. This would involve the closure of Stamford Hill Primary School, with the displaced pupils being accommodated by Tiverton Primary School.

The main reason for this proposal is to ensure the sustainability of all our primary schools across the borough in the light of falling demand. Haringey currently has a surplus of Reception school places equivalent to 8 forms of entry (230 places) or around 7% of our total Reception capacity. The 2018 School Place planning report indicates that this surplus is projected to 350 by 2021/22. The proposal will ensure that sufficient school places are available to meet local demand.

Stakeholders: The key stakeholders are children currently enrolled at Stamford Hill Primary School, their parents and carers and those staff currently employed by the Council to work at the school.

Decision-making: We will ask for approval from Cabinet on 12 March to consult on our proposed amalgamation. We are proposing to amalgamate Stamford Hill Primary with Tiverton Primary School. It is expected the existing cohorts of Stamford Hill would be absorbed by Tiverton Primary School (400m away). Parents and carers will also be given the opportunity to apply for places in other Haringey primary schools where vacancies exist.

To ensure as wide a consultation as possible we intend to provide details of the proposed changes in the following ways:

- through the Schools Bulletin which is distributed to the head teacher and chair of governors of every school in the borough;
- letter to all Haringey primary and secondary schools
- email to all Children's Centres in the borough;
- email to all registered nurseries and child minders and any other early years providers;
- published on the Council's online admissions pages;
- via information in all libraries across the borough (poster and hardcopies of consultation document);
- email to all councillors from the Lead Cabinet Member;
- email to both MPs with constituencies in Haringey;
- email to the diocesan authorities.
- email to all residents' groups that the Council hold information for
- email to the branch secretaries of all trade unions recognised by the Council for

collective bargaining in respect of its employees at Stamford Hill Primary School

- email to other groups, bodies, parents and carers as appropriate

An Equalities Impact Assessment (EqIA) will form an important part of the consultation and will seek to ascertain whether the proposed amalgamation of Stamford Hill Primary School with Tiverton Primary School could have an impact on protected groups and whether there are steps that can and/or should be taken to mitigate against such an impact.

3. What data will you use to inform your assessment of the impact of the proposal on protected groups of service users and/or staff?

Identify the main sources of evidence, both quantitative and qualitative, that supports your analysis. Please include any gaps and how you will address these

This could include, for example, data on the Council's workforce, equalities profile of service users, recent surveys, research, results of relevant consultations, Haringey Borough Profile, Haringey Joint Strategic Needs Assessment and any other sources of relevant information, local, regional or national. For restructures, please complete the restructure EqIA which is available on the HR pages.

Protected group	Service users
Sex	October 2018 School census
Gender Reassignment	No national or local collected data
Age	October 2018 School census
Disability	2018 School census and data from Haringey SEN team
Race & Ethnicity	January 2018 School census (which has ethnicity)
Sexual Orientation	No local collected data on sexual orientation, however there is ONS annual population data (2016) and ONS sexual identity, UK (2015), which are estimates.
Religion or Belief (or No Belief)	Synthetic data derived from the 2011 ONS National census
Pregnancy & Maternity	2011 census
Marriage and Civil Partnership	2011 census

Outline the key findings of your data analysis. Which groups are disproportionately affected by the proposal? How does this compare with the impact on wider service users and/or the borough's demographic profile? Have any inequalities been identified?

Explain how you will overcome this within the proposal.

Further information on how to do data analysis can be found in the guidance.

1. Sex and age

Service users (Primary children by sex and age) -

	Stamford Hill							
	R	1	2	3	4	5	6	Total
Female	10	7	11	15	13	13	14	83
Male	17	17	13	14	10	13	12	96
Female %	29%	46%	52%	57%	50%	54%	37%	46%
Male %	71%	54%	48%	43%	50%	46%	63%	54%
Grand Total	27	24	24	29	23	26	26	179

	Tiverton							
	R	1	2	3	4	5	6	Total
Female	19	26	16	24	19	17	27	148
Male	9	18	17	17	28	32	27	148
Female %	68%	59%	48%	59%	40%	35%	50%	50%
Male %	32%	41%	52%	41%	60%	65%	50%	50%
Grand Total	28	44	33	41	47	49	54	296

	Haringey – all primary schools							
	R	1	2	3	4	5	6	Total
Female	1464	1411	1450	1556	1498	1564	1582	10,525
Male	1555	1557	1600	1574	1668	1519	1588	11,061
Female %	48%	48%	48%	50%	47%	51%	50%	49%
Male %	52%	52%	52%	50%	53%	49%	50%	51%
Grand Total	3,019	2,968	3,050	3,130	3,166	3,083	3,170	21,586

Source: School Census October 2018

The data shows a reasonably equal distribution between female and male at Stamford Hill, Tiverton and across all Haringey primary schools. There is some year-to-year fluctuation at both Stamford Hill and Tiverton though this is to be expected given the small cohort sizes.

The age distribution at Stamford Hill, Tiverton and across all Haringey schools shows an equitable distribution. There is a current surplus of vacancies across Planning area 3 (where Stamford Hill and Tiverton are located) and indeed across Haringey as a whole. Should Stamford Hill close (with the net effect of losing 1 form of capacity) there is enough local capacity to ensure all the existing cohort can receive a school place

Staff at Haringey schools

	All teachers who are male (%)	All teaching assistants who are male (%)	All Non-classroom Based School Support Staff who	Auxiliary Staff who Are Male (%)

			Are Male (%)	
Haringey	29.2%	15.0%	23.6%	21.6%
Stamford Hill	0%	20.2%	0%	Suppressed
Tiverton	Suppressed	Suppressed	Suppressed	Suppressed

Source: SFR25 2017

Note: Some data for Stamford Hill and Tiverton have been suppressed due to low sample sizes

The majority of Haringey primary school staff are female, and this is reflected in each category of school staff. The imbalance of teaching staff is most apparent in teaching assistants, of which 15% are male across Haringey and 20.2% across Stamford Hill. If the outcome of this consultation leads to a reduction of staff female teachers and teaching assistants are therefore more likely to be affected by the proposal than male teachers and teaching assistants because of their greater prevalence in the school workforce.

Age of staff at Haringey primary schools

Percentage of teachers aged 50 or over

Stamford Hill	Tiverton	Haringey
Suppressed	Suppressed	20.2%

Source: SFR25 2017

Note: Data for Stamford Hill and Tiverton have been suppressed due to low sample sizes and data for Haringey is for all schools, primary and secondary

The data above suggests (due to low sample sizes) that neither Stamford Hill nor Tiverton have many teachers above the age of 50. If data collected during any subsequent consultation suggests that any proposal will inadvertently impact upon teachers based upon the protected characteristic of age attempts to mitigate this impact may need to be undertaken.

2. Gender reassignment

We do not hold data on the number of people who are seeking, receiving or have received gender reassignment surgery, and there is not national data collected for this characteristic. The Equality and Human Rights Commission estimate that there are between 300,000-500,000 transgender people in the UK. We will need to consider the inequalities and discrimination experienced for this protected group. For the purposes of this EqIA, we will use the inclusive term Trans* in order to represent the spectrum of transgender and gender variance.

3. Disability –

Service users: Total number of Children & Young People with statements or plans maintained by Haringey as at March 2018

Year	Totals	Year	Totals
Pre-School/Nursery	11	Year 9	129
Reception	56	Year 10	138
Year 1	78	Year 11	129
Year 2	88	Year 12	111
Year 3	114	Year 13	122
Year 4	96	Year 14	104
Year 5	113	Year 15	69
Year 6	114	Year 15 plus	115
Year 7	123	Totals	1,848
Year 8	138		

All Haringey schools are able to support children with a wide range of abilities, special needs, disabilities and learning difficulties, from able, gifted and talented pupils to those with multiple and significant disabilities, medical conditions and learning difficulties. Stamford Hill Primary not offer any specific provision that is not provided in other local schools.

Source: Haringey SEN team 2018

4. Ethnicity of pupil cohorts at Stamford Hill, Tiverton and Haringey primary schools

Service users: Ethnic composition (main groups and sub categories) of Haringey's primary school (Reception to Year 6) pupil population as at January 2018:

Haringey (Main category) – Percentage (%)			
	Stamford Hill	Tiverton	Haringey
White	37%	42%	50%
Black or Black British	32%	33%	24%
Mixed/Dual background	8%	7%	12%
Any other ethnic group	21%	9%	6%
Asian or Asian British	2%	7%	6%
Chinese	1%	0%	1%
Information not yet obtained	0%	1%	1%
Refused	0%	0%	0%

Note: Totals may not add up to 100% due to rounding

Haringey (Sub category) – Percentage (%)			
	Stamford Hill	Tiverton	Haringey
Any other white background	33%	38%	29%
White – British	3%	4%	20%

Black African	13%	26%	15%
Black Caribbean	14%	5%	7%
Any other ethnic group	21%	9%	6%
Any other mixed background	3%	4%	5%
White and Black Caribbean	2%	2%	3%
Bangladeshi	1%	4%	2%
White and Asian	-	1%	2%
Any other Black background	6%	2%	2%
Any other Asian Background	1%	1%	2%
White and Black African	2%	1%	1%
Chinese	1%	-	1%
Information not yet obtained	-	1%	1%
White - Irish	1%	-	1%
Indian	1%	1%	1%
Pakistani	-	2%	1%
Gypsy/Roma	1%	-	0%
Refused	-	-	0%
Traveller of Irish heritage	-	-	0%

Source: School Census January 2018

Note: Totals may not sum to 100% because of rounding

The data above confirms that both Stamford Hill and Tiverton have ethnically diverse pupil cohorts as do Haringey primary schools overall. Perhaps the most significant difference shown above is the proportion of White British pupils across Haringey as a whole (20%) compared to Stamford Hill (3%) and Tiverton (4%). This is likely because of the differing ethnic make-up of the borough between wards in the East where Stamford Hill and Tiverton are located and those in the West.

Staff ethnicity: ethnic profile of teachers, teaching assistants, non-classroom-based school support staff and auxiliary staff

Staff category	Stamford Hill	Tiverton	Haringey
BAME Teachers (as a proportion of all Teachers)	54.5%	83.3%	46.5%
BAME Teaching Assistants (as a proportion of all Teaching Assistants)	85%	64.3%	67.2%
BAME Non-classroom Based School Support Staff (as a proportion of all Non-classroom Based School Support Staff)	66.7%	50%	58.8%
BAME Auxiliary Staff (as a proportion of all Auxiliary Staff)	Suppressed	88%	75.2%

Source: SFR25 2017

The staff ethnicity data shows the broad composition of ethnicities among classroom and non-classroom staff.

At Tiverton three of the four groups of staff have over 50% representation from BAME ethnicities. At Stamford Hill, all three staff groups that have data also show 50% representation from BAME ethnicities (data for auxiliary staff is suppressed). Across all Haringey schools (primary and secondary) teachers from a BAME ethnicity make up just under half of all teachers (46.5%) whilst the other 3 categories show BAME representation of 67.2%, 58.8% and 75.2% respectively.

BAME communities are more likely to experience inequalities, such as discrimination and poverty. A greater proportion of Haringey schools' staff are White British as compared to pupils at Haringey schools.

5. Sexual orientation –

We do not hold ward or borough level data on sexual orientation, and it is not collected nationally through the Census. However, the ONS estimates that 3.7% of Haringey's population are lesbian, gay or bisexual (LGB), which is the 15th largest LGB community in the country¹, and is likely to be reflected in both the pupil and parent populations. However, ONS data shows that 0.5% families are same sex cohabitating couples², which suggests that LGB people are less likely to be parents, compared with the wider population.

6. Religion or belief (or no belief) –

Religion or belief is not covered by the PLASC school census, which means that we don't have access to records for 2017. The best alternative proxy is the Haringey data derived from the England and Wales Census 2011 data on religion by age. Data on the appropriate age groups (0-4 and 5-7) has been combined to provide an approximation of the likely religious or belief profile of primary aged children in Haringey.

The notional number is based upon the known sample size of Reception aged pupils in Haringey (3,067) multiplied through the distribution of religion or belief from the 2011 Census.

	Percentage (%)	Notional Number
Christian	39.7%	1,218
No religion	20.9%	641
Religion not stated	12.3%	377
Muslim	19.3%	592
Jewish	5.6%	172
Hindu	1.0%	31
Buddhist	0.8%	25
Sikh	0.3%	9

¹<https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/sexuality/articles/subnationalsexualidentityestimates/uk2013to2015#introduction>

² <https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/sexuality/bulletins/sexualidentityuk/2015>

Other religion	0.2%	6
Total	100%	3,067

Source: ONS (2011 Census data for Haringey)

Note: * Totals may not add up due to rounding

Those affected by the proposal are therefore more likely to be Christian, Muslim, or have no religion. Plans will need to have due regard to diversity issues relating to these communities though it should also be noted that the proposal is to reduce primary school places rather than those currently in use by pupils.

7. Pregnancy and maternity³

The proportion of 0-4-year olds in the Census 2011:

	Number of 0-4 year olds
Haringey	7.1%
London	7.2%
England and Wales	6.2%

Haringey has a higher proportion compared to the England and Wales average but is marginally below the London average. Decisions will need to consider the needs of mothers with young children as they are likely to be disproportionately affected by the proposal.

8. Marriage and Civil Partnership⁴

	Married (heterosexual couples)	Civil Partnership
Haringey	32.2%	0.6%
London	40%	0.4%
England and Wales	47%	0.2%

The number of married people (only available to heterosexual couples at the time) is significantly lower than in London and England. However, the proportion of people in civil partnerships is higher in the area compared to the London and England and Wales average. Decisions will need to ensure all couples in a civil partnership are treated exactly the same as couples in a marriage.

4. a) How will consultation and/or engagement inform your assessment of the impact of the proposal on protected groups of residents, service users and/or staff?

Please outline which groups you may target and how you will have targeted them

Further information on consultation is contained within accompanying EqIA guidance

THE SECTION BELOW TO BE POPULATED ONCE CONSULTATION IS RUN.

4. b) Outline the key findings of your consultation / engagement activities once

³ Census 2011

⁴ Census 2011

completed, particularly in terms of how this relates to groups that share the protected characteristics

Explain how will the consultation's findings will shape and inform your proposal and the decision-making process, and any modifications made?

THE SECTION BELOW TO BE POPULATED ONCE CONSULTATION IS RUN.

5. What is the likely impact of the proposal on groups of service users and/or staff that share the protected characteristics?

Please explain the likely differential impact on each of the 9 equality strands, whether positive or negative. Where it is anticipated there will be no impact from the proposal, please outline the evidence that supports this conclusion.

Further information on assessing impact on different groups is contained within accompanying EqlA guidance

1a. Sex – Service users *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

Positive		Negative		Neutral impact	X	Unknown Impact	

The main impact of this proposal is that surplus primary school places will be reduced in the relevant planning area by reducing capacity. These places are in addition to those projected to be required by pupils it is anticipated that no impact on this characteristic (sex) will occur for pupils.

1b. Sex – teaching staff *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

Positive		Negative	X	Neutral impact		Unknown Impact	

The proposed closure of Stamford Hill Primary School will result in a reduction in the number of teachers and teaching assistants employed by the Council. As a greater proportion of school staff are women rather than men it is more likely women will be affected by this change.

Any potential impact needs to be evaluated in the context of scale and the fact that this bias of teaching staff to be female in primary schools is a local, London and national characteristic. Thus, contraction or expansion of teaching supply inevitably impacts (or benefits) females more than males. Affected staff should be supported by appropriate procedures such as access to a redeployment pool and support given to find another role

in the Council.

2. Gender reassignment *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

The main impact of this proposal is that surplus primary school places will be reduced in the relevant planning area by reducing capacity. These places are in addition to those projected to be required by pupils. We do not anticipate that this will have any impact on this group (gender reassignment).

However, steps will be taken to ensure that this protected group is not subject to discrimination as a result of this change in criteria.

Positive		Negative		Neutral impact		Unknown Impact	X

3. Age *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

Positive		Negative		Neutral impact	X	Unknown Impact	

The main impact of this proposal is that surplus primary school places will be reduced in the relevant planning area by reducing capacity. These places are in addition to those projected to be required by pupils it is anticipated that no impact on this characteristic (age) will occur.

This change in primary school place provision is likely to result in the reduction of teaching and teaching assistant staff required though there is no reason to think teachers or teaching assistants of a specific age will be negatively affected.

4. Disability *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

Positive		Negative		Neutral impact	X	Unknown Impact	

The main impact of this proposal is that surplus primary school places will be reduced in the relevant planning area by reducing capacity. These places are in addition to those projected to be required by pupils and it is anticipated that no impact on this characteristic (disability) will occur.

This change in primary school places is likely to result in the reduction of teaching and teaching assistant staff required by the Council though there is no reason to think teachers or teaching assistants with disabilities will be negatively affected.

However, steps will be taken to ensure that this protected group is not subject to

discrimination as a result of this change in criteria.

SEN pupils should not experience any change as a result of this proposal.

5. Race and ethnicity *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

Positive		Negative		Neutral impact	X	Unknown Impact	

The main impact of this proposal is that surplus primary school places will be reduced in the relevant planning area by reducing capacity. These places are in addition to those projected to be required by pupils and it is anticipated that no impact on this characteristic (race and ethnicity) will occur.

This change in primary school place provision is likely to result in the reduction of teaching and teaching assistant staff required by the Council though there is no reason to think teachers or teaching assistants of specific ethnicity will be negatively affected.

However, steps will be taken to ensure that this protected group is not subject to discrimination as a result of this change in criteria.

Pupils of any specific race or ethnicity should not experience any change as a result of this proposal.

6. Sexual orientation *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

Positive		Negative		Neutral impact	X	Unknown Impact	

We do not hold ward or borough level data on sexual orientation, and it is not collected nationally through the Census. However, the ONS estimates that 3.7% of Haringey's population are lesbian, gay or bisexual (LGB), which is the 15th largest LGB community in the country⁵, which is likely to be reflected in both the pupil and parent populations. However, ONS data shows that 0.5% families are same sex cohabitating couples⁶, which suggests that LGB people are less likely to be parents, compared with the wider population. However, we will need to ensure that discrimination based on sexual orientation is eliminated in the application of this criteria.

We do not anticipate that this change will have any impact on people based on their sexual orientation and we will continue to ensure there is no discrimination based on sexual orientation.

7. Religion or belief (or no belief) *(Please outline a summary of the impact the proposal*

⁵<https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/sexuality/articles/subnationalsexualidentityestimates/uk2013to2015#introduction>

⁶ <https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/sexuality/bulletins/sexualidentityuk/2015>

will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)

Religion or belief is not covered by the PLASC school census which means that we don't have access to records for 2018. The best alternative proxy is the Haringey data derived from the England and Wales Census 2011 data on religion by age. Data on the appropriate age groups (0-4 and 5-7) has been combined to provide an approximation of the likely religious or belief profile of primary aged children in Haringey.

There is no reason to suspect that children with any particular religion or belief (or indeed none) will be disproportionately affected by the proposal given that the proposal only intends to remove surplus school places.

Positive		Negative		Neutral impact	X	Unknown Impact	

8. Pregnancy and maternity *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

The proposed closure of Stamford Hill Primary School will result in a reduction of teaching and teaching assistant staff required by the Council. As a greater proportion of school staff are women it is possible that staff members who are pregnant may be more impacted by this proposal. It is important to note though that there may not be any school staff affected under this characteristic.

Any potential impact needs to be evaluated in the context of scale and the fact that the sex bias of teaching staff in primary schools is a local, London and national characteristic. Affected staff should be supported by appropriate procedures such as access to a redeployment pool and support given to find another role in the Council.

However, monitoring of this protected group should ensure it is not disproportionately affected.

Positive		Negative		Neutral impact	X	Unknown Impact	

9. Marriage and Civil Partnership *(Consideration is only needed to ensure there is no discrimination between people in a marriage and people in a civil partnership)*

Teachers or teaching assistants who may be affected by this proposal who are in a civil partnership will be treated the same as people who are married.

Positive		Negative		Neutral impact	X	Unknown Impact	

10. Groups that cross two or more equality strands e.g. young black women

This proposal could have a negative impact on pregnant women due to the over-representation of women amongst Haringey schools staff.

Outline the overall impact of the policy for the Public Sector Equality Duty: • Could the proposal result in any direct/indirect discrimination for any group that shares the protected characteristics? • Will the proposal help to advance equality of opportunity between groups who share a protected characteristic and those who do not? This includes: a) Remove or minimise disadvantage suffered by persons protected under the Equality Act b) Take steps to meet the needs of persons protected under the Equality Act that are different from the needs of other groups c) Encourage persons protected under the Equality Act to participate in public life or in any other activity in which participation by such persons is disproportionately low • Will the proposal help to foster good relations between groups who share a protected characteristic and those who do not?	
• There is a possibility that this proposal could disadvantage pregnant women due to the greater prevalence of women amongst teachers and teaching assistants across Haringey schools' staff. • Any potential impact needs to be evaluated in the context of scale (i.e. by establishing if there are pregnant women affected by this proposal) • The proposal should also be viewed in the context of ensuring the sustainability and breadth of offer at Haringey's primary school estate. Doing nothing would put many schools under possibly intolerable financial burden due to growing surpluses which would likely worsen wider educational outcomes for all pupils. • Moreover, Stamford Hill is currently OFSTED rated Inadequate. Moving its current cohort of pupils to any other Haringey primary school would ensure they were educated at a school with a Good or Outstanding OFSTED rating – all other Haringey primary schools are rated as Good or Outstanding.	

6. a) What changes if any do you plan to make to your proposal as a result of the Equality Impact Assessment? Further information on responding to identified impacts is contained within accompanying EqIA guidance	
Outcome	Y/N
No major change to the proposal: the EqIA demonstrates the proposal is robust and there is no potential for discrimination or adverse impact. All opportunities to promote equality have been taken. <u>If you have found any inequalities or negative impacts that you are unable to mitigate, please provide a compelling reason below why you are unable to mitigate them.</u>	Y
Adjust the proposal: the EqIA identifies potential problems or missed opportunities. Adjust the proposal to remove barriers or better promote equality.	

Clearly <u>set out below</u> the key adjustments you plan to make to the policy. If there are any adverse impacts you cannot mitigate, please provide a compelling reason below			
Stop and remove the proposal: the proposal shows actual or potential avoidable adverse impacts on different protected characteristics. The decision maker must not make this decision:			
6 b) Summarise the specific actions you plan to take to remove or mitigate any actual or potential negative impact and to further the aims of the Equality Duty			
Impact and which protected characteristics are impacted?	Action	Lead officer	Timescale
Sex	<i>Ensure all staff affected are given full and fair access to the redeployment pool.</i>	<i>Louise HoptonBeatty</i>	<i>Q1-Q3 2019</i>
Pregnancy and maternity	<i>Monitor this group to ensure that if this characteristic is affected (i.e. if pregnant or staff on maternity are included) those affected are given full and fair access to the redeployment pool</i>	<i>Louise HoptonBeatty</i>	<i>Q1-Q3 2019</i>
N/A			
N/A			
Please outline any areas you have identified where negative impacts will happen as a result of the proposal, but it is not possible to mitigate them. Please provide a complete and honest justification on why it is not possible to mitigate them. As mentioned above there is a possibility that this proposal could adversely impact female teachers / teaching assistants as greater numbers of them are female rather than male and are likely to be made redundant or re-deployed. And as result of the impact on sex there could also be an additional impact on pregnancy and maternity. The negative impact on these teachers and teaching assistants has been identified as a potential issue in the proposal to close Stamford Hill Primary School However, the proposal is a reasonable and proportionate response to ensure the sustainability and breadth of offer at Haringey's primary school estate. Doing nothing would put many schools under possibly intolerable financial burden which would likely worsen wider educational outcomes. Moreover, following the results of the consultation it is proposed to consider any possible mitigating factors that may alleviate impacts of these teachers / teaching assistants.			

6 c) Summarise the measures you intend to put in place to monitor the equalities impact of the proposal as it is implemented:

Training – Staff in the Haringey School Admissions service are provided with yearly refresher training in line with the admission arrangements, which addresses any changes to either the criteria or co-ordinated schemes.

Monitoring - The Team Leader of School Admissions at Haringey Council will be responsible for monitoring. The School Admissions Return to DfE is an Annual report which sets out information on the effectiveness of the admission arrangements e.g. the number of applicants who received one of their preferences for a school place. The annual report to the Office of Schools' Adjudicators monitors the fairness of the admission arrangements. This information will be reported to the DfE and the OSA annually.

Two main mechanisms will be used by the DfE to provide feedback on how effective the measures in the revised Codes and regulations have been and to inform future policy development. In producing his annual report for the Secretary of State, the Schools Adjudicator will take account of the reports he will receive from each local authority on the legality, fairness and effectiveness of local admission arrangements.

Appeal arrangements - Admission arrangements are subject to an appeal process that gives parents the right to appeal decisions. The process is also used to hold admissions authorities to account and ensure that the arrangements are applied.

7. Authorisation

EqlA approved by Eveleen
Riordan.....
(Assistant Director)

Date
.....26.02.2019.....

8. Publication

Please ensure the completed EqlA is published in accordance with the Council's policy.

Please contact the Policy & Strategy Team for any feedback on the EqlA process.

Report for: Cabinet: 12 March 2019

Title: **Ofsted Inspection of Children's Social Care Services**

Report

authorised by :



Ann Graham, Director of Children's Services

Lead Officer:

Ann Graham, Director of Children's Services, tel. 020 8489 3206
Ann.graham@haringey.gov.uk

Ward(s) affected: All

Report for Key/

Non Key Decision: Non-key

1. Describe the issue under consideration

Haringey's Children's Social Care Service was inspected by Ofsted between 22 October and 9 November 2018. The inspection took place in accordance with legislation and the new Ofsted inspection framework that became operational in January 2018. The findings from the inspection were published on 14 December 2018 and identified areas of strength in practice and areas for improvement. The judgement for all areas inspected is that services 'require improvement to be good'. An action plan is in place to address the findings as part of the wider programme of service improvement in Children and Young People's Services.

2. Cabinet Member Introduction

The Ofsted inspection report is to be welcomed as a balanced and fair account of the inspection findings, and reflects the self-evaluation provided to Ofsted by our Children and Young People's Services (CYPS) at the outset of the inspection. This is significant as it demonstrates that we know our services well and that we are honest about our areas of strength and areas for improvement. Where areas for further work are identified, the report acknowledges that plans are already in place to drive improvements.

The report recognises that improvements have been made in our services, and highlights the progress that has been made in key areas since the Joint Targeted Area Inspection on neglect in late 2017. I am particularly pleased that the report recognises the "*excellent*" work carried out at Bruce Grove Youth Space and the support offered to our care leavers, which the report describes as a "*significant strength*". I am also delighted that the report refers many times to our dedicated CYPS staff, describing them as "*ambitious for children and young people*" and "*tenacious in their efforts to help and support them.*"

In March, an action plan will be submitted to Ofsted outlining how we will act on the report's findings. Reports on progress will be provided to Corporate Parenting Advisory Committee and to Children and Young People's Scrutiny Panel, and there will be an annual report on progress to Cabinet.

There remains much to be done. As a Council, we are committed to making every effort to ensure that all children and young people who come into contact with our services receive high-quality support of the right kind at the right time. I am determined that improvements will continue to be made so that every child in Haringey, whatever their circumstances, is able to access the help and support that they need not only to be safe, but to thrive.

3. Recommendations

Members are asked to:

- a) Note the findings and outcome of the Ofsted Inspection of Children's Social Care Services, a copy of which is attached as Appendix 1;
- b) Approve the plans in place set out in paragraph 4.7 of the report to address the findings of the inspection and further improve services and outcomes for children who are in need of help and protection, in care and for care leavers in the Borough; and
- c) Approve the draft action plan attached as Appendix 2 for submission to Ofsted.

4. Background information

- 4.1 Children's social care services were subject to a full Ofsted inspection called the 'Inspection of Local Authority Children's Services' (ILACS) by a team of Ofsted inspectors over a three-week period from 22 October to 9 November 2019. During the first week of the inspection, inspectors were off site and were provided with data and information in line with statutory guidance. Inspectors were based in Haringey for the last two weeks of the inspection.
- 4.2 The inspection framework is now much more focused on evidence about improving outcomes for children and young people and evidence of the impact of leaders. There is a strong emphasis on examining frontline practice, talking directly with practitioners and taking into account the views of children, young people, parents and carers. Our work with partner agencies and in fulfilling responsibilities as Corporate Parents was also of great importance.
- 4.3 In advance of the inspection, the service produced a self-evaluation that set out the strengths, areas for improvement and actions needed to improve children's social care. Ofsted received a copy of the self-evaluation in advance of the inspection and used this alongside a set of required data and information to form their key lines of enquiry. As part of the inspection process, inspectors look for evidence of progress from previous inspections. The last full inspection of children's services took place in 2014 and a Joint Targeted Area Inspection

(JTAI) on neglect took place in December 2017.

- 4.4 The judgement from the inspection is that services 'requires improvement to be good'.

Judgement	Grade
The impact of leaders on social work practice with children and families	Requires improvement to be good
The experiences and progress of children who need help and protection	Requires improvement to be good
The experiences and progress of children in care and care leavers	Requires improvement to be good
Overall effectiveness	Requires improvement to be good

- 4.5 This is consistent with the service's self-evaluation. Whilst the report underpins this judgement with evidence in the examination of practice, inspectors were positive and encouraging about the work now underway and the arrangements and plans for improvement in place. Services were regarded as being safe and there was no practice found in which a child was considered to be at risk.

- 4.6 Under a heading, 'what needs to improve', inspectors noted the following nine areas:

- Assessment of children's needs when their circumstances change, in order to inform plans.
- Child-focused plans, particularly in the disabled children's team, where the understanding of thresholds when risks escalate also needs to improve.
- Timely and effective permanence planning for all children in care, including effective challenge brought by independent reviewing officers.
- Placement sufficiency for vulnerable adolescents.
- The quality and timeliness of case recording, including the recording of management decision-making.
- The quality of audits to inform practice and drive practice improvements.
- The strategic partnership response to criminally exploited children.
- The offer and take-up of return home interviews and the subsequent use of intelligence to inform individual children's plans and wider partnership activity.
- Pathways to private fostering.

- 4.7 An action plan focused on these areas is under development and will be sent to Ofsted in advance of their deadline of 18 March 2019. The action plan will be overseen by the Children's Improvement Board and progress will be reported to Corporate Parenting Advisory Committee, to Children and Young People's Scrutiny Panel and annually to Cabinet.

- 4.8 **Findings from the inspection**

- 4.8.1 Overall, the inspectors reported an improving picture for services for children and young people and were complimentary about staff, stating that:

‘Staff and managers are ambitious for children and young people and are tenacious in their efforts to help and support them’.

- 4.8.2 The focus of the inspection was on practice and the variability of this was recorded through the report.

- 4.8.3 The inspection report has three main sections. These are:

- the experiences and progress of children who need help and protection;
- the experiences and progress of children care and care leavers; and
- the impact of leaders on social work practice with children and families

- 4.8.4 A short summary of the findings of these sections is set out below. Further detail can be found in the full inspection report at appendix 1.

4.9 The experiences and progress of children who need help and protection

- 4.9.1 Work on improvement across the service since past inspections was identified. For example, the strengthening of safeguarding through the ‘front door’ arrangements with the Multi Agency Safeguarding Hub (MASH) since the JTAI and the significant improvements in services for young people leaving care since the 2014 full inspection.

- 4.9.2 It was found that young people who present as homeless are responded to appropriately, that assessments are jointly undertaken with housing and that young people who need accommodation are provided with it from a range that is suitable.

- 4.9.3 Inspectors found that children and young people subject to, or at risk of, criminal exploitation, child sexual exploitation and gang affiliation are supported such that the lives of some young people become more stable and less risky.

- 4.9.4 The inspectors found that the coordination of early help services is underdeveloped. The Director of the Children and Young People’s Service is leading the development of a new early help strategy that will include active engagement with partners, in particular, our schools and health services.

- 4.9.5 The report states that thresholds in the children with disability service are not well understood or applied when risk escalates. It should be noted that inspectors did not find any children to be at risk in this service. The Disabled Children’s Service now has in place stronger and more robust management oversight from the Head of Service for Safeguarding and Assessment. This will result in a consistent application of thresholds and response to risks across the service.

- 4.9.6 It should be noted that the youth centre at Bruce Grove was singled out for particular praise as offering excellent provision for young people in the Borough.

4.10 The experiences and progress of children care and care leavers

- 4.10.1 Inspectors found that the threshold decisions for children coming into care are appropriate and that those with a plan to return home are supported appropriately to ensure that they are returned safely and then thrive. This is important not just for evidence of a safe service but also as evidence of the appropriate use of resources in high cost areas.
- 4.10.2 Inspectors were impressed with the efforts of social workers to develop relationships with children and young people who have had difficult experiences and they stated that children in care are visited regularly and often beyond statutory expectations.
- 4.10.3 The work led by Members to ensure that children in care have access to leisure activities was reported positively. The report states that children in care have access to a wide range of leisure activities and the local authority supports funding to access local sports centres.
- 4.10.4 The service recognised that further work was required to improve permanence planning for children and this too was noted by inspectors. Although work is underway to address this issue, it had not been in place long enough for inspectors to see impact. The inspectors were positive about the service's approach to improvement in this area and this will continue to be monitored through the implementation of the action plan.
- 4.10.5 The service was also aware of the variability in the quality of personal education plans (PEPs). These are plans that children in care have that are focused on improving their education outcomes. The quality of these plans will be improved through the use of an electronic virtual school platform for tracking attainment and monitoring attendance called the ePEP. The ePEP platform was in the process of being rolled out and implemented at the time of the inspection and had not been in place long enough for inspectors to see evidence of impact.

4.11 The impact of leaders on social work practice with children and families

4.11.1 Some of the areas for improvement had been reported in the full inspection that took place in 2014. Inspectors reported that, although actions had been taken to address the recommendations from that inspection, changes had not been sustained due to a succession of changes in the senior leadership team. However, it is positive that inspectors reported a significant increase in pace has been noticed since the December 2017 JTAI and the arrival of the new Director.

4.11.2 The impact of leaders was also recognised by Ofsted who acknowledged significant changes in governance and the contributions of the Chief Executive who is leading the development of a youth strategy. Inspectors were impressed by the Lead Member and made the following comment:

“the well informed, confident and aspirational lead member is fully involved across a range of committees and boards”.

4.11.3 The work undertaken by Members was praised. Inspectors found that Members appropriately challenge performance in areas of concern and request further information to improve their understanding of issues such as knife crime.

4.11.4 It was noted that Members of the Corporate Parenting Committee undertake regular visits to a wide range of services so that they are able to tackle issues for children and young people. Additionally, inspectors recognised that young people from ASPIRE, our children in care council, are well supported by their participation officer to participate meaningfully in the development of a local offer from the care leavers service.

4.11.5 It was noted that the staff in children’s social care reflect the diversity of the local population and have a sophisticated awareness of diversity and how cultural, religious factors underpin children sense of identity.

4.12 Communication of findings

4.12.1 The findings of the inspection have been shared with staff through a number of roadshows that took place on 18 December. Staff have had opportunities to discuss the report in their teams and to contribute to the development of their service plans that are being used to inform the action plan to be sent to Ofsted.

4.12.2 The Lead Member for Children informed all Members of the outcome of the inspection on the day the report was published and also provided a link to the report. Corporate Parenting Advisory Committee received a presentation on the inspection and its findings at its January 2019 meeting. The report will be presented to Children and Young People’s Scrutiny Panel in March 2019. An invitation has been sent to all Members inviting them to a briefing session on 28 March 2019. This will be an opportunity for a more detailed discussion on the report and actions in place for improvement.

4.12.3 Partner agencies have been informed of the outcome of the inspection at relevant partnership meetings and boards including the local safeguarding

children board. Cabinet members received a briefing on 10 January and Corporate Board also received a report in January.

4.13 Action Plans for improvement

- 4.13.1 Inspectors reported positively on the pace of improvement in recent months and also the framework through which this has taken place. These arrangements will also be used to drive the implementation of actions from this inspection.
- 4.13.2 Improvements identified in the Ofsted inspection are already included within a wider programme of plans for service delivery and improvement across Children's Services. These are being overseen through the Children's Improvement Board and progress will be reported to Corporate Board and Children and Young People's Scrutiny Panel with the close involvement of the Lead Member for Children's Services. There will also be feedback to Ofsted through regular engagement meetings.
- 4.13.3 Some of these improvement areas are as follows:
- 4.13.4 **Quality Assurance.** A revised quality assurance framework is in place and there are new arrangements for the auditing and reporting on the quality of practice. The service also has additional capacity, two auditors, who will help managers and staff to improve practice.
- 4.13.5 **Quality of Practice.** We will be working with Professor David Shemmings to support improvement in the quality of assessments. David Shemmings is an expert in relationship-based approaches to working with families.

A set of expectations about practice has been put in place for staff and there are arrangements to provide support through regular supervision along with training.

The service will be recruiting a Principal Social Worker who will have a lead responsibility for improving the quality of practice. This role was identified as good practice for improvement by Professor Eileen Munro in her work that informed recent legislation.

- 4.13.6 **Recruitment and Retention.** The plans for improvement go hand in hand with work to recruit permanent managers and social workers and achieve greater stability in the workforce and also to maintain manageable workloads. These benefit children and young people through building trusting relationships, the direct work achieved and with greater chance of improved outcomes. The vacancy rate for social workers has reduced from 34.3% in July 2018 to 29.5% in December 2018. A report on actions to recruit and retain staff was presented to Staffing and Remuneration Committee on 17 December 2018.
- 4.13.7 Although the inspection report focuses on nine areas for improvement the detailed action plan will respond to all concerns raised within the report.

4.14 Future Inspections

It is expected that in the next 12 months we are likely to have at least one other inspection. It should also be noted that the current inspection framework includes focused visits, joint targeted area inspections into specific areas of practice as well as full inspections. The range of inspections is in place to 'catch services before they fall'. All local authorities are now expecting inspections of services to take place much more frequently than previously.

5 Contribution to strategic outcomes

5.1 The findings for improvement will be included as part of the programme of service improvement plans which is led and overseen through the Children's Improvement Board. These are aligned within the wider framework of the Borough Plan and its outcomes for children and young people in Haringey, most particularly:

- Best start in life: the first few years of every child's life will give them the long-term foundations to thrive.
- Happy childhood: all children across the borough will be happy and healthy as they grow up, feeling safe and secure in their family, networks and communities.
- Every young person, whatever their background, has a pathway to success for the future.

5.2 This is particularly relevant to contributions to the Borough's strategic work with vulnerable adolescents at risk of crime and exploitation; early help and preventive work; work with children and young people who have special needs and/or are living with a disability; those who are affected by neglect; children and young people who experience domestic abuse or parenting affected by alcohol or drug misuse.

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

6.1 Equality

Children's Social Care services are delivered to fulfil the Council's statutory responsibilities towards children in the Borough who are in need of help and protection or are in care or are leaving care. Services are regulated by legislation and by statutory guidance.

6.2 Finance

The programme of service improvement plans is supported by approved budgets and MTFs for 2019-20, plans for the commissioning of services and bids for additional monies through innovation from regional and national initiatives.

6.3 Legal

Regulation 3 (*Publication of a written statement of proposed action*) of the Education and Inspections Act 2006 (Inspection of Local Authorities) Regulations 2007 provides that the Council must within 70 working days of receiving the Chief Inspector's report, publish a written statement of action which it propose to take in light of the report by sending a copy to the Chief

Inspector, Secretary of State and persons or bodies to whom a copy of the report of the inspection was sent.

7 Use of Appendices

Appendix 1: Ofsted inspection of children's social care services published
14 December 2018

Appendix 2: Action plan to be submitted to Ofsted - **To follow**

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Haringey

Inspection of children's social care services

Inspection dates: 29 October 2018 to 9 November 2018

Lead inspector: Anne Waterman
Her Majesty's Inspector

Judgement	Grade
The impact of leaders on social work practice with children and families	Requires improvement to be good
The experiences and progress of children who need help and protection	Requires improvement to be good
The experiences and progress of children in care and care leavers	Requires improvement to be good
Overall effectiveness	Requires improvement to be good

While children, young people and their carers do not consistently receive a good service, this is improving. Staff and managers are ambitious for children and young people and are tenacious in their efforts to help and support them.

Since the single inspection framework (SIF) inspection in 2014, a number of changes at senior management level have hindered progress to improve key areas of practice. Not all actions to address previous inspection recommendations have been sustained. The appointment of a permanent director of children services in April 2018 has led to a step change in the pace and focus in addressing practice deficits. This is beginning to have a positive impact. Leaders know their services well and are appropriately acting on the key areas for development found by inspectors.

Substantive improvements have been made in the provision of services for children who need help and protection, particularly in the multi-agency safeguarding hub (MASH) since the joint area targeted inspection (JTAI) on neglect in December 2017. However, there has been insufficient focus on the quality of practice in the disabled

children's team, where assessments are not up to date and plans are insufficiently child-focused.

The vast majority of children in long-term foster care live in stable homes and make good progress. However, not all children have their plans for permanence progressed in a timely manner. Assessments and plans for children in care are not updated when their needs change and a lack of rigour and challenge means that actions are too often reactive rather than planned. Services for care leavers have improved significantly since the last inspection, and they are well supported to achieve good outcomes and prepare for adulthood.

What needs to improve

- Assessment of children's needs when their circumstances change, in order to inform plans.
- Child-focused plans, particularly in the disabled children's team, where the understanding of thresholds when risks escalate also needs to improve.
- Timely and effective permanence planning for all children in care, including effective challenge brought by independent reviewing officers.
- Placement sufficiency for vulnerable adolescents.
- The quality and timeliness of case recording, including the recording of management decision-making.
- The quality of audits to inform practice and drive practice improvements.
- The strategic partnership response to criminally exploited children.
- The offer and take-up of return home interviews and the subsequent use of intelligence to inform individual children's plans and wider partnership activity.
- Pathways to private fostering.

The experiences and progress of children who need help and protection: Requires improvement to be good

1. The coordination of early help services is under developed. Plans to involve partner agencies in the lead professional role have lacked pace since the last inspection in 2014. Following the JTAI in December 2017, there have been improvements within the MASH. Early help workers effectively screen and signpost families, either onwards to early help locality teams, or to other appropriate services. The number of referrals to early help is rising, leading to more children receiving help in a timely way. However, too many early help assessments and plans lack focus and they are not always purposeful. For this reason, the impact of practice and interventions for children and their families is not always clearly demonstrated.
2. Actions taken following the JTAI, including well-focused corporate investment and commitment, have led to well-established systems in the MASH to ensure that children receive a timely and appropriate response to concerns. Thresholds for children at risk of significant harm are generally well understood and are consistently applied by a range of multi-agency professionals, who work well together to ensure that relevant information is available to inform decision-making. New developments since the JTAI have led to stronger health information-sharing from general practitioners and adult mental health services. Experienced and well-trained staff carefully oversee decisions so that children are effectively safeguarded.
3. The use of a red, amber, green (RAG) rating system ensures timely and appropriate progression, either to assessment for children when there are immediate concerns, or for further checks when more information is required. This ensures that children and their families receive the right help as quickly as possible. Consent is routinely and sensitively sought from parents when appropriate, and is systematically recorded on case files.
4. In the majority of cases, strategy discussions take place when risks escalate. Police attend initial strategy discussions in the MASH, and health agencies provide information, although health and other relevant agencies are not always in attendance. This limits the extent to which they can engage in and contribute to discussion and decisions. Plans are in place to improve the attendance of health professionals. Discussions held at hospitals have good health attendance.
5. Comprehensive and timely assessments with helpful analysis form the basis of subsequent work and planning. Children and parents are engaged in assessments and their voice and lived experience are prominent in the work carried out. The engagement of fathers is too variable, and evidence of their involvement was not seen in a minority of cases by inspectors. Consideration of the diversity of children's needs is well evidenced in assessments, for example in the regular and routine use of interpreters.

6. Children receive a service from the emergency duty team that keeps them safe and, in most cases, this is timely. There is an effective system for information-sharing with daytime services, although recording is not consistently child focused. The local authority and partner agencies have plans to revise the service and move to a 'children-only' service that is more closely linked with both the MASH and police in the near future.
7. Young people who present as homeless are responded to appropriately. This response includes immediate and extended family mediation to identify alternatives while their needs are being assessed. Most assessments are undertaken jointly with housing, particularly for those young people who are near their 18th birthday, and they are well supported practically to complete housing and benefit applications. Young people who need accommodation are provided with it.
8. Child in need (CIN) and child protection (CP) plans appropriately consider the main issues for children and their families. However, they are not always detailed or specific enough about the actions required to improve outcomes for children. This means that, in some cases, while core groups and child in need meetings are held regularly, it is difficult to know whether risks have reduced. When cases are stepped down from child protection, plans lack detail. However, in some cases, where social workers update plans once actions are completed, it is then clear what still needs to be undertaken to protect children. Contingency planning is not well embedded in practice.
9. For children on second and subsequent child protection plans at risk of neglect, there is clear evidence that sufficient progress is made in reducing risks. However, this was not sustained in all cases. In most cases considered by inspectors, repeat plans were appropriate and were because of new presenting risks. Plans demonstrate consistent engagement from professionals in core groups, and, in the main, actions are clear enough for families to know what needs to change. A range of support services are accessible to families to support them. Actions in plans are not always smart, measurable, achievable, realistic and target-specific (SMART). Open-ended timescales mean that it is difficult to show that sufficient progress has been made to reduce risk.
10. The Public Law Outline (PLO) process is not used consistently well to progress work with children who may require legal steps to ensure that they are safe. The PLO tracker document is not used proactively to monitor progress. PLO meetings are not always held when concerns first arise and letters before action are often lengthy, overly complicated, and not clearly aligned with child protection procedures. This means that parents do not always understand fully what needs to change. Decision-making, including applications to the court, is not always taken as quickly or as decisively as it should be.
11. Managers are aware of deficiencies in the effective application of the PLO process. They have recently instigated a new case management panel process

which reviews longstanding CIN or CP plans that are not demonstrating timely or sufficient change, as well as providing oversight of the progression of children's cases before the court. This is a well-considered update of performance management and case oversight processes, although it is at too early a stage to have yet had a measurable impact.

12. The local authority has put in place a clear, comprehensive and confidential system to manage allegations of abuse, mistreatment or poor practice by professionals and carers. There are effective professional networks that give confidence to professionals concerned about allegations against workers in contact with children. The designated officer has established effective and credible strategic relationships with key agencies, including faith communities. Records build a clear and accurate chronology of events and actions and provide evidence of a clear rationale for decisions about threshold and action. Regular and well-attended training has raised awareness and promoted the designated officer role that ensures a reliable response to safeguard children.
13. There are a low number of children who are privately fostered. In cases considered by inspectors, there was insufficient involvement of fathers in the assessment process, and support to improve the children's living arrangements was not effective. Practice in this area needs to be improved so that workers understand pathways into private fostering and are aware of the regulations.
14. Management oversight and supervision of casework is variable in frequency, quality and effectiveness. This has been significantly impacted on by the high turnover of social workers and managers. Despite these workforce challenges, a clear focus on embedding the local authority's model of practice is evident. All staff have received training and this is being consistently used. In the majority of cases, this is helping families to be clear about concerns and ensures that professionals focus their work on these key areas.
15. Most children are seen and seen alone by social workers, who visit them regularly to undertake direct work and build trusted relationships. This is not yet the case for all children, as some are not visited as frequently as they should be. In some cases, visits have taken place but there is no evidence of the work undertaken because recording was not up to date on children's files.
16. Children and young people who are subject to, or at risk of, criminal exploitation, child sexual exploitation and gang affiliation are appropriately protected and supported by their social workers and other key professionals, who show a high level of concern, tenacity and care to build trusting relationships with them. Inspectors found that the lives of some young people had become more stable and less risky because of the support they have received.
17. Arrangements to support and understand episodes where children go missing are under developed and poorly resourced. Inspectors saw timely liaison

between police and social workers to ensure that they are informed about children who are missing. However, take up of return home interviews is very low. This means that detailed information about the reasons and whereabouts of children who are missing is not always known due to lack of engagement and reluctance of young people to speak about their experiences.

18. Visits to electively home-educated children where a safeguarding concern has been identified are not always timely in order to ensure that their needs are being addressed.
19. Thresholds in the children with disabilities teams are not well understood nor well applied when risks escalate. Assessments are not updated when needs change, and plans are insufficiently child focused. In the majority of cases, plans focus on the needs of parents rather than the child.
20. The quality of management oversight is inconsistent and social workers are not supported to follow child protection processes. A lack of management grip on the progression of plans means that children's needs are not always being met in a timely way.
21. The local authority has a youth centre that offers excellent provision for young people in Haringey. The centre offers a wide range of effective universal and targeted support, facilitated by highly motivated and skilled workers. The centre has established links across the local community, with effective partnerships collaborating well to offer support that engages children in expanding their horizons and achieving education and employment opportunities. Young people are highly involved and influential in developing and delivering this service, including, for example, the production of a hard-hitting and realistic video on the impact of social media on grooming behaviour and risks involved in relation to child sexual exploitation. Young people regard the centre as a safe space, and it is well placed to support further preventative work with them around issues such as youth violence and gangs.

The experiences and progress of children in care and care leavers: Requires improvement to be good

22. Threshold decisions for children coming into care are appropriate and timely in the majority of cases. Social work statements to the court make clear, evidence-based recommendations that are well matched to children's current and likely future circumstances and needs. They do not, however, always provide a good depth of analysis or a sufficiently strong sense of children's wishes, feelings and lived experience, even when social workers have undertaken effective direct work with children. This means that the child's lived experience is not evidenced fully in a small number of cases. Once before the court, work is progressed swiftly. In most cases, appropriate parallel plans are in place, including consideration of placements with special guardians or

connected persons. Assessments are carried out alongside work to pursue alternative permanence options, including adoption. However, in a small number of cases parallel planning was not in place for young children.

23. Children with a plan to return home are supported appropriately by social workers and other professionals to ensure that children are safe and thriving. Services are appropriately put in place to support parents, for example the provision of cognitive behavioural therapy.
24. Assessments of children's needs are not updated in a timely fashion when their circumstances change. This means that interventions are often reactive and are driven by immediate need rather than consideration of the long-term needs of children because plans do not include actions to address these.
25. Children's care plans cover the relevant broad issues but are not detailed or specific enough. Plans do not get updated until immediately before the next review, and this means that current plans cannot be shared with relevant professionals or children and are not used effectively in supervision to drive progress against required actions.
26. The local authority is working to strengthen the independent reviewing officer (IRO) challenge. However, this is not yet consistently evident in their work with children. This was particularly evident through the lack of challenge seen in progressing children's permanence plans.
27. Children in care are visited regularly in response to their needs, and often beyond statutory expectations, by social workers who know them well. Inspectors were impressed by the efforts made by social workers to develop relationships with children who have had difficult experiences and have shown sensitivity and empathy towards young people in these circumstances. Although social workers were able to give examples of the direct work they had undertaken with children, this was not always evident on children's records.
28. The use of advocates and independent visitors to support children is not consistently considered. Although inspectors saw an example where a young person had exceptional support from his independent visitor over several years, overall there are very low numbers of young people who benefit from this.
29. Social workers sensitively explore children's histories in the child's timeframe, to ensure that they can understand their pasts. Life-story books and later life letters are well constructed. Foster carers feel well supported by their supervising social workers and through access to numerous support groups. They are also able to receive direct support to help them look after children who have complex emotional and behavioural needs in order to help them improve their outcomes.

30. For almost all children in care, there is regular consideration of their health needs, thorough assessments and dental and optician checks. Immunisations are also checked to be up to date. Social workers and managers are alert to the mental health and well-being needs of children and young people. They make good use of services such as First Steps and the Tavistock to inform their work with children. In most cases, this is consistent whether the children are placed in or out of borough.
31. The virtual school has changed the way in which it oversees personal education plans (PEPs) for children in care. Until recently, the virtual school did not attend many of the meetings to establish targets for pupils or to review their progress against those targets, and information about the PEPs of children in care was not gathered in a timely fashion. Inspectors found the quality of PEPs too variable, and some are not completed fully by the designated teachers in a timely way. The introduction of the electronic personal education plans (EPEPs) system is improving information-sharing, with an increased oversight from the virtual school, although the impact on improving the quality of PEPs is not yet evident. Inspectors found that the pupil premium grant was used well to support after-school activities, including access to a nurture group, extra mathematics and English tuition, and the provision mentors.
32. Children in care access a wide range of leisure activities, including horse riding, singing and dancing schools and football academies. The local authority supports funding to access local sports centres.
33. There is insufficient focus on permanence planning for children. Inspectors did not see evidence of those for children in residential care, other than to stabilise their placements, and for some it was not considered at all. Inspectors found several cases where children were waiting for their permanence plans to be endorsed. While these delays have not impacted on the stability of their placements, for example long-term fostering arrangements in place over several years, having permanence plans in place would help children to feel more secure. The local authority is aware that there needs to be a focus on early planning for permanence for all children and has recently revised systems to enable this to happen. It is too soon to see the impact of this work.
34. In most cases seen, contact plans were clear and well supported to ensure that children are able to maintain a relationship with their birth families. They reflect children's wishes and are changed in response to the child's views. In the majority of cases, brothers and sisters are placed appropriately together.
35. The majority of children in care in Haringey receive good care, support and placement choice that means that, in both the short- and long-term, they experience placement stability. The local authority is aware that short-term stability has declined in the last year. Plans are in place to increase placement sufficiency. However, more needs to be done to ensure that there are places available for vulnerable adolescents. Inspectors found several examples where

children had remained in the same placement for many years, and these placements met their needs well. Conversely, inspectors found examples where vulnerable adolescents had multiple placement moves and the local authority was struggling to find a suitable placement to meet their needs.

36. Most children placed out of borough receive the same standard of service as those in the borough, including health and education support to meet their needs. There was timely liaison with agencies in the area in which the children were placed.
37. Services for care leavers have improved since the last inspection and are now a significant strength. Care leavers receive support from experienced and enthusiastic staff, who are tenacious in their approach with the young people they work with. Having this continuity of worker enables the young person to develop trusting relationships. Pathway plans are clear, are reviewed regularly, and clearly evidence the views of the young person, often in their own words. Care leavers are made aware of their rights and entitlements. There are a range of opportunities for them to gain skills and confidence and to prepare for living independently.
38. A range of suitable accommodation is available, and support to secure tenancies is in place when young people are ready to move on. Workers are in touch with the vast majority of their care leavers and demonstrate continuous efforts when they are not. Care leavers themselves have participated in the recently refreshed pledge and in the development of the local offer. Health histories for young people are on file, and their health needs are discussed in pathway plan reviews. For young people with complex mental health needs, there is effective joint working, with mental health social workers and psychiatrists providing a robust package of support. Young people are supported to attend the not in education, employment or training (NEET) panel to understand realistic and achievable options to engage them in areas that interest them. This, and a focus on tracking individual cases, is ensuring that NEET figures are reducing.

The impact of leaders on social work practice with children and families: Requires improvement to be good

39. A succession of changes in the senior leadership team since the time of the previous inspection in 2014 have hampered the progress in improving key areas of practice. Not all actions taken to address practice improvements were sustained, as shown by findings in the subsequent JTAI of December 2017. A significant increase in pace and re-focus on plans to address identified priorities have been noticeable since the arrival of the current director of children's services earlier this year. She has a clear grip on presenting issues and is driving actions to make improvements. For example, she chairs the children's improvement board, the JTAI action plan group, quarterly performance meetings and the recruitment and retention board.

40. The local authority's self-evaluation and the priorities of the children's improvement board clearly show that leaders recognise where practice requires improvement and are putting plans in place to address these deficits. Since the last inspection, service areas where improvements are evident include the MASH, an effective designated officer service, and the care leavers' service, where there have been substantive improvements in practice. Since the JTAI findings, however, there has been insufficient focus by partners on other areas of practice, and this means that there is still more to do in key areas, for example the strategic overview of criminally exploited children and a greater focus on children with disabilities.
41. Governance arrangements have recently been aligned with guidance, and the DCS now reports directly to the chief executive. Senior leaders are committed and visible. The chief executive is leading the development of a youth strategy, and the well-informed, confident and aspirational lead member is fully involved across a range of committees and boards.
42. There is clear political and wider partnership priority to focus on children and families in Haringey. Elected members receive regular updates on performance and progress across a wide range of areas, and they demonstrate a good understanding of the needs of vulnerable children in their area. They appropriately challenge performance in areas of concern and request further information to improve their understanding of the issues, for example incidents of knife crime; issues relating to minority groups such as lesbian, gay, bisexual and transgender; and issues relating to children from specific ethnic communities. Members of the (corporate parenting) committee have attended presentations on the new safeguarding arrangements, and the local authority is at an early stage of discussion with partners about the implications for multi-agency working.
43. Inspectors were impressed with the committed and capable staff who they met during the inspection. Staff are positive about working in the authority. Reflecting the diversity of the local population, social workers have a sophisticated awareness of diversity and how cultural, religious and other factors underpin children's sense of identity, as well as how they impact on need and risk. Inspectors found this was an integral and core part of everyday practice for social workers.
44. The local authority, as corporate parents, focuses on the key issues in order to improve services for children in care and care leavers. Staff receive regular briefings and training to enable them to understand, clarify and exercise their corporate parenting responsibilities effectively. The members of the committee undertake regular visits to a wide range of services, so that they can hear direct feedback about the impact of services. They ensure that there is a joined-up approach to tackling the issues that affect the young people for whom they are responsible. For example, they appropriately widen their

consideration of issues to include community safety, youth unemployment and placement stability.

45. Local strategic multi-agency arrangements to manage and keep abreast of the complex risks of gangs, violence and criminal exploitation of children are under developed. Robust operational practice and systems are in place to manage the risks to these children. However, the governance through strategic groups to oversee this are not yet sufficiently clear or aligned. Insufficient partnership resources mean that there are limited opportunities for analysis to inform planning to minimise the risks that these children face. The number of return home interviews undertaken is low, therefore information to inform strategic plans from this source is limited.
46. There is a wide range of opportunities for children to participate in the evaluation of services and service design. The local authority actively seeks creative ways to engage young people and receive feedback. They use this well to revise policies, review services and improve practice. An example is the implementation of 'MOMO (mind of my own) Express' to engage those young people who are more difficult to reach, and the involvement of children in the recruitment of designated nurses for children in care. Members of ASPIRE (the children in care council) attend formal committee meetings with the support of a youth worker. A dedicated participation officer has effectively helped young people to meaningfully participate in the development of a comprehensive and accessible 'local offer' for the care leavers service.
47. There is insufficient focus on the impact of the service to improve all children's outcomes. Audits have been overly focused on process. The quality of audits has not reached the local authority's own expectations, in part hampered by a lack of resource. The introduction of practice week in September and a programme that has closer alignment to performance data have been helpful in focusing on the quality of practice. The local authority recognises the need to improve, and plans are in place to further develop the quality assurance framework.
48. The local authority has a wide range of performance information and, in some areas, this is used well. This includes a successful drive to improve the timeliness of assessments, service improvements in the care leavers team, and use of real-time information in the MASH to ensure the effective progression of contacts and referrals. However, this practice is not yet used consistently across all service areas and is not fully utilised to drive the improvements required.
49. The local authority has developed a children looked after and care leavers strategy that includes commissioning intentions. This was informed by a gap analysis of placement sufficiency. This is new and at too early a stage to have had a significant impact. This means that the more challenging areas of

placement sufficiency, for example those linked to older and more vulnerable adolescents, are not yet matching the needs of all young people.

50. Inspectors found inconsistent senior management oversight of practice. For example, systems are not yet established to enable them to have a strong oversight of permanence planning for children in care.
51. The local authority keeps robust data on their workforce in terms of vacancy rates and turnover and these are monitored through the recently developed recruitment and retention board. While there are plans in place to increase the number of permanent staff and reduce vacancy rates, some children experience delay in progression of their plans because they experience frequent changes of social worker.
52. Through the provision of additional capacity to progress work and plans for children, there has been a gradual reduction in caseloads. Staff report feeling supported by their managers and the local authority's wider training and support package. In teams where there is a more stable staffing and manageable caseloads, the positive impact is clear, with regular visits and social workers engaging in direct work and building trusting relationships with children.
53. There is currently no collated data on the skills and experience of the workforce. This means that the learning and development strategy has not been informed by knowledge of the workforce's skills in order to meet identified gaps. This information has just started to be collected. A central record is kept on the in-house courses attended, including the local authority's model of practice, which is successfully embedded.



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Report for: Cabinet – 12th March 2019

Title: Quarter 3 (Period 9) Budget Monitoring for 2018/19

Report authorised by: Jon Warlow – Chief Finance Officer & Section 151 Officer

Lead Officer: Frances Palopoli – Head of Corporate Financial Strategy & Monitoring

Ward(s) affected: N/A

**Report for Key/
Non Key Decision** Key

1. Introduction

- 1.1 This budget monitoring report covers the position at Quarter 3 (Period 9) of the 2018/19 financial year including Revenue, Capital, Housing Revenue Account (HRA), and Dedicated Schools Grant (DSG) budgets. The report focuses on significant budget variances including those arising as a result of the forecast non-achievement of Cabinet approved MTFS savings.

2. Cabinet Member Introduction

- 2.1 I am pleased to be able to confirm that the forecast outturn position has either stabilised or improved for all areas barring Priority 1 (Children's Services) which has shown a further increase this quarter of £1.4m. The pressures driving these costs are significantly outside our control and are either caused by rising population; increased market rates for LAC placements; statutory requirements on us to provide for clients with no recourse to public funds (NRPF) where we have little means of influencing the numbers presenting; and further pressure due to both the increased complexity and numbers of children and young people in the Borough with identified additional needs.
- 2.2 This is a National issue with 91% of English councils overspending on Children's services in 2017/18. London Boroughs alone overspent by more than £100m that year and early indications are that the current year will see either the same or a worsened position.
- 2.3 Officers have put in place a range of measures aimed at identifying where alternative or reduced services can be provided whilst still safeguarding our young people and delivering the desired outcomes. I commend them for their efforts and I expect costs in this area to at least stabilise as we move to Year end.
- 2.4 For the Council overall, there does remain a significant forecast overspend which must be reduced before the end of March. Directors are very aware of their responsibilities in this regard and continue to look to bring spend back to budget or below. At a corporate level, officers continue to look for solutions which will bridge any residual gap or ideally will build up reserves to provide additional resilience for future years. The corporate mitigations include one-off funding from additional retained business rates as part of our

participation in the pan-London 100% pilot; further capitalisation opportunities and income from the transfer of commercial properties from the HRA into the GF.

- 2.5 At Quarter 3, it is forecast that the efforts of services to bring down forecast overspends, coupled with corporate solutions, will enable the Council to end the year with a balanced outturn position however, colleagues must be under no illusions about the impact on next year's budgetary position and overall council resilience if any overspend remains at year end.

3. **Recommendations**

Cabinet is recommended to:

- 3.1. Note the forecast revenue outturn for the General Fund (GF), including corporate items, of **£9.1m overspend** post mitigations of £6.4m and the need for remedial actions to be implemented to bring closer to the approved budget (Section 6, Table 1, and Appendix 1).
- 3.2. Note the HRA forecast of £4.4m underspend. (Section 6, Table 2, and Appendix 2).
- 3.3. Note the net DSG in-year forecast of £3.5m overspend and projected year end DSG Reserve deficit of £2.6m and the actions being taken to seek to address this (Section 7 and Table 3).
- 3.4. Note the latest capital forecast expenditure of £172.4m in 2018/19 which equates to 75% of the approved budget (Section 9, Table 5 and Appendix 5).
- 3.5. Note the forecast delivery of savings in 2018/19 (Section 8, Table 4 and Appendix 4); *and*
- 3.6. To approve the budget virements as set out in Appendix 3.

4. **Reason for Decision**

- 4.1 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.

5. **Alternative Options Considered**

- 5.1 The report of the management of the Council's financial resources is a duty of the Director of Finance (Section 151 Officer), helping members to exercise their role and no other options have therefore been considered.

6. **Revenue Outturn**

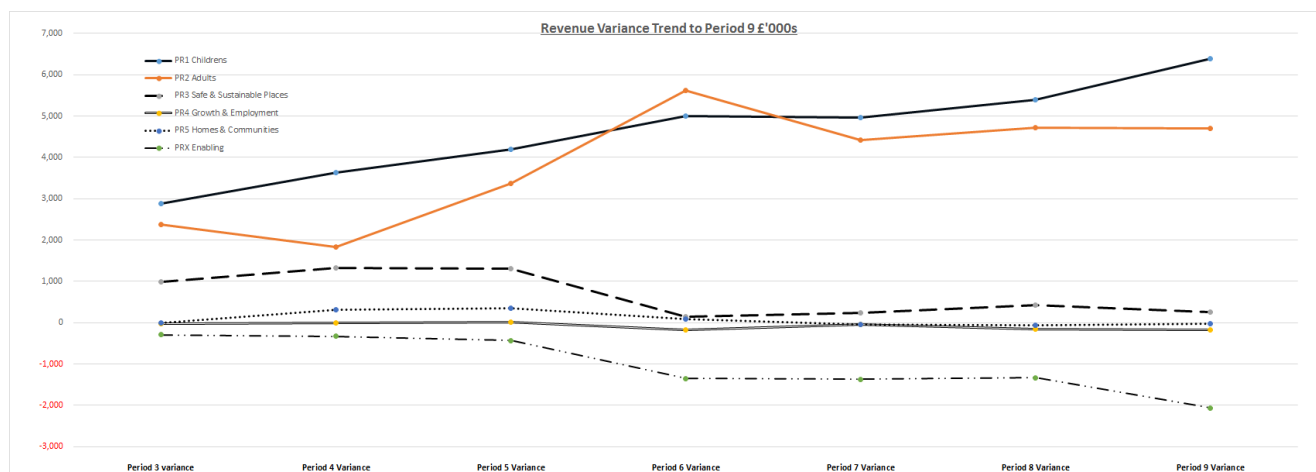
- 6.1. As at March 2019, the Council's quarter 3 finance position (including HRA) is a projected overspend of £8.2m for the year ending 2018/19, the General Fund element being £9.1m (Quarter 2: £9.3m). This is after applying corporate mitigations of £6.4m mainly from the application of the budget resilience reserve built into the budget to smooth delays in delivering agreed savings.

- 6.2. The net General Fund pressure of £9.1m has improved by £0.2m since Quarter 2 however, there still remains a significant gap. Directors need to continue to focus on delivering strategies to mitigate this down and there is an expectation that this will lead to positive results before the end of March. Some of the actions being taken are outlined further in the paragraphs below.
- 6.3. At a corporate level, officers continue to look for solutions which will bridge any residual gap or ideally will build up reserves to provide additional resilience for future years. The corporate mitigations include one-off funding from additional retained business rates as part of our participation in the pan-London 100% pilot; further capitalisation opportunities and income from the transfer of commercial properties from the HRA into the GF. At this point, it is forecast that the efforts of services to bring down forecast overspends coupled with corporate solutions will enable the Council to end the year with a balanced outturn position however, if any overspend remains at year end this will negatively impact on the resilience of the 2019/20 budget and future year's capacity to properly fund the required transformation programmes.
- 6.4. Table 1 below sets out financial performance at priority level. A detailed analysis at directorate level is attached in Appendix 1. The forecasts in the appendix are shown before the application of mitigation.

Table 1 – Revenue Budget Monitoring Forecast for Quarter 3, December 2018

Priority	Revised 2018/19 Budget	Non- Delivery of Savings	Base Budget Variance	Corporate Mitigation of Non- Delivered Savings	Q3 Outturn Forecast	Q3 Forecast to Budget Variance	Q2 Forecast to Budget Variance	Forecast Variance Movement Between Q2 and Q3
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
PR1 Childrens	63,092	4,230	4,162	-2,000	69,484	6,392	5,004	1,388
PR2 Adults	97,410	3,552	3,144	-2,000	102,106	4,696	5,619	-923
PR3 Safe & Sustainable Places	31,874	580	-315	0	32,139	265	152	113
PR4 Growth & Employment	7,460	0	-174	0	7,286	-174	-175	1
PR5 Homes & Communities	20,820	0	-32	0	20,788	-32	85	-117
PRX Enabling	28,967	2,404	-2,066	-2,404	26,900	-2,067	-1,351	-716
General Revenue Total	249,623	10,766	4,719	-6,404	258,703	9,080	9,334	-254
DSG	488	0	3,527		4,015	3,527	3,047	480
HRA	0	0	-4,422		-4,422	-4,422	-3,647	-775
Haringey Total	250,111	10,766	3,824	-6,404	258,296	8,185	8,734	-549

Diagram 1 – Revenue Budget Forecast Trend to Period 9, December 2018



A summary of the forecast outturn position for Priorities showing significant variances is outlined below. These variances include the impact of the non-delivery of MTFS savings which are further discussed in section 8.

PRIORITY 1

Overspend £6.4m

- 6.5.** Priority 1 is forecasting to spend £69.5m against an approved budget of £63.1m resulting in a projected overspend of £6.4m at Quarter 3 an increase of £1.4m since quarter 2. It should be noted that this figure assumes the release of £2m from the budget resilience reserve to offset the impact of slower than planned delivery of savings.

The areas with material variances are detailed below.

6.6. Children's Placements (£3.0m overspend)

- **Young Adults Placements (£0.3m overspend):** the underlying overspend is due to non-delivery of 2017/18 and 2018/19 savings. The forecast overspend has reduced by £0.1m compared to Quarter 2. This is as a result of ongoing review of current pathways, which has identified cases where young people's needs can be met at reduced costs, by changing the type placements (whilst still achieving the desired outcome).

- **LAC External Placements (£3m overspend):**

- There has been an adverse movement of £0.6 between Quarter 2 and Quarter 3 in relation to the overall spend on children's placements. Having analysed all the changes there have been since Quarter 2, 3 additional secure placements have attributed to at an additional annual cost of £0.2m and there has been a realisation that there had been a £0.4m mis-posting of care packages through the year which have now been incorporated into the full forecast.

- The cost of external placements is driven by the number of children in placements, the types of placement (Residential, Secure, Fostering, and Semi-Independent Living), and the weekly cost of those placements. Secure and residential placements have the highest weekly costs, with small movements in numbers and / or weekly rates resulting

in significant movement in the forecast. Although the number of residential placements remained broadly the same compared to Quarter 2 (39 and 38, respectively), the average weekly cost has increased from £3,198 to £3,258.

The service has implemented an ongoing review of the top 50 high cost placements, to identify cases where services can be provided at reduced costs, whilst still safeguarding young people, and delivering the desired outcomes.

A report has been presented to Children's Improvement Board meeting which sets out the findings of this review and some actions which are both strategic and those with a more immediate impact:

- The development of a family parenting assessment centre business case to reduce the costs associated with assessing families through mother and baby placements in residential centres. The proposal is to develop this service alongside our contact centre with it scheduled to be up and running by June subject an invest to save bid.
- The development of a tiered foster scheme which means our in-house foster carers can manage more complex children which is also subject to invest to save bid.
- The negotiation by Brokerage of better rates with care providers given a number of places that have been spot purchased through them previously.
- An audit of children aged under 14 in residential care, which is yet to be programmed.
- Putting children forward to the complex care panel for joint funding from Health.

Stepping down some of the therapeutic support in some placements where children's conditions have improved since their previous assessment.

• **Fostering (£0.3m underspend):**

There is currently a programme of work to increase the number of in-house foster carers which included a recruitment campaign and reduced reliance on more expensive Independent Fostering Agencies (IFA):

- This is on track to meet the target of 12 in-house foster carers in 2018/19;
- There has seen a reduction in the use of IFAs from 48% in Quarter 1 to 44% in Quarter 3.
- There has seen a significant shift in practice with only 21% (3/14) of new foster placements going to IFAs in October compared to 72% (16/22) of new foster placements in July.
- Has converted 2 independent foster agency carers to in-house foster carers.
- There has been no material forecast movement from Quarter 2 to Quarter 3.

6.7. Other Children's Social Care (£1.8m overspend)

• **Staffing (£1.0m overspend);** This is mainly due to the underlying gap between staffing budgets and the costs of established posts, which also includes a £0.4m gap for the current recruitment and retention scheme agreed in 2015/16. There are currently 61 agency staff in post, who on average are £5k per year more expensive than permanent staff, equating to an annual equivalent of £0.3m.

• However, a programme of work is in place to reduce the ratio of agency to permanent employees and the ratio has reduced from 34.3% in July to 29.5% in December. Work to reduce this number further will continue.

• Further budget pressures are caused by underfunding of established posts, which has been addressed as part of the 19/20 budget setting exercise.

- **No Recourse to Public Funds (NRPF) (£0.6m overspend):** There is a statutory requirement to continue to support NRPF clients however, there is insufficient budget to meet needs. There has been an increase of £0.2m compared to the previous quarter due to an increase in client numbers.

- **Other Services (£0.2m overspend):** Minor over and underspends are being projected in First Response, In-House Fostering set up costs, Adoptions & Permanency Placements and Asylum, Young Adults Housing Benefit receipts.

6.8. Children & Young People with Additional Needs (£2.9m overspend)

- **Inclusion Service (£0.4m overspend):** This is due to the shortfall in income for Education Psychology. There is an increased overspend of £0.1m compared to Quarter 2. The service is considering a traded offer for advisory teachers and will consider reducing staff costs as mitigations. The Education Psychology service is in the process of a second round of recruitment for staff to cover a high number of staff who are on maternity leave and who will deliver the services to generate the income. There continues to be a risk of not achieving this income target if these roles cannot be filled successfully. A campaign has been agreed with Hays our recruitment partner to enhance our profile with this recruitment.
- **SEND (£1.1m overspend):** Mainly due to the statutory duty to provide transport for over 19 year olds as part of the SEND Reform, coupled with a shortfall against the income budget, increasing slightly by £0.1m from Quarter 2. The service is in the process of analysing the routes in more detail to assess if any reduction can be achieved.
- Routes and costs for the first school term have also not been able to be finalised, as one of the main providers has left the market earlier than expected, coupled with a supply issue with larger vehicles with the remaining providers who do not have this capacity in their fleet. Currently work is in progress for the recommissioning of all routes from September 2019 and work is being done to ensure there are at least 30 providers are on the framework which will help to drive competition.
- **Family Support and Family Link:** From a budget of £2.8m the service is currently forecasting an **(overspend of £0.9m)**. This is mainly driven by social care support packages. The cost for two children with highly complex behaviour and learning disability has increased, resulting in an increased overspend of £0.3m compared to Quarter 2. These children are in the treatment review risk register and their packages have been increased significantly to avoid hospital admissions or long-term residential placements. They are regularly discussed at complex care panel and joint funding is being reviewed with health, with whom we are in discussions about the appropriate level of funding that they should contribute also.
- **Children Centres (£0.5m overspend):** The overspend is due to non-statutory childcare costs and an unachievable income target. There is an ongoing review of the operational costs of the centres to address the budget pressure. There is no movement compared to Quarter 2.

6.9. Schools & Learning (£0.3m overspend) due to the reduction of traded income as a result of schools now buying their services directly from HEP. The reported overspend is consistent with Quarter 2.

6.10. Other Children's Services (£0.2 overspend): there is an overspend of £0.1m in the director's budget due to consultants' fees to support the service's business improvement programme. It was previously assumed that this would be funded from the Transformation Fund, however the service is now expected to fund this as this funding has now been fully utilised.

PRIORITY 2

Overspend £4.7m

6.11. After release of £2.0m from the budget resilience reserve, Priority 2 is forecasting a net spend of £102.1m against a budget of £97.4m resulting in an adverse variance of £4.7m at Quarter 3. This represents a decrease of £0.9m on the position reported at Quarter 2, which is attributable to the receipt of Winter Funding Grant. The areas with material variances are detailed below.

6.12. Care packages (**£6.2m adverse**). This is made up of –

- £3.5m relating to pressure brought forward from the previous year.
- £3.8m which has arisen in the current year, including £0.5m relating to inflationary uplifts awarded to care providers. The following are contributing to the additional pressures on care packages:
 - Learning Disabilities: £0.6m, made up of £0.1m increase in demand/costs £0.5m underachievement in planned savings.
 - Adults: £2.1m, made up of £1.9m increase in demand/costs and £0.2m underachievement in planned savings.
 - Mental Health: £1.1m made up of £1.1m increase in demand/costs.
- These pressures are mitigated by the receipt of £1.1m Winter Funding Grant.

6.13. Osborne Grove Nursing Home (**£0.7m adverse**). An embargo on placing new clients in the home (for quality of care issues) remains in place. The management and staffing costs to run the service, which continue at previous levels for the reduced number who now remain living in the home, loss of client contributions, and loss of health funding for purchased beds, contribute to this cost pressure. Consultation with both staff and clients is currently underway, with a view to moving to a single ward by the end of May is currently under way. This should have the effect of reducing revenue costs by £400k in 2019/20.

6.14. Other (£0.1m underspend) – minor variances.

PRIORITY 3

Overspend £0.2m

6.15. Priority 3 is forecasting a £0.27m overspend at Quarter 3 which represents an increase of £0.11m on the position at Quarter 2. The main drivers of the projected pressure at period 9 are outlined below:

- Commissioning : **£0.04m overspend** mainly due to reduced projected achievable income from bulky waste services.
- Operations : **£0.1m underspend** predominately due to additional capitalisation in Highways.

- Community Safety : **£0.09m overspend** mainly due to CCTV salary costs with no attributing budget.
- AD for Operations : **£0.08m overspend** mainly due to increased interim staffing costs.
- Operational Resilience : **£0.16m overspend** mainly due to pressures in corporate contracts & emergency planning.

PRIORITY 4**Underspend £0.17m**

6.16. Priority 4 is forecasting a £0.17m underspend at Quarter 3 which is in line with the position reported at Qtr 2.

PRIORITY 5 (General Fund)**Underspend £0.003m**

6.17. The Housing forecast is largely breakeven. However, a £1.4m Flexible Housing Support Grant (FHSG) credit is offsetting overspend in the Community Housing services budget for Temporary Accommodation (TA)/Homelessness services. Pressure on the TA budget is being driven by rising costs of procuring emergency; TA reduction initiatives are not impacting on TA numbers as much as was anticipated; the impact of the Homelessness Reduction Act; delays in getting new homes supply initiatives up and running, and rehousing requirements at the Broadwater Farm Estate. There are additional costs arising from the required work at the Broadwater Farm estate over and above that outlined in the Cabinet report (26 June 2018) however, these are still being finalised and a firmer picture will be reported as part of the Outturn report.

PRIORITY 5 (HRA)**Underspend £4.4m**

6.18. The HRA budget is projecting an underspend of £4.4m for the year ending March 2019. The HRA outturn summary is set out in Table 2 below.

Table 2 – HRA Budget Forecast (Quarter 3)

HRA Budget (2018/19)	2018/19 Revised Budget	Q3 Forecast	Q3 Forecast Variance	Q2 Forecast Variance	Forecast Variance Movement Q2 to Q3
	£'000	£'000	£'000	£'000	£'000
Managed Services Income	(107,554)	(107,811)	(257)	316	(573)
Managed Services Expenditure	14,025	13,736	(289)	(299)	10
Retained Services Expenditure	76,814	72,939	(3,875)	(3,664)	(211)
Surplus HRA Services (within Retained)	16,715	16,715	0	0	0
Balance of HRA Account	0	(4,421)	(4,421)	(3,647)	(774)

6.19. The HRA forecast variance movement of an increased underspend (£0.8m) between Q3 vs Q2 is due to:

- A more robust forecast of the leasehold service charge income (£0.3m increase)
- A more robust forecast of commercial income from properties remaining within the HRA (£0.5m increase)

A drawdown from service reserve to offset abortive costs in relation to the previous proposal to sell land to Sanctuary Housing Association as part of the phase 2 infill housing development programme.

PRIORITY X

Underspend £2.1m

Priority X consists of Non-service and service Corporate budgets

6.20. Non-Service Corporate Revenue (NSR).

Underspend £1.9m

These corporate budgets are projecting an underspend of £1.9m at Quarter 3 due to underspends on debt financing costs (£1.0m) and lower than expected additional payment required to meet the minimum contribution requirement for the pension fund (£0.8m). The improvement of £0.2m since Q2 is largely due to a reduction in forecast treasury costs as a result of slippage in the Council's capital programme.

6.21. Priority X Corporate Service Budgets

Underspend £0.2m

The underspend across the corporate services budgets as a whole is driven by an underspend in Strategy and Communications (£0.5m) as a result of staff vacancies and additional income arising from the new out of home advertising contract staff vacancies. In addition the Shared Service Centre is projecting an underspend of (£0.2m) where lower than budgeted staffing and running costs within HR (£0.5m) and the saving on the Occupational Health and Wellbeing Contract (£0.1m) are offsetting the income shortfall on the Schools Traded Service (£0.2m) and a small pressure across IT budgets (0.2m). Small staffing related overspends remain within the Finance Division due to the use of agency staff pending completion of its restructure (£0.1m); Customer Services and Libraries (£0.1m) and within the Corporate Programme Management Office which works on the Council's transformation programmes (£0.2m). These overspends are being managed down where possible. The service budgets account for the majority of the favourable movement in Priority X from Quarter 2 (£0.5m) and is largely as a result of the reforecasting of staffing costs to take account of updated vacancy assumptions and further capitalisation opportunities.

6.22. On 28th January, James Brokenshire, Secretary of State for Ministry of Housing, Communities and Local Government, announced through a written statement that additional funding will be provided to help councils carry out their preparations for exit from the EU and do appropriate contingency planning. £40m of this will be allocated upfront to all councils; half in 2018/19 and half in 2019/20. This equates to £210k for Haringey across the two years. It is proposed that this funding, once received, be allocated to the Organisational Resilience team within Environment & Neighbourhoods Directorate as they are leading on the Council's readiness and planning for Brexit.

6.23. The sufficiency or otherwise of this funding cannot yet be determined. It has been highlighted as a significant risk in the 2019/20 Budget/19/24 MTFS report and will be reported as necessary through future monitoring reports.

7. Dedicated Schools Grant (DSG)

Overspend £3.5m

7.1. The DSG is projecting an in-year overspend of £3.5m for the year resulting in a projected year-end DSG reserve deficit of £2.6m. This is set out in more detail in Table 3 below.

Table 3 – DSG Reserve Position Quarter 3

Blocks	Opening DSG Reserves at 01/04/18	Schools Forum agreed transfer between blocks	One-off transfer from Reserves into HNB Budget	Revised DSG Reserves	Q3 Forecast	Closing DSG Reserves at Q3	Closing DSG Reserves at Q2	Net movement in period
Schools block	(1,267)	400	488	(379)	(273)	(652)	(652)	(0)
Central block	0	0	0	0	(15)	(15)	(15)	0
Early years block	(1,653)	1,100	0	(552)	6	(547)	(547)	0
High needs block	1,500	(1,500)	0	0	3,809	3,810	3,329	481
Total	(1,419)	0	488	(931)	3,527	2,596	2,116	480

7.2. The DSG projected in year overspend is primarily due to a £1.5m reduction in the high needs block funding announced in the revised July 2018 allocations and a general increase in pupil numbers with special educational needs within the borough which includes provision for young adults up to the age of 25. Additional funding of £625k has been allocated by the ESFA since the last Cabinet report and has been incorporated into the forecast however this has been more than outweighed by increases in demand.

7.3. Schools Forum agreed at its July 2018 meeting to settle the opening High Needs Block deficit within the DSG reserve by transfers from the other blocks and this is shown in the table.

7.4. The projected closing DSG reserve deficit is £2.6m. The Government is proposing to introduce a new process for bringing DSG deficits back into balance. Full details are still to be received however; it is likely to require Councils, in conjunction with school forum, to submit 3 year recovery plans. Further details will be reported in the next report.

8. MTFS Savings 2018/19

8.1. The MTFS savings target for 2018/19 (including brought forward unachieved savings from 2017/18) is £15.72m. Table 4 below summarises the current savings position at priority level.

8.2. Cabinet approved the permanent writing off of £9.82m of these savings in the meeting of 11th December 2018 and the impact of this has been built into the 2019/20 budget and refreshed MTFS. The residual £0.9m savings shortfall identified as still to be delivered in the table below are currently rated as amber which means that, while they may not fully deliver during 2018/19, this is due to slippage in delivery profile rather than deemed as no longer achievable at all. Services are aware that these still need to be achieved.

8.3. The detailed information is included in Appendix 4.

Table 4 – Summary – 2018/19 MTFS Savings by Priority

MTFS Savings 2018/19						
	Total Savings Target 2018-19	Unachievable Savings Written Off in Q2	Revised Deliverable Savings Target	Savings Projected to be Achieved in 2018-19	Savings Projected to be Delivered in 2019-20	% Achieved of Deliverable Target in 2018-19 in Q3
	£'000	£'000	£'000	£'000	£'000	%
Priority 1	4,605	4,516	89	375	(286)	421%
Priority 2	5,290	2,900	2,390	1,738	652	73%
Priority 3	1,735	-	1,735	1,155	580	67%
Priority 4	300	-	300	300	-	100%
Priority 5	50	-	50	50	-	100%
Priority X	519	-	519	519	-	100%
Corporate Savings	3,216	2,404	812	812	-	100%
Total	15,715	9,820	5,895	4,949	946	84%

9. Capital Expenditure Forecast at Quarter 3

Table 5 – Capital Expenditure (Quarter 3)

Priority	2018/19 Revised Budget	2018/19 Q3 Forecast Outturn	2018/19 Q3 Forecast Variance	Movement in Variance from Q2 Forecast
	£'000	£'000	£'000	£'000
Priority 1 - Children's	11,390	5,724	(5,666)	(1,606)
Priority 2 - Adults	8,397	7,625	(772)	3
Priority 3 – Environment & Neighbourhoods	22,017	18,060	(3,957)	127
Priority 4 - Growth & Employment	62,494	52,831	(9,663)	12,972
Priority 5 - Homes & Communities	36,725	24,181	(12,544)	(3,380)
Priority 6 - Enabling	19,278	6,234	(13,043)	54
General Fund Total	160,300	114,655	(45,645)	8,170
HRA Priority 5 - Homes & Communities	68,254	57,737	(10,517)	(9,810)
Total	228,554	172,392	(56,162)	(1,640)

In comparison to quarter two forecast, the overall capital programme is now anticipating a lower outturn by £1.64m. The main variances are set out below:

Appendix 5 provides details of the variances at a scheme level.

9.1. Children's Services

There is a £1.6m reduction in forecast Q3 when compared to Q2. There have been difficulties in procuring the project management resources required to deliver the challenging programme of surveys that are being undertaken to inform the strategic business case that is being prepared for the Education Assets. There have also been difficulties in procuring the companies needed to undertake the condition surveys.

9.2. Adult Services

The substantive variance in Adults Services relates to the delays in the Linden House project. The delay is due to the increased design development being undertaken to ensure that the specialist needs of the client group are fully taken into account.

9.3. Environment & Neighbourhoods

There are three large variances being reported within the priority. The Structure scheme, variance £1.1m, is delayed due to design issues associated with the statutory undertakers' element of the works. The scheme is anticipated to enter procurement in March/April 2019. The Parkland Walk Bridges scheme, variance £1.3m, is due to delays in the design of the scheme. The scheme is scheduled to enter procurement shortly. The Asset Management of Council Buildings is reporting a variance of £1.3m. The service is currently undertaking a range of activities in order to prepare a programme of works for the next financial year.

9.4. Growth & Employment

The priority is reporting an increase in its outturn of £13m. However, within that number there are a number of improved forecast outturn positions with some offsetting deteriorating outturn forecasts giving a net improvement of £13m.

Improved forecasts are being reported on Tottenham Hale Street (£2m). This is due to the recent grant of planning to Argent Related under the SDP enabling funds to flow. The HRW scheme is projecting to spend £23m against a budget of £6.8m. Within this projection there is a £4m contingency. The Council is obliged to incur this expenditure under the terms of the agreement with Lend Lease who will ultimately reimburse the Council. Whilst this is an in-year variation it will be contained within the overall multi-year budget for the HRW scheme. The Site Acqn (Tottn & Wood Green) is reporting an improved outturn of £3.3m. This primarily relates to the acquisition of Canning Crescent for a supported living scheme. The most significant deteriorating forecast outturn relates to the Bruce Grove Public Realm Scheme (£2.8m) and the Tottenham High Road Strategy (£0.8m). The initial profiling for these schemes was over optimistic and has been corrected as part of the revisions to the 2019/20 capital programme to be considered by Cabinet and Council.

9.5. Homes & Communities

Overall the priority is reporting a reduced outturn when compared to the Q2 position. However, there is further work to be undertaken on the costs incurred within this priority given the recent changes to the borrowing cap of the HRA. It is likely that the costs of the acquisition of some properties which hitherto were to be transferred to the wholly owned company (WOC) may be transferred to the HRA. This work will be reflected in the outturn. HRA forecast expenditure has deteriorated by £9.8m. Delays in an adjudication process has meant slippage of £2.7m; £4.8m is to be slipped for the acquisition of 400 White hart Lane which is committed but has stage payments related to progress with the construction; and £2.3m relates to delays on a number of schemes.

10. Contributions to strategic outcomes

- 10.1 Adherence to strong and effective financial management will enable the Council to deliver its stated objectives and priorities.

11. Statutory Officers Comments

Finance

- 11.1 This is a report of the Director of Finance and therefore all finance implications have been highlighted in the body of the report.

Procurement

- 11.2 Strategic Procurement notes the contents of this report and will continue to work with services to enable cost reductions.

Legal

- 11.3 The Assistant Director of Corporate Governance has been consulted on this report.
- 11.4 Section 28 of the Local Government Act 2003 imposes a statutory duty on the Council to monitor during the financial year its expenditure and income against the budget calculations. If the monitoring establishes that the budgetary situation has deteriorated, the Council must take such action as it considers necessary to deal with the situation. This could include, as set out in the report, action to reduce spending in the rest of the year.
- 11.5 The Council must act reasonably and in accordance with its statutory duties and responsibilities when taking the necessary action to reduce the over spend.
- 11.6 The Cabinet is responsible for approving virements in excess of certain limits as laid down in the Financial Regulations at Part 4 Section I, and within the Executive's functions at Part 3 Section C, of the Constitution.

Equalities

- 11.7 The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:
- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
 - 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 three parts of the duty applies to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.
- 11.8 The report provides an update on the Council's financial position in relation to planned MTFS savings and mitigating actions to address current budget overspends. Given the impact on services of savings targets, all MTFS savings were subject to equality impact assessments as report to Full Council on 26 February 2018.

11.9 Any planned mitigating actions that may have an impact beyond that identified within the MTFS impact assessment process should be subject to new equality impact assessment.

12. Use of Appendices

Appendix 1 – Directorate Level Forecast (Quarter 3/P9)

Appendix 2 – HRA Forecast (Quarter 3/P9)

Appendix 3 – Virements

Appendix 4 – MTFS Savings

Appendix 5 – Capital Forecast (Quarter 3/P9)

13. Local Government (Access to Information) Act 1985

13.1. For access to the background papers or any further information, please contact Frances Palopoli – Head of Corporate Financial Strategy & Monitoring.

Directorate Level Forecast P9

Appendix 1

	2018/19 Revised Budget	Q3 (P9) Outturn Forecast	Q3 (P9) Forecast to Budget Variance	Q2 (P6) Forecast to Budget Variance	Movement in Forecast Variance
PRIORITY_1.PR Priority 1	63,091,659	71,483,584	8,391,925	7,003,512	1,388,413
PR1_CY.PR Childrens	50,649,870	58,712,292	8,062,422	6,723,338	1,339,084
PR1_COMSIN.PR Commissioning	3,390,400	3,371,800	-18,600	-18,600	0
PR1_PH.PR Public Health	5,960,070	5,980,070	20,000	0	20,000
PR1_SL.PR Schools & Learning	3,091,319	3,419,422	328,103	298,774	29,329
					0
PRIORITY_2.PR Priority 2	97,409,926	104,105,739	6,695,813	7,619,455	-923,642
PR2_AS.PR Adults	80,922,146	87,462,878	6,540,732	7,639,049	-1,098,317
PR2_COMSIN.PR Commissioning	4,601,700	4,793,911	192,211	-2,194	194,405
PR2_PH.PR Public Health	11,886,080	11,848,950	-37,130	-17,400	-19,730
					0
PRIORITY_3.PR Priority 3	31,874,065	32,138,964	264,899	151,536	113,363
PR3_COM.PR Commercial & Operations	29,204,655	29,479,054	274,399	159,036	115,363
PR3_PH.PR Public Health	0	0	0	0	0
PR3_COMSIN.PR Commissioning (Culture Museum & Archives)	719,410	709,910	-9,500	-9,500	0
PR3_CFO.PR Chief Finance Officer (Alexandra Palace)	1,950,000	1,950,000	0	2,000	-2,000
					0
PRIORITY_4.PR Priority 4	7,459,937	7,286,102	-173,835	-175,237	1,402
PR4_PRD.PR Regeneration, Planning & Development	284,225	219,343	-64,882	-20,332	-44,550
PR4_HSEGWT.PR Housing & Growth	1,183,567	1,242,295	58,728	39,585	19,143
PR4_PLAN.PR Planning	2,167,285	2,167,285	0	0	0
PR4_PCP.PR Property & Capital Projects	202,150	201,093	-1,057	-1,057	0
PR4_REGEN.PR Regeneration	3,622,710	3,456,086	-166,624	-193,433	26,809
					0
PRIORITY_5.PR Priority 5	20,820,135	20,788,182	-31,953	84,848	-116,801
AH03.PR Housing Demand	10,877,203	12,277,391	1,400,188	965,531	434,657
AH05.PR Housing Commissioned Services	989,498	-410,690	-1,400,188	-850,000	-550,188
PR5_COMSIN.PR Commissioning	8,953,434	8,921,481	-31,953	-30,683	-1,270
					0
PRIORITY_X.PR Priority X	28,967,050	26,900,733	-2,066,317	-1,350,980	-715,337
PRX_CFO.PR Chief Finance Officer	13,748,672	11,959,350	-1,789,322	-1,407,028	-382,294
PRX_CG.PR Corporate Governance	2,657,200	2,716,000	58,800	76,000	-17,200
PRX_CSL.PR Customer Service and Libraries	4,746,000	4,884,997	138,997	169,404	-30,407
PRX_DCE.PR Deputy Chief Executive	9,300	9,300	0	0	0
PRX_LCEO.PR Leader and Chief Executive Office	561,948	26,225	-535,723	-429,370	-106,353
PRX_SSC.PR Shared Service Centre	7,019,272	6,867,208	-152,064	78,665	-230,729
PRX_TR.PR Transformation & Resources	224,658	437,653	212,995	161,350	51,645
TOTAL	249,622,772	262,703,304	13,080,532	13,333,134	-252,602

Appendix 2 HRA Forecast Q3

HRA BUDGET 2018/19	2018/19 Revised Budget	Q3 2018/19 Actual Spend	Q3 2018/19 Forecast	Q3 2018/19 Forecast Variance	Q2 2018/19 Forecast Variance	Forecast Variance Movement Q3 vs Q2
	£000's	£000's	£000's	£000's	£000's	£000's
UE0721 Managed Services Income						
H39001 Rent - Dwellings	(81,071)	(58,998)	(80,690)	381	456	(75)
H39101 Rent - Garages	(858)	(520)	(730)	128	148	(20)
H39102 Rent - Commercial	(138)	(732)	(756)	(618)	(422)	(196)
H39201 Income - Heating	(288)	(218)	(295)	(7)	(5)	(2)
H39202 Income - Light and Power	(1,095)	(795)	(1,084)	11	7	5
H39301 Service Charge Income - Leasehold	(8,124)	(6,840)	(8,460)	(336)		(336)
H39401 ServChgInc SuppHousg	(1,495)	(1,106)	(1,509)	(14)	(23)	9
H39402 Service Charge Income - Concierge	(1,562)	(1,114)	(1,506)	56	29	27
H39405 Grounds Maintenance	(2,307)	(1,638)	(2,233)	74	65	9
H39406 Caretaking	(1,845)	(1,308)	(1,783)	62	55	7
H39407 Street Sweeping	(1,891)	(1,367)	(1,864)	27	18	9
H40102 Water Rates Receivable	(7,090)	(5,477)	(7,112)	(22)	(11)	(12)
H40404 Bad Debt Provision - Leaseholders	210		210			
UE0721 Managed Services Income TOTAL	(107,554)	(80,114)	(107,811)	(258)	316	(574)
UE0722 Managed Services Expenditure						
H31300 Housing Management WG	23	30	40	17		17
H32300 Housing Management NT	28	23	24	(4)		(4)
H33300 Housing Management Hornsey		17	27	27	10	17
H33400 TA Hostels	252	101	252			
H34300 Housing Management ST	9	18	22	13	10	3
H35300 Housing Management BWF	11		1	(11)		(11)
H37210 Under Occupation	128	119	145	18		18
H39002 Rent - Hostels	(1,920)	(1,450)	(1,985)	(65)	(66)	1
H39404 Service Charge Income - Hostels	(330)	(251)	(343)	(13)	(14)	
H40001 Repairs - Central Recharges	2	(9)	(12)	(14)	(22)	8
H40004 Responsive Repairs - Hostels	342	241	342			
H40101 Water Rates Payable	6,024	6,017	6,059	35	35	
H40104 HousMgmtRechg Central	107	174	232	125	125	
H40111 Other RentCollection	162	81	135	(27)	(27)	
H40206 HousMgmtRechg Energy	1,609	474	1,309	(300)	(300)	
H40208 Special Services Cleaning	2,734	(533)	2,734			
H40209 Special Services Ground Maint	1,802	844	1,702	(100)		(100)
H40212 HRA Pest Control	284	116	234	(50)	(50)	
H40213 Estate Controlled Parking	20	8	20			
H40303 Supporting People Payments	1,856	1,343	1,836	(20)	(30)	10
H40309 Commercial Property - Expenditure		7	10	10		10
H40401 Bad Debt Provision - Dwellings	664		664			
H40405 BAd Debt Provision - Commercial	68		68			
H40406 Bad Debt Provisions - Hostels						
H40801 HRA- Council Tax	150	123	220	70	30	40
S14520 Supported Housing						
UE0722 Managed Services Expenditure TOTAL	14,025	7,492	13,736	(289)	(299)	10
UE0731 Retained Services Expenditure						
H38002 Anti Social Behaviour Service	581	21	764	184	187	(4)
H39601 Interest Receivable	(76)	(1)	(304)	(228)	(228)	(1)
H40112 Corporate democratic Core	765	429	572	(193)	(193)	
H40301 Leasehold Payments	(139)	29	(104)	35	33	2
H40305 Landlords Insurance - Tenanted	312	318	318	6	6	
H40306 Landlords - NNDR	132		50	(82)	(82)	
H40308 Landlords Insurance - Leasehold	1,500	1,395	1,395	(105)	(105)	
H40501 Capital Financing Costs	10,000	1	10,611	611	638	(27)
H40601 Depreciation - Dwellings	20,068		15,551	(4,518)	(4,518)	
H40805 ALMO HRA Management Fee	39,275	29,439	39,275	(1)	(112)	112
H49000 Housing Revenue Account	16,715		16,716		(1)	
H60002 GF to HRA Recharges	2,952	2,499	3,029	77	77	
H60003 Estate Renewal	300	1	339	39	339	(300)
H60004 HIERS/ Regeneration Team	867	137	867			
S11100 Emergency Response Management		767	300	300	293	6
S14400 Supported Housing Central	278	190	278			
UE0731 Retained Services Expenditure TOTAL	93,529	35,227	89,654	(3,875)	(3,664)	(210)
(Surplus) for the year on HRA Services		(37,396)	(4,422)	(4,422)	(3,647)	(775)

Appendix 3 : Virements

Transfers from Reserves & Contingencies (2018/19) - for noting

Period	Priority	Service/AD Area	Rev/ Cap	In year	Next year	Reason for budget changes	Description
9	3	Environment & Neighbourhood	Revenue	312,500		Transfer from Reserves	Finsbury Park Improvement Service Reserve Drawdown for 2018/19
9	3	Environment & Neighbourhood	Revenue	723,240	723,240	Transfer from Non Service Contingencies	Drawdown for Contractual and Energy Inflationary Budget Pressure in E&N for 2018-19
10	X	HR	Revenue	370,000		Transfer from reserves	Drawdown from the Transformation Fund Reserve to fund the Workforce Strategy and delivery of the Leading Together programme

Virements for Approval (2018/19)

Period	Priority	Service/AD Area	Rev/ Cap	In year	Next year	Reason for budget changes	Description
9	X	Shared Service Centre	Revenue	621,100	621,100	Budget Realignment	IT Staffing, projects and contract budget realignment for service delivery and infrastructure.
9	X	Shared Service Centre	Revenue	113,500	311,535	Budget Transfer	Transfer of Banking and Income Team staffing cost budgets from the SSC to Corporate Finance
9	X	Shared Service Centre	Revenue		272,633	Budget Transfer	Transfer of Financial Systems Team staff budgets from the SSC to IT
10	1	Children's	Revenue	625,500		Grant Allocation	Additional DSG funding for the High Needs Block from ESFA (Dec 2018)
11	1	Children Services	Capital	1,021,236		Additional Grant Allocation	Additional 2018/19 Devolved Funding Capital (DFC) received from DfE
11	2	Adult Services	Capital	2,900,000		Budget Transfer	Budget transfer from Strategic Acquisition budget (P.4) to fund the acquisition of Canning Crescent.
11	5	Environment & Neighbourhood	Capital	2,500,000		Budget Transfer	Budget transfer from Strategic Acquisition budget (P.4) to fund the acquisition of property on Woodside avenue.
11	4	Regeneration, Planning & Development	Capital	- 5,400,000		Budget Transfer	Budget reduction as a result of transfer from Strategic Acquisition budget to P.2 towards the acquisition of Canning crescent & P.5 for the acquisition of property on Woodside avenue.
		Total 2018/19		3,787,076	1,928,508		

Appendix 4 : MTFS Savings

Appendix 4A							
Ref	Proposal	2017-18 B/Fwd £'000	2018-19 (Pre-Agreed MTFS) £'000	2018-19 (New MTFS) £'000	2018/19 Total £'000	RAG Status	Firm Commitment £'000
P1 - Childrens							
A1.2	Early Help & Targeted Response	62	100		162	AMBER	62
A1.8	SEND Restructure	134	-		134	AMBER	50
1.4	Restructure in DCT (Family Link) :- Restructure around Family Link will yield this saving, although likely to be delivered across two years	120	-		120	AMBER	30
1.5	Self funded EP Service :- Through development of a traded service model in Education Psychology stabilised and being tracked, currently able to deliver majority of saving in year 1, with residual delivered in year 2.	350	-		350	AMBER	224
1.6	Respite Officer (Commissioning) :- On track for delivery via the recommissioning of Haselmere Respite Centre	168	-		168	AMBER	9
Subtotal AMBER		834	100	0	934		375
Total		834	100	-	934		375

Appendix 4B							
Ref	Proposal	2017-18 B/Fwd £'000	2018-19 (Pre-Agreed MTFS) £'000	2018-19 (New MTFS) £'000	2018/19 Total £'000	RAG Status	Firm Commitment £'000
P2 - Adults							
B2.7	Haringey Learning Disability Partnership			1,140	1,140	AMBER	605
B2.8	Mental Health			390	390	AMBER	290
B2.9	Physical Support			860	860	AMBER	843
		-	-	2,390	2,390		1,738
Total		-	-	2,390	2,390		1,738

Appendix 4C

Ref	Proposal	2017-18 B/Fwd £'000	2018-19 (Pre-Agreed MTFS) £'000	2018-19 (New MTFS) £'000	2018/19 Total £'000	RAG Status	Firm Commitment £'000
P3 - Cleaner and Safer							
A3.2	Charging for Bulky Household Waste		100		100	AMBER	
A3.3	Charging for Replacement Wheelie Bins		50		50	AMBER	
A3.11	Relocation of Parking/CCTV processes and appeals		380		380	AMBER	-
A3.1	Charge Green Waste - income generation		375		375	AMBER	325
Amber Total		-	905	-	905		325
A3.4	Charging for recycling bins and increasing residual bins for RSLs, Managing Agents, Developers, etc.		50		50	GREEN	50
A3.6	Reduce Outreach/ Education team - Service reduction		65		65	GREEN	65
A3.7	Closure of Park View Road R&R - Service reduction		115		115	GREEN	115
A3.9	Rationalisation of Parking Visitor Permits		225		225	GREEN	225
A3.12	Move to Cashless Parking	75			75	GREEN	75
A3.15	Increase in CO2 Parking Permit Charge		300		300	GREEN	300
Green Total		75	755	-	830		830
Grand Total		75	1,660	-	1,735		1,155

Appendix 4D

Ref	Proposal	2017-18 B/Fwd £'000	2018-19 (Pre-Agreed MTFS) £'000	2018-19 (New MTFS) £'000	2018/19 Total £'000	RAG Status	Firm Commitment £'000
P4 - Growth & Employment							
A4.2	Planning service - Increase in planning income				-		
A4.3	Corporate projects - Transfer of functions to HDV	250			250	GREEN	250
B4.1	Tottenham Regeneration programme			50	50	GREEN	50
Total		250	-	50	300		300

Appendix 4E							
Ref	Proposal	2017-18 B/Fwd £'000	2018-19 (Pre-Agreed MTFS) £'000	2018-19 (New MTFS) £'000	2018/19 Total £'000	RAG Status	Firm Commitment £'000
P5 - Housing & HRA							
B5.1	Housing			50	50	GREEN	50
Total		-	-	50	50		50

Appendix 4F							
Ref	Proposal	2017-18 B/Fwd £'000	2018-19 (Pre-Agreed MTFS) £'000	2018-19 (New MTFS) £'000	2018/19 Total £'000	RAG Status	Firm Commitment £'000
PX - Enabling							
A6.5	Shared Service Centre - new delivery model for shared services		250		250	GREEN	250
A6.11	Closure of internal Print Room		51		51	GREEN	51
A6.12	Communications - reduction in staffing	53			53	GREEN	53
A6.15	Insurance	48			48	GREEN	48
A6.16	Accounts Payable	117			117	GREEN	117
Total		218	301	-	519		519

Appendix 4G							
Corporate Savings							
	Bad Debt Provision - Finance restruture element	200			200	GREEN	200
A6.8	Senior Management Savings	226			226	GREEN	226
A6.9	Alexandra House - Decant		250		250	GREEN	250
	Professional Development Centre	136			136	GREEN	136
		562	250	-	812		812
Total		562	250	-	812		812

Grand Total		1939	2311	2490	6740		4949

Appendix 5 Capital Forecast Q3

		2018/19 Full Year Revised Budget	Actual Spend to Date @ Q3 (P9) 2018/19	2018/19 Full Year Forecast Outturn	Budget Variance (Underspend) / Overspend
SCHEME REF	SCHEME NAME	£,000	£,000	£,000	£,000
101	Primary Sch - repairs & maintenance	1,337	243	423	(914)
102	Primary Sch - mod & enhance (Inc SEN)	7,473	1,371	3,641	(3,833)
103	Primary Sch - new places	72	(280)	(144)	(216)
104	Early years	22	3	126	104
109	Youth Services	214	21	62	(151)
110	Devolved Sch Capital	528	504	511	(18)
114	Secondary Sch - mod & enhance (Inc SEN)	902	508	1,026	124
117	Children Safeguarding & Social Care	204	25	25	(179)
199	P1 Other (inc Con't & Social care)	637	0	54	(583)
Priority 1 - Children's		11,390	2,395	5,724	(5,666)
201	Aids, Adap's & Assistive Tech -Home Owners (DFG)	1,963	1,021	1,813	(150)
206	Community Reablement Hubs	0	0	0	0
207	New Day Opp's Offer	87	33	87	(0)
208	Supported Living Schemes	800	0	800	0
209	Assistive Technology	620	0	620	0
210	Capitalisation of Community Equipment	500	0	650	150
211	Community Alarm Service	177	0	177	(0)
212	Linden house Adaptation	850	30	79	(771)
213	Canning Crescent Assisted Living	2,900	0	2,900	0
214	Osborne Grove Nursing Home	200	0	200	0
216	Homelessness Hub	300	0	300	0
Priority 2 - Adults		8,397	1,084	7,625	(772)
301	Street Lighting	1,225	272	1,226	1
302	Borough Roads	4,164	1,863	4,164	(0)
303	Structures (Highways)	1,261	38	186	(1,075)
304	Flood Water Management	567	86	567	(0)
305	Borough Parking Plan	865	52	863	(3)
307	CCTV	0	0	100	100
309	Local Implementation Plan(LIP)	4,465	1,531	4,519	54
310	Developer S106 / S278	750	162	750	(0)
311	Parks Asset Management:	312	0	312	0
313	Active Life in Parks:	431	166	431	(0)
314	Parkland Walk Bridges	1,373	11	111	(1,262)
316	Asset Management of Council Buildings	3,797	793	2,473	(1,324)
317	Down Lane MUGA	420	0	0	(420)
319	Bull Lane MUGA	0	0	0	0
320	LCP - Dynamic Purchasing System	918	477	890	(27)
321	MOPAC - Crime & Disorder Reduction	121	0	121	0
322	Finsbury Park	850	0	850	0
419	NPD Phase 2 LBH Match Funding	498	327	497	(0)
399	P3 Other	0	(476)	0	0
Priority 3 - Safe & Sustainable Places		22,017	5,302	18,060	(3,957)
401	Tottenham Hale Green Space	5,887	29	1,914	(3,973)
402	Tottenham Hale Streets	15,051	53	8,053	(6,998)
403	Tottenham Regeneration Fund	0	0	0	0
406	Opportunity Investment Fund	1,868	728	1,245	(623)
407	Growth on the High Road	44	65	65	21
411	Tottenham High Rd & Bruce Grove Stn	419	25	25	(394)
415	North Tott Heritage Initiative	1,109	258	417	(692)
418	Heritage building improvements	2,500	0	2,500	0
421	HRW Acquisition	6,815	2,252	23,032	16,217
426	Northumberland Park	(0)	0	0	0
427	White Hart Lane Public Realm (LIP)	3,264	1,876	2,485	(779)
429	Site Acq (Tott & Wood Green)	4,745	1,485	4,478	(267)
430	Wards Corner CPO	5,000	0	0	(5,000)

434	Wood Green Regeneration	173	9	134	(38)
435	Wood Green Station Road	190	0	100	(90)
438	Vacant possession Civic Centre	2,641	1,999	2,332	(309)
444	Marsh Lane	878	304	452	(426)
445	Hornsey Town Hall	(0)	43	43	43
447	Alexandra Palace - Maintenance	470	470	470	0
450	Winkfield Road	202	115	151	(51)
452	Low Carbon Zones	315	35	118	(197)
464	Bruce Castle	142	22	142	(0)
465	District Energy Network (DEN)	1,179	22	61	(1,118)
467	Contribution to Community Events & Public Space (THEC)	2,867	2,867	2,867	(0)
468	Keston Road (Maya Angelou Contact Centre)	527	401	476	(50)
469	Re-provision of schools in North Tottenham area	0	0	0	0
470	Wood Green HQ, Library & Customer Service Centre	0	0	0	0
471	Tailoring Academy Project	655	3	655	0
472	JLAC Match Fund	0	0	0	0
473	Bruce Grove Public Realm	0	0	0	0
474	Tottenham High Road Strategy	800	0	0	(800)
475	Tottenham Green Public Realm Scheme Phase 2	1,004	0	0	(1,004)
476	HDV Acquisitions & Receipts	(0)	0	0	0
477	Strategic Regeneration Initiatives	2,000	0	0	(2,000)
478	Wood Green Good Growth Fund	650	250	614	(36)
479	54 Muswell Hill Health Centre	1,100	0	0	(1,100)
499	Priority 4 (Others)	0	0	0	0
Priority 4 - Growth & Employment		62,494	13,312	52,831	(9,663)
505	TA Solutions	0	49	2	2
506	TA Property Acquisitions Scheme	4,175	8,135	2,483	(1,692)
508	Temporary Acc Supply Conversion	0	0	0	0
509	CPO - Empty Homes	1,050	0	1,125	75
510	Temporary Accommodation Acquisition Programme	25,000	127	14,071	(10,929)
511	Newlon (HA) Monument Way	6,500	6,500	6,500	0
599	P5 Other	0	0	0	0
Priority 5 - Homes & Communities		36,725	14,811	24,181	(12,544)
601	Business Imp Programme	3,450	1,951	3,874	424
602	Corporate IT Board	3,609	78	78	(3,532)
603	ICT Shared Service - Set Up / Seed Money	2,500	0	0	(2,500)
604	Continuous Improvement	2,568	62	154	(2,414)
605	Customer Services (Digital Transformation)	1,319	85	272	(1,047)
606	Hornsey Library Refurbishment	1,501	159	711	(790)
621	Libraries IT and Buildings upgrade	534	18	542	8
622	FOBO Programme	0	8	8	8
639	Ways of Working	139	145	439	299
698	Responsiveness Fund	3,500	0	0	(3,500)
699	P6 - Approved Capital Programme Contingency	157	75	157	(0)
Priority 6 - Enabling		19,278	2,580	6,234	(13,043)
TOTAL GF CAPITAL PROGRAMME		160,300	39,485	114,655	(45,645)
HRA Priority 5 - Homes & Communities					
202	HRA - P2 Aids, Adap's & Assist Tech - Council	1,200	540	875	(325)
590	HRA - P5 Homes for Haringey (HFH)	54,792	21,493	49,777	(5,015)
591	HRA - P4 HRW Leaseholder Acq	0	0	0	0
592	HRA - P4 Homeless Disturbance Payments	0	0	0	0
593	HRA - P5 Stock Acq	4,901	1,821	4,901	(0)
594	HRA - P5 New Build	1,328	128	922	(406)
596	HRA - P4 Social Supermarket	0	0	0	0
597	HRA - Estate Watch	112	158	158	46
598	HRA - Estate Regen (500 White Hart Lane)	5,921	170	1,103	(4,818)
TOTAL HRA CAPITAL PROGRAMME		68,254	24,311	57,737	(10,517)
OVERALL CAPITAL PROGRAMME		228,554	63,796	172,392	(56,162)

Report for: Cabinet – 12th March 2019

Title: Award of funding from the Strategic Investment Pot

Report

Authorised by: Dan Hawthorn, Director of Housing, Regeneration and Planning

Lead Officer: Peter O'Brien, AD Area Regeneration

Ward(s) affected: Tottenham Hale, Tottenham Green, Bruce Grove, Seven Sisters, Northumberland Park & White Hart Lane

Report for Key/

Non Key Decision: Key

1. Describe the issue under consideration

- 1.1 This paper seeks Cabinet approval to accept a grant of £5 million from the City of London Corporation, and to subsequently enter into funding agreements. A grant agreement of £2million will allow the delivery of a workspace intensification scheme in South Tottenham and a further grant agreement of £3 million will allow the delivery of a sub-regional small business loan fund.
- 1.2 In May 2018, as part of a competitive bidding process, Haringey Council submitted a joint-bid with the London Boroughs of Enfield and Waltham Forest in order to secure funding from the Strategic Investment Pot (SIP). The cross-borough bid focussed on a package of projects which seek to strengthen the economic profile across the Upper Lea Valley by facilitating business growth and new employment floor space.
- 1.3 The SIP is a grant programme which sits within the London-wide Business Rates Retention Pilot for the financial year 2018/19. Managed by the City of London Corporation, the SIP allocates funding to Local Authorities in order to deliver projects which contribute to the growth of London's economy and in business rates income.
- 1.4 The Council has set out an ambitious vision for economic and employment growth in Tottenham. In order to achieve this vision, it is imperative that businesses are encouraged to locate and grow within the borough, and able to access suitable workspace.
- 1.5 Tottenham's business base, the vast majority of which are SMEs, has significant potential to expand but there are a number of barriers to growth. With a substantial demand for workspace in Tottenham, and limited vacant spaces, it is becoming increasingly difficult for businesses to access workspace. Businesses also struggle to secure upfront capital in order to invest in equipment and resources required for their growth.
- 1.6 The grant funding secured through the SIP will be used to address these challenges through the following Tottenham based projects;

- **A Productive Valley Fund** aimed at industrial estate-based businesses in the Upper Lea Valley, led by Haringey and covering parts of Enfield and Waltham Forest, it will provide businesses with loan finance at favourable terms enabling them to invest in growing their business and increasing employment opportunities.
- **A workspace intensification scheme** which will develop a Council asset in South Tottenham in order to provide a higher quantum of suitable workspace. This demonstrator project will help to provide confidence to developers and landlords that high density workspaces are able to be both viable and attractive to the market.

1.7 A strengthened local employment and business portfolio brings an array of benefits including a larger quantum of local employment opportunities for local residents, inward investment, an improved local perception of the area as being supportive of small business entrepreneurship, and higher business rates income for the Council, to support local public services.

2. Cabinet Member introduction

- 2.1. Taking a pro-active approach to employment and business growth is essential to the successful future of the borough and sits at the core of our plans for the regeneration of Tottenham.
- 2.2. Tottenham has an increasingly diverse business portfolio. Bespoke mirrors, high-end contract furniture and military tunics are some examples of the products contributing to a home grown 'Made in Tottenham' brand. As the number of businesses continue to rise, they will contribute to Tottenham becoming a more prosperous and resilient place.
- 2.3. However, it is becoming increasingly hard for businesses, especially SMEs, to reach their full potential. The Council is therefore committed to seeking out opportunities where we are able to support the borough's businesses to flourish and grow.

3. Recommendations

Cabinet is asked to:

- 3.1. Pursuant to Contract Standing Order 17.1 agree to the receipt of a grant of £2,000,000 from the City of London Corporation, subject to the Council entering into funding agreement, in order to deliver a workspace intensification scheme in South Tottenham.
- 3.2. Pursuant to Contract Standing Order to agree to the receipt of a grant of £3,000,000 from the City of London Corporation, subject to the Council entering into funding agreement, in order to establish and deliver the Productive Valley Fund.
- 3.3. Give delegated authority to the Director of Housing, Regeneration and Planning, after consultation with the Cabinet Member for Strategic Regeneration, to approve the final terms of the funding agreements.

4. Reasons for decision

- 4.1 Tottenham is a major regeneration area for the borough and for London. The Tottenham Strategic Regeneration Framework (SRF), approved by Cabinet on 18th March 2014, identifies an ambitious vision for the transformation of this area.
- 4.2 With an aim to deliver 4,000 jobs by 2020, the SRF and its supporting documents set out an ambitious vision for economic and employment growth in Tottenham. In order to achieve this vision, it is imperative that businesses are encouraged to locate and grow in the area, and that local employment land is fully maximised.
- 4.3 With a substantial demand for workspace in Tottenham and limited vacancies, the cost of commercial premises are rising. As a result, businesses are finding it increasingly difficult to secure suitable and affordable workspace in the area. This is most notably the case for light-industrial and maker space, which has a vacancy rate of less than 1% in Tottenham. Developers and Landlords are failing to respond to the low vacancy levels, largely due to the relative infancy of the light industrial and intensification market.
- 4.4 The rising demand for workspace in Tottenham reflects the wider London landscape, where based on average take-up, it is predicted that there are just eight months of supply remaining. The requirement for both residential and commercial uses are driving up the pressure on London's land and its values. Protecting the affordability and availability of workspace is a key aim of the Draft London Plan, which strives to protect the city's economic and employment activities.
- 4.5 The Upper Lea Valley (ULV), which incorporates Tottenham, has been identified by the Mayor of London as having significant potential for economic growth. The area encompasses land in the boroughs of Haringey, Enfield, Waltham Forest and Hackney. With a total of 40,000 jobs within Strategic Industrial Land alone, the ULV is a unique economic asset made up of a range of vibrant and diverse business sectors.
- 4.6 Despite its value, the ULV is not reaching its potential, and has the capacity to significantly intensify its employment and business activities. Consequently, the Mayor of London has set an ambitious target to achieve a further 15,000 jobs by 2031.
- 4.7 In 2017, the Greater London Authority (GLA) and the relevant boroughs jointly commissioned a report which sets out an action plan for the ULV's economic growth. The following recommendations within the action plan were used to underpin the two projects set out in this report;

Recommendation 1: Develop a project and funding strategy to deliver one or more employment space demonstration projects, which provide confidence to the market that new intensified typologies can be successful on broadly commercial terms.

- 4.8 The limited supply of workspace in the borough gives significant strategic rationale for the Council to consider means of accelerating the delivery of workspace. The Council is able to positively contribute to the supply and suitability of workspace through the use of Council-owned assets.

- 4.9 The ULV action plan recommends that the Local Authority should play a key role in delivering workspace intensification schemes which accommodate high employment densities. These demonstrator projects will provide important workspace in themselves, but also give confidence to developers and landlords that these typologies are able to be both viable and attractive to the market.

Recommendation 2: Establish a revolving Investment Fund for the Valley as mechanism to pilot ideas and highlight best practice, which can e.g. invest in new employment space typologies and other economic infrastructure to ensure the area delivers a next generation range of high density and high quality places of work.

- 4.10 A revolving investment fund for the ULV will provide a mechanism to invest in new business space, encourage business growth, lever in further business investment where possible and provide further employment opportunities.

5. Alternative options considered

• Option 1: ‘Do Nothing’

- 5.1. An option would be for the Council to not accept the grant funding from the City of London Corporation, and therefore not enter into funding agreements. This would prevent the Council from securing significant funds from the SIP which are required in order to deliver the workspace intensification scheme and the Productive Valley Fund.
- 5.2. The Council would also not be taking up the significant opportunity to lead on the sub-regional Fund programme for which it would receive management and administration costs to deliver the programme.
- 5.3. Both projects provide a significant opportunity for the Council to positively support and strengthen the borough’s business base, a priority identified in the draft Borough Plan. Without Council intervention, there is a risk that businesses will find it increasingly challenging to locate themselves and grow within the borough.

• Option 2: ‘Accept Funding’

- 5.4. The recommended option is to accept the grant funding from the City of London Corporation, and to subsequently enter into funding agreements. The funding secured from the SIP will allow the delivery of the two projects which will address significant barriers to business growth.

6. Background Information

• Strategic Investment Pot

- 6.1 In January 2018, Cabinet agreed that the Council would participate in the London-wide Business Rates Retention Pilot for the financial year 2018/19. The London Pilot Pool is a joint and unanimously agreed one year pilot between the 32 Boroughs, the Corporation of London and the GLA which allows London to retain 100% of any growth in business rate receipts. 15% of the net financial benefit of pooling will be reserved for the SIP.
- 6.2 The SIP allocates funding to Local Authorities in order to deliver projects that contribute to the sustainable growth of London's economy and an increase in business rates income either directly or as a result of the wider economic benefits anticipated.
- 6.3 The amount of SIP funding available is expected to be £52m, though this is subject to the final outturn on business rates within 2018/19. Following a formal consultation, the participants of the London Pilot Pool approved the allocation of 90% of the SIP funds towards a package of bids which seek to balance the objectives of the fund.
- 6.4 Subsequent to the consultation on the allocation of the SIP funds, it has been confirmed that the following grant funding has been apportioned to the ULV package of projects:
- a) Productive Valley Investment Fund- Haringey (lead partner), Enfield, Waltham Forest (£3million)
 - b) Pilot workspace intensification schemes-
 - South Tottenham Employment Area-Haringey (£2m)
 - Rigg Approach- Waltham Forest (£0.75m)
- 6.5 In addition, the Council also participated in Local London Partnership's bid which secured funding in order to tackle broadband and communications infrastructure challenges in the Upper Lea Valley. The Council will receive this funding directly from Bexley, the Lead borough for the project, who will administer grants to the participating Councils through a Service Level Agreement.
- **Workspace Intensification Scheme**
- 6.6 As outlined above, there is substantial demand for workspace in Tottenham, with a limited response from the market. This is most notably the case for light-industrial and SME space.
- 6.7 The ULV bid submitted to the SIP incorporated a proposal to deliver a workspace intensification project in South Tottenham. The proposed project would leverage a Council asset in order to bring forward a higher quantum of workspace suitable for local businesses.
- 6.8 The proposed project was based on a study commissioned by the Council in 2017 which examines future workspace intensification opportunities in the South Tottenham Employment Area and potential sites which could accommodate them.
- 6.9 The South Tottenham Employment Area (STEA) has been identified with the Tottenham Area Action Plan (AAP) as a key focus area for future employment activity in the borough. A recent surge in SME activity, alongside the decline of the area's

manufacturing and storage/distribution industries, has provided an opportunity to further intensify sites and provide sufficient, suitable and diverse employment floor-space.

- 6.10 The STEA is equidistant from Tottenham Hale and Seven Sisters tube stations. The area is made up of warehouses which accommodate an increasing proportion of light industrial businesses. The STEA sits at the heart of Tottenham's Creative Enterprise Zone, formally designed by the Mayor of London in order to further protect and strengthen the cluster of creator and maker businesses.
- 6.11 Further work is required by officers in order to determine the Council site which will be used, the delivery model and the total cost of the development scheme. The proposed development scheme will require further Cabinet approval at a later date, and is not in the scope of this Cabinet report.
- 6.12 It is the ambition to use the £2 million of grant funding secured from the SIP in order to lever in any further funding and resources that are required in order to deliver a high quality workspace intensification scheme. The grant funding from the City of London will be spread over three years, April 2019 to March 2022.

- **Productive Valley Fund**

- 6.13 PVF will target industrial-estate based businesses in the Upper Lea Valley area, including North Tottenham and Tottenham Hale industrial areas and equivalent areas in neighbouring Waltham Forest and Enfield. Haringey will be lead partner for the project and manage and administer the loan fund on behalf of the partners. Each loan agreement will be made between Haringey and the individual business.
- 6.14 The fund will run alongside and is modelled on the Opportunity Investment Fund, a small business loan fund for existing and new businesses throughout Tottenham which has seen £2.6M loaned to 20 businesses to date, enabling the creation of over 200 new jobs. Like OIF, it will be a recycled fund where loan repayments are reinvested into the fund and loaned out in turn to more businesses. The fund is modelled on an assumption that 70% of funding is likely to be repaid. Any defaults on agreements will be followed up as a debt should a repayment plan not be agreed.
- 6.14 The PVF will offer loans on attractive terms to businesses, enabling existing businesses to grow and encouraging new businesses into the area. It will directly support at least 20 businesses in total across the three boroughs, helping to achieve sustainable growth by supporting key sectors and ensuring commercial space is fit for purpose. PVF will target businesses with a focus on industry, manufacturing and production, creative/maker businesses and green industries.
- 6.15 The grant funding from the City of London will be spread over three years (April 2019 to March 2022) and targets set for delivery of outputs as follows:

Outputs (over typical five year loan period unless stated)	
Additional business rate uplift (from year 3 onwards)	£120,000
Investment in businesses in priority sectors	20 business loans
Jobs created (in addition to jobs safeguarded by investment)	210

Commercial space brought back into use/created	£180,000 sq.ft.
Apprenticeships created	60
Vacant premises brought back into use	9

6.16 Management and administration costs (£100k p.a.) will be covered by grant funding over the project's three years.

7. Contribution to strategic outcomes

7.1. The package of projects set out in the report will support the Council in delivering the following priorities in the Council's existing Corporate Plan:

- **Drive growth and employment from which everyone can benefit**

7.2. The two projects set out in the report will support a robust local employment profile by;

- Providing a higher quantum and larger range of employment opportunities
- Support local businesses by providing more high quality and affordable workspace
- Enable businesses to grow and adapt the space to their needs

- **Create homes and communities where people choose to live and are able to thrive**

7.3 The projects will create more opportunities for Tottenham residents by;

- Enabling residents to access work locally and improve their quality of life
- Enabling more local businesses to access local supply chains, strengthening the local economy.

7.4 The projects outlined in this report will contribute towards the following strategic priority outlined in the emerging Borough Plan:

- **Economy** - a growing economy which provides opportunities for all our residents and supports our businesses to thrive

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

Finance and Procurement

8.1 Council at its meeting of the 25th February 2019, agreed the Council's budget for 2019/20 which included these grants with the following profile:

2019/20 2020/21 2021/22

1,750	1,400	2,650

8.2 The overall allocation in the capital programme includes an additional £0.8m for the broadband programme (which may or may not come to the Council).

8.3 Care will need to be taken to ensure that the grant terms and conditions are adhered to so as to ensure that there is no risk of the grant having to be repaid.

8.4 Of the overall allocation of funding, £0.3m is revenue which will cover the management and administration of the Productive Lea Valley fund.

Legal

8.5 The Council has statutory power under section 1 of the Localism Act 2011 to do anything that individuals generally may do. Under the secondary power contained within section 111 of the Local Government Act 1972 the Council has power to do anything (whether or not involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights) which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions.

8.6 The Council can therefore accept the grants from the City of London Corporation. Pursuant to CSO 17.1 for approval of receipt of grants valued at £500,000 a Cabinet decision is required. The grants will come with certain conditions that the Council will need to comply with; these will be contained in the Funding Agreements to be entered into with the City of London Corporation. Legal advice will be required when these conditions are known (including any repayment requirements).

Equality

8.7 The Strategic Investment Pot allocates funding to Local Authorities in order to deliver projects which contribute to the sustainable growth of London's economy and an increase in business rates income. The grant of £2million will allow the delivery of a workspace intensification scheme in South Tottenham and a further grant agreement of £3 million will allow the delivery of a sub-regional small business loan fund.

8.8 The grant will fund a package of projects which seek to strengthen the economic profile across the Upper Lea Valley by facilitating business growth and new employment floor space.

8.9 A strengthened local employment and business portfolio brings an array of benefits including a larger quantum of local employment opportunities for local residents, higher business rates income, inward investment, and an improved local perception of the area as being supportive of small business entrepreneurship.

8.10 The decision has been taken not to progress with an EQIA due to the following reasons:

- The proposal is likely to have no/minimal impact on groups that share the protected characteristics or other disadvantaged groups
- Any changes will not have any impact on service users and residents and limited impact on staff

8.11 The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advance equality of opportunity between people who share those protected characteristics and those people who do not
- Foster good relations between people who share those characteristics and people who do not.

8.12 The three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.

8.13 There are no anticipated equalities issues, as set out under the Public Sector Equality Duty in Equality Act 2010, with regards to the award of this funding.

9. Appendices

None

10. Local Government (Access to Information) Act 1985

None

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Report for: 12 March 2019 Cabinet

Title: Approval to novate the existing contracts for provision of the **Specialist Alcohol Service and the Recovery Service** for drug and alcohol substance misuse

Report authorised by: Charlotte Pomery – Assistant Director Commissioning

Lead Officer: Sarah Hart Public Health Senior Commissioner – Substance Misuse, Sexual Health, Health improvement
Tel:020 8489 1480 E-mail: sarah.hart@haringey.gov.uk

Ward(s) affected: All

**Report for Key/
Non-Key Decision:** Key Decision

1. Describe the issue under consideration

- 1.1. This report requests Cabinet approval to novate the existing contracts for the provision of the **Specialist Alcohol Service and the Recovery Service** for drug and alcohol substance misuse from Blenheim CDP to Humankind Charity as allowed under Contract Standing Orders (CSO) 9.07.1(d) and CSO 10.03.

2. Cabinet Member Introduction

This report is required in order to enable continuation of the delivery of alcohol and recovery services to Haringey residents and novation of the contracts as requested will avoid any break in services for vulnerable users with substance misuse needs.

3. Recommendations

- 3.1. For Cabinet to approve the novation of the existing contracts for the provision of a Specialist Alcohol Service and for the provision of a Recovery Service for drug and alcohol substance misuse from Blenheim CDP to Humankind Charity in accordance with CSOs 9.07.1(d) and 10.03 from 1 April 2019 so that the contracts can continue to be delivered without interruption.

4. Reasons for decision

- 4.1. As of 1st April 2019, Blenheim CDP and Humankind Charity will merge and all staff, assets and contracts of Blenheim CDP will be transferred into Humankind Charity. For Haringey this is an administrative change, Humankind Charity's contractual responsibilities will remain the same as Blenheim CDP's.

- 4.2. The Council has received assurances from Humankind on several core areas of delivery/ethos to give it confidence that the new services will have an ethos that ensures important elements of the local services remain.

5. Alternative options considered

- 5.1. Not to agree to novate the contract. As these are core services which would be disrupted, with a negative impact for service users, this option was dismissed.

6. Background information

- 6.1. Haringey has three main substance misuse services – drug service, alcohol service and drug and alcohol recovery service. The drug and alcohol services are the first access point, offering services that are more clinical. From these services, residents progress into the recovery service which offers psychosocial help i.e. counselling, group work, education and employment services. The recovery service also has a strong focus on self-help and peer support.
- 6.2. The substance misuse services were tendered in 2018 and both the Specialist Alcohol Service and Recovery Service *for drug and alcohol substance misuse* were awarded to Blenheim CDP (“Blenheim”) by Cabinet in October 2018. The length of both contracts is four years with an option to extend for a further period or periods of up to two years plus another two years up to a maximum of eight years. Value for the Specialist Alcohol Service for four years is £3,570,938.42 with a maximum over eight years of £7,170,567.54. Value for the Recovery Service *for drug and alcohol substance misuse* for four years is £2,013,767.11 with a maximum over eight years of £4,064,932.67.
- 6.3. Blenheim has delivered services in Haringey since 1984. In April 2018 Haringey Action Group on Alcohol (HAGA) merged with Blenheim. HAGA had provided alcohol services to Haringey since 2007 but had reached a stage where it was going to benefit from the resources of a larger organisation. Blenheim currently has 200 staff and 45 volunteers and provides support in twenty projects across fourteen London boroughs to over 11,000 drug and alcohol users, their families and carers. Blenheim’s annual turnover in 2017-18 was £8,854,059.
- 6.4. Blenheim has decided to merge with Humankind Charity (Humankind) following analysis of the benefits and risks associated with merging and a decision-making process which has identified that the merged organisation will be stronger and more resilient than the sum of its parts. Key points underpinning both organisations’ rationale for merger include:
- Shared ethos and values: specifically, a mutual commitment to a local community focus, service user progression, independence/empowerment and positive change;
 - Compatible geographies: jointly, the organisations have national reach- Humankind in North and Blenheim in the South of England;
 - Clear strategic synergies in the five-year plans of both organisations;

- Commitment to maintaining and developing shared organisational strength to increase campaigning, advocacy and a national voice for those we serve;
 - Mutual recognition of the strengths of each organisation and a belief that these impacts can be extended through further collaboration and integration.
- 6.5. Humankind will be a new organisation to Haringey. It has worked in local communities in the North of England for 35 years delivering services which include clinical and community-based substance misuse services and in addition services with a very tangible link to social care of marginalised groups including employability programmes for young unemployed people, offender support and rehabilitation services, independent living support for care leavers and the development of an innovative approach to 'accommodation registers' for homeless people. It operates in line with three key values, which reflect those of Blenheim:
- Honest: we are open and realistic, building trusted relationships in which we challenge, collaborate and change
 - Committed: we are passionate about being the best that we can be, and we do this by keeping people at the heart of everything that we do
 - Inventive: we are ambitious, drawing together skills and resources to innovate and adapt in determined pursuit of our mission.
- 6.6. Humankind has 850 staff and 100 volunteers supporting 23,500 individuals in local communities in the North East, Yorkshire and Humberside and the North West of England. Humankind's annual turnover in 2017-18 was £32,005,295.
- 6.7. Blenheim has provided assurances to commissioners that the merger is about protecting smaller organisations and providing them with the resilience and support to survive.
- 6.8. In a recent meeting commissioners sought assurances on several core elements of the new contract and these have been agreed in writing by Blenheim and Humankind. These include commitments made to the local, small subcontractor of the Drug and Alcohol Recovery Service, maintenance of the ethos of Blenheim, assurances for staff, maintenance of local championing around alcohol awareness and maintaining social value that Blenheim brings to Haringey, see appendix 1.

7. Contribution to strategic outcomes

- 7.1.1. Priority 2 – Enable all adults to live healthy, long and fulfilling lives: All residents will be as healthy as possible for as long as possible. Health related quality of life will improve over time (including mental health and wellbeing).
- 7.1.2. Priority 5 - creating homes and communities where people choose to live and are able to thrive: Prevent homelessness and support residents to lead

fulfilling lives. More people, including vulnerable people and those with complex housing needs, will be able to maintain their tenancies successfully and have greater independence.

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

8.1 Finance

8.1.1 There are no financial implications to this proposal as the contract will be novated at current cost and will be funded from existing resources within Public Health.

8.2. Procurement

8.2.1. This provision is within the Light Touch Regime of the Public Contracts Regulations 2015. As such, any modifications to the contract post award would generally require retendering.

8.2.2. However, a novation falls within one of the permissible exceptions under s72. PCR 2015; 'a new contractor'. The new contractor Humankind is required due to it having merged or acquired the original Contractor, Blenheim CPD. The novation may therefore be permitted ; there are no other contract modifications

8.2.3. Strategic Procurement will undertake due diligence to ensure that that Humankind can meet the same selection criteria as Blenheim

8.2.4. During the contract term, Commissioning Officers will undertake regular contract monitoring to ensure key performance indicators are met, as well as, mitigate against any service delivery risks.

8.3. Assistant Director of Corporate Governance

8.3.1 The Assistant Director of Corporate Governance notes the content of the report.

8.3.2 The award of the Specialist Alcohol Service and the Recovery Service for drug and alcohol contracts to Blenheim CDP was approved by the Cabinet in October 2018. The commencement date of both contracts was 1 February 2019.

8.3.3 Under CSO 9.07.1(d) Cabinet must approve the novation of contracts which were valued at over £500,000 at the time of the award, and under CSO 10.03 the Council may agree to the novation of contracts in the circumstances permitted under Regulation 72 of the Public Contracts Regulations 2015.

8.3.4 The novation of a contract following a merger is permitted under Regulation 72(1)(d)(ii) of the Public Contracts Regulations 2015, provided that the novation does not entail other substantial modifications to the contract. The service has confirmed that there will be no other modifications to the contracts.

- 8.3.5 The Assistant Director of Corporate Governance sees no legal reasons preventing the Cabinet from approving the recommendations in the report.

8.4. **Equality**

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

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
- 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 three parts of the duty applies to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.

- 8.4.2. This report relates to the novation of contracts that were already awarded for through a competitive tendering process. The service by its nature provides support to vulnerable people, including those with the protected characteristics.

- 8.4.3. The contract specifications clearly sets out the supplier's responsibilities under equalities legislation, including a requirement to have in place up to date equalities policies and to ensure that the service is accessible to all sections of the community.

- 8.4.4. The contractor had to demonstrate compliance with relevant equalities legislation through the tendering process. The contractor was also required to demonstrate how they would meet the needs of different service users and ensure the services provided would be accessible to all sections of the community. The contractor's compliance with equalities legislation will continue to be quality assured through regular contract monitoring and service review.

9. **Use of Appendices**

Appendix 1 – Assurances given by Humankind in relation to the Haringey contracts

10. **Local Government (Access to Information) Act 1985** Not Applicable

Appendix 1 – Assurances given by Humankind in relation to the Haringey contracts

Assurance area	Assurance given

Commitments to Bringing Unity Back Into the Community (BUBIC); The peer support element of the new Recovery Service in Haringey is sub-contracted to Bringing Unity Back into the Community (BUBIC).	All commitments made on behalf of or to BUBIC in the tender document will be honoured.
Culture and ethos of Haringey Action Group on Alcohol (HAGA) and Blenheim to be maintained; HAGA was a Haringey charity with a passion for challenging normalisation of alcohol use, dedication to delivering high quality services and a legacy of Innovation particularly around on-line services.	Humankind has undertaken to maintain the ethos of HAGA and Blenheim by; • Retaining London/south presence, staff, base and specialisms • Amalgamating training offers, including adding Humankind specialisms to Blenheim's offer, such as independent living, employment training and education, and clinical service provision • Cross-organisational business development to increase provision and enhance sustainability • Sharing best practice of working in urban, semi-urban and rural areas across both organisations • Jointly developing innovative models and initiatives • Bringing together Marketing & Communications activities in terms of national campaigns • Bringing together Care Quality Commission (CQC) and clinical governance processes, retaining strengths across both organisations and sharing resources • Continuing communication processes, with weekly core group meetings comprising the Executive teams from both organisations and dedicated working groups for key areas • Collaborating on business planning from leadership teams of both organisations, including service development and strategic priorities, including recently

	holding a joint Senior Management Team meeting to introduce combined processes Two members of HAGA board to go onto the new Humankind board. Should these members resign, Humankind will continue to have dedicated alcohol specialists on their board. 5 Blenheim Trustees will join the Humankind Board of Trustees.
Staff will not be negatively affected	Humankind have undertaken to make no changes to staffing arising from the transfer. Local volunteers will be retained in their roles and Humankind will continue to provide volunteering opportunities in line with the new service specification. Pay for all Haringey staff will be in line with the London Living Wage. Humankind will commit to Trade Union recognition.
Retaining local influence around issues of alcohol misuse	Humankind will continue to commit to the local Borough plan, local alcohol campaigns and at senior management level there will be membership of the local voluntary sector forums run by Bridge.
Maintaining social value	Humankind will continue to provide Haringey with digital services at no cost (Don't Bottle It Up, Drink Coach, Skype) It will be dedicated resource to continue work around domestic abuse. The current investment commitments to Shine will continue.

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Report for: Cabinet 12th March 2019

Title: Request for approval to accept a grant for Children of Alcohol Dependent Parents Innovations fund in accordance with Contract Standing Order (CSO) 17.0

Report authorised by: Charlotte Pomery – Assistant Director Commissioning

Lead Officer: Sarah Hart Public Health Senior Commissioner – Substance Misuse, Sexual Health, Health improvement
Tel:020 8489 1480 E-mail: sarah.hart@haringey.gov.uk

Ward(s) affected: All

**Report for Key/
Non-Key Decision:** Key Decision

1. Describe the issue under consideration

- 1.1. This report requests Cabinet approval to accept a grant for the provision of services for **Children of Alcohol Dependent Parents Innovation Fund 2018** as allowed under Contract Standing Order 17.1 (for grants valued at £500k or more).

2. Cabinet Member Introduction

- 2.1. Having supported the Council's bid for the Children of Alcohol Dependent Parents Innovations Fund, I was delighted that Haringey was chosen and welcome this grant award.
- 2.2. Currently there is a demonstrable need for focused work to increase identification and enhance the support available to families affected by parental alcohol use. In Haringey it is estimated 73% of alcohol dependent adults living with children do not access treatment. Parental alcohol use can be a major factor in causing a range of poor outcomes for children including damaging their education, employment and health. National data shows that parental alcohol misuse was recorded as a factor in 18% of children 'in need' cases¹ and 37% of cases where a child was seriously hurt or killed².
- 2.3. Haringey Council and delivery partners have developed an ambitious plan to create a systemic response to improving outcomes for these families. This multi-agency project will raise awareness and up-skill professionals which in

¹ Department for Education's census showed that in 2016 to 2017,

² <https://researchbriefings.files.parliament.uk/documents/POST-PN-0570/POST-PN-0570.pdf>

turn will improve identification of alcohol dependent parents and their children, increase referrals to alcohol treatment and increase numbers of children and families accessing emotional and social support.

3. Recommendations

- 3.1. For Cabinet pursuant to CSO 17.1 to approve the receipt of a grant for Children of Alcohol Dependent Parents Innovation Fund 2018 in the sum of £633,161 (six hundred and thirty-three thousand one hundred and sixty-one pounds).

4. Reasons for decision

- 4.1. On 18th January Haringey Council was awarded a grant for Children of Alcohol Dependent Parents Innovation Fund 2018. Cabinet is required to agree to receipt of this grant as stipulated by CSO 17.1 as the value is over £500k

5. Alternative options considered

- 5.1. Cabinet could refuse to receive the grant. However, as there was a clear need for this work and strong support to create services for these families, this option has not been considered.

6. Background information

- 6.1. In 2018 Public Health England (PHE) published data on the prevalence of parental alcohol dependency and levels of unmet need per local authority. This showed that although better than its statistical neighbours, Haringey was only meeting 27% of treatment need, thus around 546 adults with 1038 children are receiving no help.
- 6.2. Subsequently the Department of Health and Social Care with the Department of Work and Pensions launched a bidding process for an Innovation Fund project for Children of Alcohol Dependent Parents. They were looking to invest in eight programs nationally with a total funding pot of £4.5 million over three years. Haringey Council designed a bid with Blenheim CDP who run both the alcohol and young people's and families substance misuse service, Adfam a national charity for families affected by another's substance misuse, Anchor which provides a trauma and resilience-based program and the Bridge Renewal Trust. Service users were consulted for their views and ideas.
- 6.3. Haringey's successfully bid for a grant of £633,161 which will be used to create a multi-agency project to provide parenting services to 160 families, access 120 alcohol dependent parents into treatment and provide 170 children with one to one support. This will be achieved by raising awareness, up-skilling our community and workforce and employing a team of specialist alcohol support workers.

- 6.4. What is the new service going to address? – we believe that although Haringey has many great family services, currently these services don't ask or talk about parental alcohol use. Schools and community services may detect signs of parental alcohol use, but don't feel equipped to 'open the issue up.' Alcohol treatment is focused solely on the presenting adult's addiction, with no parental support or help to the non-using family members.
- 6.5. What will the project do? The project intends to enable Haringey to recognise and talk about parental alcohol use. The Bridge Renewal Trust will work with the Anchor project to reach 2000 people connected to supporting children and families, to raise awareness of the importance of helping children of alcohol dependent parents. Adfam, Anchor and Blenheim CDP will design new parental alcohol identification tools and train up 40 alcohol specialist/champions across the sector. 10 specialist workers will provide one to one and family support assisted by 10 Haringey peer mentors. See appendix 1 for a breakdown of the funding allocation.
- 6.6. Parental alcohol is so stigmatised, why will families accept this service? – the service will be embedded in the community. We will hold community engagement events to choose 3 locations for the service. In these locations we will create an alcohol parental support network to help families recover in their own community. We expect the network to include 6 schools, the local GPs, Early Help and family voluntary sector services. The network will receive awareness raising, training, new tools, one to one and family support and peer mentoring.
- 6.7. What is the legacy – regardless of whether there is further funding the project will leave a raised awareness of the issue, embedded alcohol identification tools, alcohol expertise within the existing workforce and there will be local peer supporters. The program has both a local and national evaluation, so the Council will be able to decide if this program has a return on investment.
- 6.8. Grant allocation – the conditions of this grant is that the spend is in accordance with the proposal for which it is awarded and that the appropriate documentation is submitted to Public Health England when requested. Failure to comply with this may result in the recall of all or part of the funding. The project will be monitored locally by public health, reporting into a steering group chaired by the Assistant Director of Commissioning

7. Contribution to strategic outcomes

Priority 1: Best Start in Life
Priority 2: Outstanding for All

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

8.1 Finance

There are conditions of use attached to this grant, as such it is imperative for the service to ensure regular monitoring of expenditure so that the terms of award are adhered to. Appropriate records need to be maintained via the use of the Council's general ledger, so that clear audit trails can give the awarding body assurance on the use of grant, and information requested can be provided at any time throughout the duration of the contract. Any deviation from the terms of award may result in a request for part, or all the funds to be repaid, resulting in a financial liability to the Council.

8.2. **Procurement**

- 8.2.1. There are no procurement ramifications for the receipt of grant funding. However, payment of grant monies to external organisations will have to meet CSOs and undergo competitive processes where appropriate
- 8.2.2. The request for approval is in line with the requirements of CSO 17.1 and may be approved by Cabinet.

8.3. **Assistant Director of Corporate Governance**

- 8.3.1 The Assistant Director of Corporate Governance notes the contents of the report.
- 8.3.2 Pursuant to CSO 17.1 a Cabinet decision is required for approval of receipt of grants valued at £500,000 or more.
- 8.3.3 The Assistant Director of Corporate Governance sees no legal reasons preventing Cabinet from approving the recommendations in the report.

8.4. **Equality**

- 8.4.1. 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.
- 8.4.2. This report relates to the receipt of a grant to support children of alcohol dependent parents. The service by its nature provides support to vulnerable people, including those with the protected characteristics.

- 8.4.3. Parental alcohol dependency is highly stigmatised and so it is to be expected that parents with protective characteristics may face additional challenges in seeking help. This was explored within the service design, ensuring there is no bias in what a family is, in having the service delivered in community venues rather than an alcohol service.
- 8.4.4. The contract specifications clearly set out the supplier's responsibilities under equalities legislation, including a requirement to have in place up to date equalities policies and to ensure that the service is accessible to all sections of the community.
- 8.4.5. The contractor's compliance with equalities legislation will continue to be quality assured through regular contract monitoring and service review.

9. Use of Appendices

- 9.2. Appendix 1 breakdown of the funding allocation.

10. Local Government (Access to Information) Act 1985

- 10.2. Not Applicable

Appendix 1

Total cost over 3 years – categories

74% Staff costs (including on-costs)	£469,266
6% Conferences and training	£40,000
3% Consultation workshops and support	£20,000
4% Resources for practitioners	£26,500

1% Parental conflict counselling	£7,020
2% Family & Children's activities	£14,200
2% Peer support work	£15,700
6% Management, overheads, data collection (paid to delivery partners)	£40,436
TOTAL	£633,122

Total contracted costs over 3 years - Partner

Adfam	£130,569
Anchor	£231,527
Blenheim CDP	£267,026
Total partners	£629,122

Report for: Cabinet - 12 March 2019

Title: London Construction Programme (LCP) Pan – London Collaborative Procurement Initiatives

Report authorised by: Director, Environment and Neighbourhoods

Lead Officer: Barry Phelps, Head of Procurement
Barry.phelps@haringey.gov.uk
020 8489 2744

Ward(s) affected: All

**Report for Key/
Non Key Decision:** Non Key Decision

1 Describe the issue under consideration

1.1 The purpose of this report is to seek Cabinet approval for the Council to lead on the development and implementation of the procurement strategy to create the following bespoke commercial arrangements to support Haringey and other London Construction Programme (LCP) members to deliver their Estates Strategy. This includes:

- Replacement of the existing LCP Major Works Framework Agreement with a new improved second generation 5-year Framework that adopts modern best practice construction procurement, including comprehensive social value requirements, together with relevant KPI's;
- New Dynamic Purchasing System (DPS) for Minor Works projects primarily valued up to £1m: and
- New Dynamic Purchasing System (DPS) for Construction, Estates and Property Consultancy Services to replace the time expired Consultancy Services Framework Agreement.
- Both DPS's have been specifically designed to support the local SME agenda within London and address capacity issues in the current available frameworks.

- 1.2 The Councils' Contract Standing Order 7.04 (a) requires Cabinet approval where the Council is intending to lead on any joint procurement activity that is likely to involve a key decision.
- 1.3 The establishment of the above framework and DPS does not commit the Council to entering into a contract. Any call off from the DPS or framework will still be subject to the Councils' procurement, award and governance processes.
- 1.4 This report includes a recommendation, that given the non – financially binding nature of the proposed commercial arrangements, delegated authority be given to the Head of Procurement to establish the Dynamic Purchasing Systems and the replacement Major Works Framework, including the award to the successful suppliers following the completion of the procurement exercise in accordance with the Public Contracts Regulations 2015 (as amended). (Note; this does not include the award of any financially binding contracts, just supplier admission to the DPS and framework).

2 Cabinet Member Introduction

- 2.1 The LCP is an excellent example of collaborative working across the public sector in London. Since it was established in 2012, LCP membership has expanded (currently 43 members) with the potential to grow further. The level of expenditure through the Construction and Professional Services frameworks put in place by LCP is in excess of £1 billion since inception and has resulted in tangible savings.
- 2.2 The LCP spent a significant amount of time during 2017/18 engaging both LCP members and the supply chain in developing both the DPS and the framework. This was to ensure it met the needs of the LCP members but could also be delivered by the supply chain. This has resulted in what is being described as a 'next generation' of construction contract vehicles that provide flexibility and support public sector bodies in delivering of their priorities.
- 2.3 The establishment of the Major Works Framework and the Dynamic Purchasing Systems for minor works and professional services, is a key enabler to assist the Council and LCP members in delivering their housing and capital programme over the coming years. The framework and DPS's will each be multi-billion-pound contractual arrangements to support the demands of LCP members over the coming years.
- 2.4 The establishment of the framework and DPS's provide not only some much-needed capacity within the construction sector to meet the demands of LCP members across London, they facilitate the next generation of social, economic

and environmental values integrated into the contractual terms. These contractual terms actively promote the following key requirements:

- Use of local SME's
- Use of local supply chain
- Requirements for use of local labour, apprentices (including hard to employ groups)
- Payment of London Living Wage
- Enhanced modern slavery checks
- Use of sustainable materials
- Increased air quality requirements (including dust control measures)
- Increased noise pollution measures
- Carbon and emission reductions

2.5 The establishment of the framework and the DPS's places Haringey at the forefront of promoting these key values that align not only with the Borough Plan but the wider aspirations of authorities throughout the London region.

3 Recommendations

3.1 It is recommended that Cabinet:

- i. approves the replacement of the existing LCP pan - London Major Works Framework;
- ii. approves the establishment of two LCP pan - London Dynamic Purchasing Systems for the provision of construction, estates and property related professional services and minor works;
- iii. delegates authority to the Head of Procurement to admit suppliers to the Dynamic Purchasing Systems and award successful Suppliers onto the replacement Major Works Framework following, the completion of the procurement exercises conducted in accordance with the Public Contracts Regulations 2015 (as amended).

4 Reasons for decision

4.1 The establishment of the proposed major works framework and DPS's does not place any contractual obligation on the Council or other LCP members to

award any call off contracts against the Dynamic Purchasing Systems or the Major Works Framework.

- 4.2 Where it is intended by the Council to commission works or services, these would be undertaken in accordance with the Council's Contract Standing Orders (CSO). Where this involves a key decision, Cabinet approval will be sought in accordance with CSO paragraph 9.07.01. (d).
- 4.3 The LCP was established in 2012 and currently has a total membership of 43 London Authorities. The LCP is a virtual organisation hosted and led by Haringey's Strategic Procurement Team, managed by the Head of Procurement in Haringey Council.
- 4.4 The primary purpose of the LCP is to design, create and maintain a number of pan-London construction and works related contract vehicles (including frameworks and dynamic purchasing systems where appropriate) that can be accessed by public sector organisations across the London region and reduce the administrative burden of each organisation establishing their own contracts.
- 4.5 The current LCP Major Works Framework expires in May 2019, the proposed second-generation major works framework is intended to supersede the current framework as it expires, retaining continuity for LCP members calling off such works.
- 4.6 The intention is to commence the procurement process for the framework and DPS under the Public Contract Regulations 2015 ahead of Brexit. This will avoid any disruption to the process, as the Government has already confirmed procurements commenced prior to Brexit will continue under the current Regulations.
- 4.7 Extensive LCP member and market engagement has been undertaken to ensure the structure of the contractual arrangements meet the requirements of the LCP members and is sustainable within the sector.
- 4.8 There have been significant capacity issues within the current portfolio of frameworks that public sector has been able to access. This is primarily due to the limited number of contract vehicles and the same suppliers appearing across these frameworks. To provide an example of the issue, Haringey recently approached a leading framework with 30 providers registered in the category and only received one response due to capacity issues in the market. The DPS will allow LCP members to access to a wider supply chain than those

restricted by frameworks and provide additional multi-billion-pound capacity in each sector.

4.9 There are several benefits being derived from the establishment of the Framework and the DPS's; these include:

- Flexibility in use of all common forms of contracts associated with construction works and services;
- Specific provisions to support the use of local and regional SME's (LCP members can invite local or regional suppliers to bid for contracts);
- Provisions to support social value initiatives such as apprenticeships, hard to employ groups, modern slavery, payment of London Living Wage (LLW), use of local supply chains and business etc.
- Sustainable procurement and environmental considerations that include provisions for sustainable building materials, increased air quality, carbon reduction, noise pollution etc.
- Active monitoring and enforcement of the Key Performance Indicators (KPI's). The KPI's are essentially aligned to performance, social, economic, and environmental values. Failure to comply could result in suppliers being suspended from the framework and DPS.
- The contract vehicles will generate revenue that will contribute to cost recovery of establishing these vehicles and generate a surplus to contribute to the ongoing operations of Strategic Procurement.
- Comprehensive management information will be available through the DPS; this will include market intelligence relating to number of responses to requirements, average price paid, capacity within the market, spend with local SME's etc.
- Avoidance of significant procurement associated costs for LCP members individually putting in place their own contractual arrangements for these services.

5 Alternative options considered

5.1 Do Nothing - This option would expose the Council to significant criticism from LCP members for not meeting the obligations of the LCP to create a suite of contracts and frameworks in this sector. All LCP members (including Haringey)

would have to seek alternate procurement arrangements incurring significant additional costs and resource effort.

- 5.2 Establish a framework for professional services and minor works – this option was discounted in preference to the use of a DPS for these works and services. This is primarily due to the restrictions applied to the duration of a framework and the limitation of suppliers only being able to be admitted at the point of establishment of the framework. In comparison to a framework, a DPS enables an unlimited number of suppliers to join at any time; provided they meet the accreditation and enrolment criteria. The duration of the DPS can be much longer than a traditional framework period (4 years) (the LCP will be 7 years with a further option to extend another 7 years).

6 Background

LCP

- 6.1 The LCP was established in 2012 with the primary purpose of establishing contracting vehicles within the construction sector for public sector organisations within the London region.
- 6.2 The LCP is currently made up of 43 members, mostly consisting of contracting authorities in the London region, blue light organisations, houses of parliament, housing associations etc. Additional public sector bodies can join at any time through completing an access agreement for the required framework or DPS.
- 6.3 The LCP previously operated a professional services framework until 2016 and a major works framework that expires in May 2019. Around £1bn of services and projects have been commissioned via the LCP frameworks to date.
- 6.4 The LCP is a member the National Association of Construction Frameworks (NACF). The NACF is made up of regional construction related framework providers across the country. This enables the LCP to influence key considerations in construction frameworks across the country and adopt these into our contractual arrangements. This will include initiatives relating to health and safety, social, economic and environmental values, national key performance indicators etc.
- 6.5 In December 2017 and May 2018, the Capital Board approved a business case for the establishment of the DPS's and the Major Works Framework.
- 6.6 During 2017 and 2018, the LCP undertook several LCP member events to identify the key attributes members wanted to see within the next generation of these contract vehicles. A number of supplier engagement events were held to

establish if the supply chain could accommodate these requirements. This generation of contract vehicles reflects the outcome of that engagement.

- 6.7 Specialist experienced advisors have been engaged to assist construct the procurement and contractual documents to reflect the requirements of the LCP.
- 6.8 There is limited capacity in current frameworks to meet the demands of public sector across London, especially in relation to construction related professional services. LCP members are eager for the LCP to establish the DPS's and the new major works framework to address the current capacity issues.

Dynamic Purchasing System (DPS)

- 6.9 One of the frameworks previously operated by the LCP was the Construction Related Consultancy Services (CRCS 2012). This framework expired in February 2016. A decision was taken not to re-procure the CRCS framework at that time pending a thorough review of the options available for delivering the service.
- 6.10 On completion of the review, it was decided not to replace the CRCS framework but instead to create a dedicated DPS for the provision of professional services to support the delivery of major /minor works projects and to incorporate a wide and varied range of estates and property advisory services.
- 6.11 Haringey operates the largest portfolio of DPS within local government and has a dedicated DPS team that is well placed to support the LCP and its members in maximising the potential of a DPS.
- 6.12 The DPS has been designed to be "SME friendly" and promote local community wealth building. Suppliers can join the DPS at any time during its initial 7-year term, provided they meet the accreditation and enrolment criteria. The DPS supply chain can be divided into five regional areas (north, east, south, west and central). LCP members have the flexibility under the DPS to invite one or more regional suppliers to tender for the works or services.
- 6.13 Each supplier must maintain their accreditation status throughout the duration of the DPS. This is monitored by the DPS team, where a supplier fails to maintain the accreditation (i.e. insurances, health and safety certificates etc.) they are suspended until such time they have rectified the failures.
- 6.14 The DPS for minor works will generally apply to minor building works projects valued up to £1m although some projects may exceed this value.

Framework Agreement for Major Works

- 6.15 The existing LCP major works framework was launched in May 2015 and expires in May 2019. There is no scope under the Public Contracts Regulations (as amended) to extend the existing framework beyond the initial 4-year term.
- 6.16 The existing framework has significantly influenced the way major projects are procured in London, reducing the cost and time of the procurement exercise and providing a more collaborative way of working with the private sector. The framework's biggest impact is on the delivery of Housing and Education projects, which accounts for 83% of the current framework usage. LCP members are keen for a successive major works framework to be in place at expiry of the existing framework.
- 6.17 The new framework will provide significant flexibility in allowing any industry standard form of contract to be used, provision for direct awards up to £2.5m, prevent suppliers applying for lots below £5m if applying for lots valued above £5m, thus promoting SME's opportunities in lower value.
- 6.18 The framework has been designed to ensure we collate and monitor 12 primary KPI's that align to performance, social, economic and environmental values and national KPIS's. Where a supplier fails to provide this information or does not meet the requirements (i.e. pay London living wage), a 'ratchet system' is in place that could lead to suspension for repeat failure. This would in effect mean the supplier would not be able to bid for any work until the KPI has been brought in line with the requirements of the framework.

7 Contribution to strategic outcomes

- 7.1 The introduction of the DPS and Major Works Framework will support a number of Corporate Priorities:
 - Creating a suite of procurement tools to support development, growth and regeneration in the borough and across London;
 - Promotion of Social Value Act through the suite of contracts contained within the procurements;
 - Promotion of environmental values including air quality, sustainable materials, carbon reduction etc.;
 - Promotion of SME engagement across London;

- Promoting localism and community wealth building across the borough and London;
- Payment of London Living Wage, use of local labour and promotion of apprenticeships;
- Efficiency gains through the use of collaborative procurement with other local authorities and public sector organisations.

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

Finance

- 8.1 This report advises Cabinet of the intention for the Council to lead on the development and implementation of the procurement strategy to create a bespoke commercial arrangement to support Haringey and other London Construction Programme (LCP) members to deliver their Estates Strategy.
- 8.2 It is noted in the supporting outline business cases, that the introduction of the new commercial arrangements will result in additional revenue.
- 8.3 It is anticipated that the additional income generated from LCP members will be in the region of £440k in year 1 rising to £800k p.a. thereafter. However, it should be noted, the revenue will be used to offset set up costs and ongoing costs of maintaining the framework and DPS's. These are estimated figures based on anticipated usage of the new arrangements by existing and potential new LCP members.
- 8.4 Any variances resulting from this proposal will be managed as part of the monthly budget monitoring process and contained within existing resources.

Procurement

- 8.5 The new commercial arrangements fully align with the Council's Procurement Policy, which is to maximise the use of Framework Agreements and Dynamic Purchasing Systems and to promote collaborative procurement with other public sector organisations in London to achieve efficiencies.
- 8.6 Whilst establishing these DPS's and the Major Works Framework does not in itself place any obligation on the Council to enter into any contracts, it is extremely likely due to the nature of the works and services, a number of contracts procured from the DPS and framework are likely to involve a key decision. For this reason, we need to comply with CSO 7.04 (a).

- 8.7 For the reasons stated in this report, Strategic Procurement fully supports the creation of the new commercial arrangements that are required to deliver operational critical activities. Capacity in alternate public sector frameworks is very limited, these new contracting vehicles will provide welcomed additional capacity and resilience within the marketplace.
- 8.8 The terms and conditions relating to the DPS and major works framework align with Strategic Procurements Strategy in promoting social, economic and environmental values, promoting the use of local SME's and local supply chains.
- 8.9 The new arrangements will be put in place by procurement, legal and technical specialists, managed by Strategic Procurement in full compliance with Public Contracts Regulations 2015.

Legal

- 8.10 The Assistant Director of Corporate Governance notes the contents of the report and sees no legal reasons preventing the Cabinet from approving the recommendations in the report.

Equality

- 8.11 The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:
- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act;
 - 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.
- 8.12 The three parts of the duty applies to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.
- 8.13 The DPS and Major Works Framework does not represent a significant change to the existing framework, and there are no known equality issues with the proposal, therefore an EQIA is not required. Each scheme commissioned

through the DPS or Framework will be subject to its own EQIA where applicable.

9 Use of Appendices

Not Applicable

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Report for: Cabinet 12th March 2019

Report Title: Updated Local List of Validation Requirements for Planning Applications

CLG Lead: Emma Williamson (Assistant Director for Planning)

Report Authors: Dean Hermitage (Head of Development Management)

Contact No: Ext.4753

Ward(s) affected: All

**Report for Key/
Non Key Decision:** Key

Describe the issue under consideration

- 1.1. The purpose of this report is to seek Cabinet agreement to undertake public consultation on the updated Local List of Validation Requirements for Planning Applications.
- 1.2. The Council, as the Local Planning Authority (LPA) should publish a bespoke list of the Council's information requirements to be submitted with planning (and related) applications if it wishes to request information over and above that set out in regulations. The list should be reviewed and updated every two years. The existing 2017 list is therefore required to be reviewed and updated.
- 1.3. It is therefore proposed to consult on the updated list for a period of six weeks. Cabinet approval is required for the updated list itself and to commence public consultation.

2. Cabinet Member Introduction

- 2.1. **An up-to-date local validation list is essential to ensure that all the necessary information is submitted with planning applications to enable the LPA to process them efficiently and consistently, and to be able to assess them against our local policies.**

3. Recommendations

- 3.1. That the Local List of Validation Requirements for Planning Applications attached as appendix 1 is consulted upon for a period of six weeks starting immediately following the call-in period after Cabinet.
- 3.2. That Cabinet delegates to the Assistant Director-Planning, in consultation with the Lead Cabinet Member, authority to adopt the Local List of Validation Requirements

with or without modifications following consideration of the public consultation responses.

4. Reasons for decision

- 4.1. An up-to-date local validation list is essential to ensure that all the necessary information is submitted with planning applications to enable the LPA to process them efficiently and consistently, and to be able to assess them against local policies.

5. Alternative options considered

- 5.1. No alternative options have been considered, as not updating the list would result in the Council failing to meet its obligations as required by statute.

6. Background information

- 6.1. The Government publishes a 'National List' of validation requirements, which covers basic information: (a) application form, (b) plans, (c) fee and (d) any locally required information. It is for each LPA to specify what it requires under (d).
- 6.2. The National Planning Policy Framework states that Local planning authorities should publish a list of their information requirements for applications for planning permission. These requirements should be kept to the minimum needed to make decisions, and should be reviewed at least every 2 years. Local planning authorities should only request supporting information that is relevant, necessary and material to the application in question.
- 6.3. The National Planning Practice Guidance advises that local planning authorities should consult on changes to their list of information requirements before they are finalised and published..
- 6.4. The updated list (attached) will be sent directly to stakeholders (i.e. those who engage with the LPA in a professional capacity, including developers, agents, councillors, local groups and associations). The consultation will also be published on the Council's website. A period of six weeks will be given for responses (mid-March to end of April).
- 6.5. The key changes, having regard to the NPPF and development plan, in the update are:
- New requirement for 3D modelling information with certain major applications.
 - Preference for applicants to submit electronically via the Planning Portal.
 - Clarification of technical requirements for block plans, elevations and sections and plans needed for outline applications.
 - Removing requirements for separate reports on bin storage, acoustics and accessibility documents – in favour of including within wider / Design & Access Statements.
 - Requirement to provide undertakings to cover Council's legal costs in preparation of S106 agreements.
-

- Updating of planning document references
- General streamlining / reducing 'jargon'.

6.6. Following consultation, all responses will be tabulated, considered and inform changes to the list. A report will be prepared for the Assistant Director-Planning, in consultation with the Lead Cabinet Member, for sign-off.

7. Key Risks

7.1. If the updated list is delayed for a significant period, or is not updated at all, the LPA could be challenged by applicants / developers in our information requests. This has the potential to delay the processing of planning applications or result in resources being used on appeals against non-validation.

8. Contribution to Strategic Outcomes

8.1. Having an up-to-date list will assist the LPA in dealing with planning applications in a timely manner and make clear the Council's information requirements to the development community. This assists with Borough Plan priorities 1 (housing), 3 (Place) and 5 (economy).

9. Statutory Officers comments

Legal

The Council may adopt local information requirements for planning applications and consents and this power is an executive function.

The proposed updated list of local information requirements will sit alongside national information requirements and must accord with section 62 of the Town and Country Planning Act 1990 and Part 3 of the Town and Country Planning (Development Management Procedure)(England) Order 2015.

In accordance with these statutory provisions and the National Planning Policy Framework (NPPF), local planning authorities should only request supporting information that is relevant, necessary and material to the application in question. The NPPF further advises that these should be kept to the minimum needed to make decisions.

Local planning authorities, in order to rely upon the list of local information requirements, must publish their list and review and republish it at least every 2 years. The National Planning Practice Guidance (NPPG) also advises that local planning authorities should, after reviewing existing local lists, consult on changes before they are finalised and published.

The process to adopt the revised list of local information requirements, as set out in this report, meets the relevant statutory requirements and complies with the NPPF and NPPG.

Equality

The council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advance equality of opportunity between people who share those protected characteristics and those people who do not
- Foster good relations between people who share those characteristics and people who do not

The three parts of the duty applies to the following protected characteristics: age disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.

It is not expected that this decision will have any negative impacts on individuals or groups who share the nine protected characteristics.

Finance

No implications.

Procurement

No implications.

Use of Appendices

Appendix A – Local List of Validation Requirements for Planning Applications 2019 (Consultation version).

LOCAL REQUIREMENTS FOR INFORMATION TO BE SUBMITTED WITH PLANNING APPLICATIONS

Adopted XXXX 2019

Context

The Town and Country Planning (Development Management Procedure) (England) Order 2015 requires that unless there is a list of information requirements published within the last two years of the date of submission of the application, the local planning authority cannot require information as part of its validation process. The information below and on attached links shows what we will expect all applicants to submit.

It is recommended that planning applications are submitted electronically via the **Planning Portal**. You can pay the application fee online at the point of submitting.

The current statutory national requirements for all applications are:

March 2019

1. Standard application form (three copies plus original unless submitted electronically)
2. Location plan on an up to date map at an identified standard metric scale (typically 1:1250 or 1:2500 to fit onto A4 or A3 paper) with the red line including all land necessary to carry out the proposed development and blue line for any other land owned by the applicant
3. Site plan – direction of North, proposed development in relation to the site boundaries with written dimensions (and public rights of way, trees, hard surfacing and boundary treatment where relevant) typically 1:500 or 1:200
4. Ownership certificate and notices
5. Agricultural land declaration
6. Fee
7. Design and access statement - where required by law in accordance with the Town and Country Planning (General Development Procedure) Order (England) 2015) and The Planning (Listed Buildings and Conservation Areas) Regulations 1990 (as amended)

As defined by Article 9 of the Town and Country Planning (Development Management Procedure) Order 2015, Design and Access Statements are required for the following planning applications:

- Major developments (those which involve the creation of 10 or more residential units; residential development of on a site of 0.5 hectares or more; development on a site of at least 1 hectare; or the provision of a building or buildings where the floor space to be created by the development is 1,000 square metres or more;).
- Proposals where any part of the development is in a Conservation Area and consists of—
 - the provision of one or more dwellinghouses; or
 - the provision of a building or buildings where the floor space created by the development is 100 square metres or more.

A design and access statement shall—

- (a) explain the design principles and concepts that have been applied to the development;
- (b) demonstrate the steps taken to consider the context of the development and how the design of the development takes that context into account;
- (c) explain the policy adopted as to access, and how policies relating to access in relevant local development documents have been taken into account;
- (d) state what, if any, consultation has been undertaken on issues relating to access to the development and what account has been taken of the outcome of any such consultation; and

(e) explain how any specific issues which might affect access to the development have been addressed

Further guidance can be found at <http://www.planningportal.gov.uk/planning/applications/howtoapply/whattosubmit/designaccess>

Design and Access statements are also required with all applications for Listed Building Consent.

CIL

All developments generating a floorspace of more than 100 square metres or an additional residential unit are CIL liable and will be obliged to submit a 'determining whether a development is CIL liable' form and plan or drawing showing any chargeable development and gross internal area in square metres on each plan.

The following table sets out our local information requirements. Information requested with a particular planning application will be considered in relation to the statutory tests that the information is reasonable having regard to the nature and scale of the proposed development and is about a matter which it is reasonable to think will be a material consideration in the determination of the application (set out in Article 34 (3) (c) of the DMPO 2015)

Please note that Haringey requires all applications to have a scale bar and all proposed plans/elevations require one significant dimension. This is to ensure that the Planning Officer can accurately measure dimensions using measuring software. All drawings must be labelled with a drawing number and note of any revisions.

Validation dispute Local planning authorities should only request supporting information that is reasonable in regard to the nature and scale of the proposal and material to the application in question. If you do not consider a local information requirement to be needed as part of your application you must send the Council a notice setting out the reasons why you consider the information requested does not meet the statutory tests (known as an Article 12 notice) or “Request for Waiver of Planning Application Requirement” form listing the items and explaining the reasons why you do not think the information is needed, setting out a reason for each requirement.

We will consider the notice and must issue a validation notice stating that it no longer requires the information or a non validation notice stating that it still requires the information requested.

Right of appeal

After receiving a non validation notice and after the relevant time period has passed (either 8 or 13 weeks) an applicant may appeal to the Planning Inspectorate against the non determination of the application. If In considering such an appeal the inspector will consider both the dispute regarding invalidity and the merits of the application itself.

Information Item	Types of Application that require this information	Geographic Location where this information is required	Policy Driver	What information is required and where to look for further advice
Existing and proposed plans: All plans to have a scale bar and one significant dimension. All drawings must be labelled	All applications	All	London Plan Local Plan (DMDPD)	Block Plan: drawn to at least 1:500 scale showing properties either side and to rear of site with North point. Elevations: drawn to 1:100 or 1:50.

Information Item	Types of Application that require this information	Geographic Location where this information is required	Policy Driver	What information is required and where to look for further advice
with a drawing number and note of any revisions.				Sections: showing finished floor and ground levels Outline applications: plans showing upper and lower limits of for height, width and length of each building
One hard copy of all documents	All major applications and applications to discharge conditions in relation to major applications	All	Local Plan	
CIL liability form	All developments adding more than 100 sqm (GIA) of new development and/or proposing 1 or more new dwelling(s) (even if the floorspace of the new dwelling is under 100sqm)	All	London Plan Local Plan	CIL Regulations Please note: all floor space measurements should be Gross Internal Area (GIA)
Design Charter Response (to be included in a Design and	All proposals requiring a Design and Access	All	Local Plan DMDPD	Brief description setting out response to Policy DM1 requirements

Information Item	Types of Application that require this information	Geographic Location where this information is required	Policy Driver	What information is required and where to look for further advice
Access Statement)	Statement			
Accessibility statement (to be included in a Design and Access Statement) Demonstrating compliance with Part M4.2 of Building Regulations 2015	All applications that involve the creation of any new residential units, including changes of use and conversions.	All	London Plan Policy 3.8. Haringey Local Plan SP2	Submit a statement that explains how your proposals complies with Part M4.2 of Building Regulations 2015 You can find out more information about the requirements at https://www.gov.uk/government/publications/access-to-and-use-of-buildings-approved-document-m
Bin storage details (to be included in a Design and Access Statement)	All applications that involve the creation of any new residential units, including changes of use and conversions. Any new commercial building	All	Haringey Local Plan SP6 - Waste and Recycling and DM4 Provision and design of waste management facilities.	Details of the Waste Space Requirements are set out in Appendix A3 of the Sustainable Design and Construction SPD. www.haringey.gov.uk/housing-and-planning/planning/planning-policy/local-development-framework-ldf/supplementary-planning-guidance-documents/sustainable-design-and-construction-spd
Geo-located 3D Massing	Development of 50	All	Local Plan	

Information Item	Types of Application that require this information	Geographic Location where this information is required	Policy Driver	What information is required and where to look for further advice
Model in fbx file format	residential units or 2,500sqm of commercial floorspace or more.			A 3D massing model exported in fbx format which has been created in any of the following software packages; AutoCAD, 3DS Max/Maya, Rhino, SketchUp, and Revit. The model must be geo-located in Ordinance Survey space, in meters (m) units. The model is intended for the evaluation of massing and should not be a large-set BIM model with full structural information. Instead, it should have less than 65,000 vertices, and does not require internal information (only external). Please contact the Planning Authority for further information regarding requirements.
Basement Impact Assessment-carried out by qualified and recognised assessor demonstrating that the development complies with the requirements of Current Policy.	All applications proposing, new basement development	All	Local Plan	Policy DM18
Heritage statement	For all development	All	National planning Policy	Statements should describe the

Information Item	Types of Application that require this information	Geographic Location where this information is required	Policy Driver	What information is required and where to look for further advice
	affecting all heritage assets (conservation areas, statutorily or locally listed buildings, Scheduled Ancient Monuments, Registered Parks and Gardens and any other designations) Excluding Householder applications in Conservation Areas where the floor space created by the development is less than 100 square metres		Framework (NPPF) S.66 and s.72 of the Listed Buildings and Conservation Areas Act 1990 (As Amended by the Enterprise and Regulatory Reform Act (ERR) 2013. London Plan Local Plan	significance of any heritage asset affected, including any contribution made by their setting. The level of detail should be proportionate to the assets' importance and no more than is sufficient to understand the potential impact of the proposal on their significance. As a minimum the relevant historic environment record should have been consulted and the heritage assets assessed using appropriate expertise where necessary. Statements should include an assessment of impact of the proposed development on the affected assets and their setting. A clear and convincing justification statement is required where the proposed works would lead to any harm or loss of significance of the heritage assets or their setting.

Information Item	Types of Application that require this information	Geographic Location where this information is required	Policy Driver	What information is required and where to look for further advice
Water/waste water Utilities Assessment	Major Developments	All	London Plan Local Plan	The assessment should include a letter from the utility company stating that capacity exists within its network or confirmation that capacity can be provided in time to serve the development proposed

Information Item	Types of Application that require this information	Geographic Location where this information is required	Policy Driver	What information is required and where to look for further advice
Flood risk assessment	Proposals of 1 hectare or greater in Flood Zone 1; all proposals for new development (including minor development and change of use) in Flood Zones 2 and 3, or in an area within Flood Zone 1 which has critical drainage problems (as notified to the local planning authority by the Environment Agency); Where proposed development or a change of use to a more vulnerable class may be subject to other sources of flooding. *minor development means— (i) development of an existing dwellinghouse, or development within the curtilage of such a dwellinghouse, for any purpose incidental to the enjoyment of the dwellinghouse as such; (ii) the extension of an existing building used for non-domestic purposes where the floorspace created by the development does not exceed 250 square metres; and (iii) the alteration of an existing building where the alteration does not increase the size of the building.		London Plan Local Plan NPPF & Technical guidance on flood risk	The Environment Agency Flood Risk Map can be found online Or on Haringey Mapping System www.haringey.gov.uk/index/maps-online.htm Additional guidance can for these areas can be found on the Environment Agency & General Advice can be found using the below link: https://www.gov.uk/flood-risk-assessment-local-planning-authorities

Information Item	Types of Application that require this information	Geographic Location where this information is required	Policy Driver	What information is required and where to look for further advice
	All Major Development and any new residential units within a Critical Drainage Areas		Local Plan Policy	Haringey's critical drainage areas can be found on the Environment Agency website: https://flood-warning-information.service.gov.uk/long-term-flood-risk
Drainage details including a sustainable drainage plan and completed copies of the Council's drainage pro-formas	All major developments	All	London Plan Local Plan	See Haringey's Drainage Application Information requirements for technical assessment. http://www.haringey.gov.uk/environment-and-waste/major-emergencies/drainage-and-flooding
Aboricultural Impact Assessment and Method Statement	Any development proposing tree works: including applications to alter trees with a TPO or works to trees in a conservation area Any development where there are trees within the		Local Plan	Statement should include: A plan which identifies the tree or trees to which the application relates and shows boundaries and surrounding properties including distances between the tree in question and other relevant features and, where necessary, explaining ownership of affected trees which straddle boundaries with

Information Item	Types of Application that require this information	Geographic Location where this information is required	Policy Driver	What information is required and where to look for further advice
	application site or on adjacent sites including street trees.			neighbouring properties. Information to specify the work for which consent is sought and reasons for making the application covering: the health and condition of the tree(s); and any other explanation or justification (for example, to avoid or address subsidence or other structural damage). Technical supporting evidence from a qualified arboriculturalist and, where subsidence or other structural damage is alleged, a report by a qualified structural engineer or chartered surveyor) Statement and planting plan for any replacement trees identifying species chosen.
Supporting planning statement including justification for lighting scheme associated with advertisement	Advertisements	All	Local Plan	You are advised to consult with the Greater London Authority Boroughplanning@tfl.gov.uk before submitting any advertisement which

Information Item	Types of Application that require this information	Geographic Location where this information is required	Policy Driver	What information is required and where to look for further advice
				may affect Transport for London Road Network (TLRN) which includes: A10 Tottenham High Road (south), Broad Lane/Monument Way, Bruce Grove, Great Cambridge Road and the A406 (North Circular Road), Archway Road A1, Seven Sisters Road.
Ventilation/extraction details and technical details including acoustic details	All applications where commercial extraction flues will be introduced and all application involving a change of use to Use Classes A3, A4 or A5	All	Local Plan	Acoustic report to be included
Archaeological assessment	All applications that may have an impact on archaeology within Areas of Archaeological Potential (consult with GLAAS)	Area of Archaeological Potential	The NPPF London Plan Local Plan	Where a site on which development is proposed includes or has the potential to include heritage assets with archaeological interest an appropriate desk-based assessment should be submitted and, where necessary, a field evaluation undertaken. Historic Environment Good Practice Advice in Planning Notes 1, 2 and 3 and 'Making Changes to Heritage

Information Item	Types of Application that require this information	Geographic Location where this information is required	Policy Driver	What information is required and where to look for further advice
				Assets' Areas of Archaeological Potential can be found on Haringey Mapping System www.haringey.gov.uk/index/maps-online.htm
Biodiversity survey and report	All applications	Site designated for its biodiversity value (such as: Sites of Importance for Nature Conservation (SINCS), Local Nature Reserves, Ecological Corridors) or where significant wildlife interest or protected species is known to be present or is reasonable likely to be present.	NPPF London Plan Local Plan Section 281 of the Wildlife and Countryside Act, 1981 (as amended by the Countryside and Rights of Way Act 2000) Regulation 61 of the Habitats Regulations 2010 (as amended),	An ecological survey, assessment and mitigation report to be carried out by a suitably qualified professional. The report should detail how these habitats, and any protected species are to be safeguarded during site preparation and construction phases, and maintained in the future. Where proposals are being made for mitigation and/or compensation measures relating to protected habitats and species, information to support those proposals will be required. Designated areas can be found on The Haringey Mapping System www.haringey.gov.uk/index/maps-online.htm

Information Item	Types of Application that require this information	Geographic Location where this information is required	Policy Driver	What information is required and where to look for further advice
				online.htm
Energy Statement	Major developments	All	London Plan Local Plan	Demonstrating reductions below Building regulations as required by current policy.
Sustainability statement and sustainable design and construction checklist	Any new buildings	All	London Plan Local Plan	You must provide details of sustainable design and construction measures showing how you propose to reduce the energy, water and materials used in design and construction in accordance with current London Plan and Local Plan requirements.
Transport Assessment / Transport Statement	Proposal including > 1000 sqm Retail (A1) or Business (B1). > 2000 sqm Non-food retail (A1), Hospital (D1), School, higher and further education	All	London Plan Local Plan	Confirmation that TfL have been consulted and agree the methodology for strategic planning applications referred to the Mayor ' TfL's Transport Assessment Best Practice Guidance TfL Guidance: 'Travel planning for new development in London'

Information Item	Types of Application that require this information	Geographic Location where this information is required	Policy Driver	What information is required and where to look for further advice
	(D1), Cinema (D2), Other Assembly and Leisure (D2). > 2500 sqm Industrial (B2), Warehousing (B8) Hotel (C1). Any proposals which are likely to have a significant transport impact including all new churches			http://www.lscpl.org.uk/newwaytoplan/resources/file/Travel%20planning%20for%20new%20development%20in%20London.pdf Travel Plans should be informed by TFL's ATTrBuTE application www.attrbute.org.uk/ For further information on travel plans contact: Transportation Planning Level 6, River Park House, Wood Green, London, N22 8HQ, Tel: 020 8489 5575,
	Any proposal	Where a development is located in a sensitive area (Areas where redevelopment proposals could impact on the SRN or TLRN, bus standing/garages/interchanges, operational railway lines and/or London Underground tunnels, in line with London Plan policies to	Haringey Local Plan Policy SP7 DM31, DM32, DM36 London Plan 2011 6.3, 6.11 and 6.12	

Information Item	Types of Application that require this information	Geographic Location where this information is required	Policy Driver	What information is required and where to look for further advice
		smooth traffic flow and safeguard land for transport).		
Retail assessment	For retail development over 2,500 sq metres	All	National Planning Policy Framework Local Plan	
Air quality assessment	All applications for major development Applications for proposals which are likely to have an impact on air quality	Air Quality Management Areas (AQMA)	London Plan Local Plan	The whole of the borough of Haringey is an Air Quality Management Area (AQMA) for the pollutants of NO ₂ (Nitrogen Dioxide) and PM ₁₀ particulates which are the most prominent air pollutants. The dominant source of NO ₂ and PM ₁₀ emissions in Haringey is road transport and combustion plant and other sources contributing to emissions. This has implications for air quality, which is being addressed through the measures outlined in the Council's Air Quality Action Plan For further advice and guidance contact Environmental Health Pollution

Information Item	Types of Application that require this information	Geographic Location where this information is required	Policy Driver	What information is required and where to look for further advice
				Team pollution@haringey.gov.uk
Dust and Emissions Assessment including Non Road Mobile Machinery (NRMM)	All Major development	AQMA (All of Haringey)	London Plan	The Control of Dust and Emissions during Construction and Demolition SPG http://nrmm.london/
Noise impact assessment	When proposal will result in a change to the qualitative or quantitative acoustic environment brought about by the development and/or where a noise generating use is to be located in close proximity to housing or housing is to be located adjacent to major roads, railway	All	NPPF (London Local Plan	

Information Item	Types of Application that require this information	Geographic Location where this information is required	Policy Driver	What information is required and where to look for further advice
	lines and industrial activity – please seek advice from EHO			
Tall buildings statement and verified views	All buildings which are 10 storeys and over or are otherwise larger than the threshold sizes set for referral to the Mayor of London, as set out in the London Plan or are likely, in the views of the local planning authority, to have a significant impact on the skyline	All	London Plan Local Plan	Verified views must be prepared in accordance with GLVIA 2013 (“Guidelines for Landscape and Visual Impact Assessment, 3rd Edition”, by the Landscape Institute and the Institute of Environmental Management and Assessment, 2013). Refer also CABE/ English Heritage “Guidance on Tall Buildings” (2007)
Sunlight/daylight assessment	All major new build applications and tall buildings as defined under the tall buildings statement requirement Major development proposals are likely	All	Local Plan	BRE guidance “Site Layout Planning for Daylight and Sunlight – A guide to good practice” (Littlefair, 2011).

Information Item	Types of Application that require this information	Geographic Location where this information is required	Policy Driver	What information is required and where to look for further advice
	to have a detrimental effect on habitable rooms of amenity space in neighbouring dwellings, workspaces and public open space.			
S106 Draft heads of terms & undertaking to pay the Council's reasonable legal costs	All developments of more than 10 new housing units - contributions required – or major commercial development	All	Local Plan	The Council strongly urges that you use our pre-application advice service in these circumstances https://www.haringey.gov.uk/planning-and-building-control/planning/planning-applications/pre-application-guidance/pre-application-advice-service
Affordable housing statement	More than 10 net new residential units	All	London Plan Local Plan	The statement will need to include: • the number of residential units • the mix of units with numbers of habitable rooms • if you are proposing different levels or types of affordability or tenure for

Information Item	Types of Application that require this information	Geographic Location where this information is required	Policy Driver	What information is required and where to look for further advice
				different units you should explain this clearly and fully. You should also show the location of units and their number of habitable rooms and/or bedrooms, and/or the floor space of the units on the floor plans The Council strongly urges that arrange a pre-application meeting before you submit your planning application.
Viability Assessment & redacted copy excluding any commercially sensitive information which can be published on the Council's website when the application is submitted, The default position is that the full viability assessment will be published when the affordable housing level has been agreed with officers prior to the committee	Any application for more than 10 residential units, or providing more than 1000 sqm of floorspace, which is for less than 100% affordable	All	London Plan Local Plan	Viability Assesments should be undertaken using a standard, accepted methodology.

Information Item	Types of Application that require this information	Geographic Location where this information is required	Policy Driver	What information is required and where to look for further advice
report being published. Applicants will need to provide reasons for any information to be redacted at this stage.				
Contaminated Land Assessment	All applications excluding householder	Sites known or suspected to be affected by land contamination such as a landfill site, railway land, waste disposal site, scrapyards, petrol stations and other industrial uses.	London Plan Local Plan	According to the individual site circumstances, the Council will require applicants to undertake the following steps: i. a desk top study documenting all previous and existing uses of the site and adjacent land, to include assessment of the potential contamination and a description of potential risks to local receptors. ii. where land uses have resulted in soil and/or groundwater contamination, a site investigation will be required and reported in the form of a quantitative risk assessment. iii. where contamination is present and there exists a significant possibility of significant harm being, or likely to be

Information Item	Types of Application that require this information	Geographic Location where this information is required	Policy Driver	What information is required and where to look for further advice
				caused to local receptors a remediation strategy must be submitted for approval by the Council. The strategy should include where necessary, subsequent management and monitoring activities. iv. any remediation works should be fully implemented and verified in a remediation report by a suitably experienced person before occupation of the site. If necessary, monitoring reports after completion of remediation works will be required. All investigations of land potentially affected by contamination should be carried out in accordance with established procedures (such as BS10175 (2001) Code of Practice for the Investigation of Potentially Contaminated Sites) and be undertaken by competent persons
Crime prevention statement	All major	All	London Plan Local Plan	For further guidance see 'Safer Place's

Information Item	Types of Application that require this information	Geographic Location where this information is required	Policy Driver	What information is required and where to look for further advice
	applications			and 'Secured by Design' websites
Statement of Community Involvement	All major applications	All	Haringey Statement of Community Involvement The Statement of Community Involvement can be viewed on the website at: www.haringey.gov.uk/sci	A Statement of Community Involvement should identify the consultation undertaken and its results, together with how this has been incorporated into the submitted planning application.
Waste Management Plan	All major applications	All	London Plan Local Plan	A Waste Management Plan should identify volume and types of demolition and construction waste and to demonstrate how waste will be minimized and managed during construction and occupation. New waste management facilities will be required to take into account and minimise pollution and nuisance issues. Reference should be made to the Site Waste Management Plan Regulations 2008 www.legislation.gov.uk/uksi/2008/314/

Information Item	Types of Application that require this information	Geographic Location where this information is required	Policy Driver	What information is required and where to look for further advice
				contents/made
Architectural details at a scale of 1:20 to show all new doors, windows, shop fronts, pilasters, cornices, railings and other decorative details	Listed building consent	All	Haringey Local Plan London Plan	
Structural/Historic building survey	Listed building consent– as required.	All	London Plan Policy Policies 7.1, 7.2, 7.4, 7.6 and 7.8 Haringey Local Plan	Please seek advice from the Design and Conservation Team before submitting an application https://www.haringey.gov.uk/planning-and-building-control/planning/planning-applications/pre-application-guidance/pre-application-advice-service
Submission of statement including relevant supporting documents and plans to enable the local planning authority to discharge the condition or reserved matter	Discharge of a planning condition or reserved matter for an outline planning application	All	Haringey Local Plan	Identification of relevant planning permission
Telecommunications application Supporting	planning applications for	All	Local Plan	Supporting planning statement must

Information Item	Types of Application that require this information	Geographic Location where this information is required	Policy Driver	What information is required and where to look for further advice
planning statement and ICNIRP certificate	telecommunications applications			cover the following matters: Area of search • Technical information including the frequency, modulation characteristics, power output and the height of the proposed antenna • Technical justification - details about the purpose of the site and why the particular development is required • Details of alternative sites rejected with a justification for rejecting them - this should include existing masts, structures and other buildings within the search area • An explanation if no alternatives considered • Visual impact assessment where relevant • Acoustic report where relevant Any other relevant information

Information Item	Types of Application that require this information	Geographic Location where this information is required	Policy Driver	What information is required and where to look for further advice
Photos/photomontages	Development affecting a conservation area or a listed building Proposals which will have a significant effect on the existing streetscene and prior approvals for telecomms application (at the applicant's discretion)		London Plan Policy Policies 7.1, 7.2, 7.4, 7.6 and 7.8 Haringey Local Plan Policy SP11 SP12, DM3(D) SPG1a	
Sport England Checklist of Recommended Information Requirements	Planning applications affecting playing field land	Playing field land	Paragraph 74 of the NPPF Policy 7.18 Protecting open space and addressing deficiency Local Plan Policy SP13 & DM20	The checklist can be found at: www.sportengland.org/facilities-planning/planning-for-sport/development-management/planning-applications/playing-field-land/

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Report for: Cabinet 12 March 2019

Title: Plevna Crescent acquisition of 2 additional homes

Report authorised by: Dan Hawthorn, Director of Housing, Regeneration and Planning

Lead Officer: Alan Benson, Head of Housing Strategy & Commissioning

Ward(s) affected: Seven Sisters

Report for Key/ Non Key Decision: Key decision

1. Describe the issue under consideration

- 1.1. The 'Gate of Eden' development is located in Seven Sisters ward. Planning permission for the development was granted in 2018 for 72 residential homes in four blocks. Fourteen of these homes have planning permission as s106 affordable homes. In the same block as these fourteen homes there are two market sale homes. The s106 agreement gave the Council an opportunity to acquire the s106 affordable homes and three car parking spaces and, as access is required over council owned land, the Council was able to get the first option to acquire. The Cabinet agreed on 11th December 2018 to acquire these fourteen homes, which will help the Council achieve its target to deliver 1,000 Council homes.
- 1.2. In the Cabinet report approved on the 11th December 2018, there was also an option for officers to come back to Cabinet if a deal could be struck to acquire the remaining two market sale homes in the block. This report recommends the acquisition of these two flats and also the conversion of the four shared ownership and these two market sale homes into social rented homes. This would make the whole block of sixteen homes rented, an increase of six over the previous approval. It would also attract grant from the GLA's Building Council Homes for Londoners (BCHfL) for the additional two homes.

2. Cabinet member introduction

- 2.1. This acquisition is another small but important step towards our ambitious target to deliver 1,000 new Council homes and illustrates the variety of opportunities we can and must take to meet that target. Although this scheme achieved planning permission some months ago, we have now ensured that these new homes better meet the needs of our residents by negotiating to ensure that all sixteen of these homes will now be Council rented homes. This will mean that we have more homes available to permanently house households with the most serious need. This decision – and the other acquisitions that will follow – ensure that new housing developments in the borough offer housing to those who need it most.

3. Recommendations

3.1. Cabinet agrees to:

- i. the acquisition, for housing purposes and to be held in the Housing Revenue Account, of two additional homes as part of the 'Gate of Eden' development to the rear of Plevna Crescent, N15. The acquisition will be for the sum set out in the exempt part of this report and will be part of the acquisitions previously approved by Cabinet on 11 December 2018 and based on the draft Heads of Terms attached at Appendix 2 [exempt] of this report.
- ii. to the change of four s106 shared ownership homes to social rented homes so that the whole block of 16 homes will be social rented.

4. Reasons for decision

- 4.1. The emerging Borough Plan pledges that the Council will deliver 1,000 new Council homes at Council rents by 2022. One of the methods of delivering new Council homes at Council rents is by acquisitions of s106 affordable units from developers.
- 4.2. The Council has the first opportunity to acquire the s106 affordable homes adjacent to the Plevna Crescent Council housing estate. Officers have negotiated a new mix of sixteen homes for Council rent, rather than the Planning Permission mix of ten Intermediate and four Affordable Rent homes.

5. Alternative options considered

- 5.1. The alternative option would be not to acquire the two additional properties. This option is not recommended as the Council would be left with shared management and service charges for this block with the developer or their managing agent. The homes identified for social rent include family sized homes and duplex accommodation, with the majority of the homes having a large Gross Internal Area. The acquisition of these homes will deliver sixteen Council homes towards the 1,000 target in the Borough Plan.

6. Background information

- 6.1. The 'Gate of Eden' development is located to the rear of the Council's Plevna Crescent estate. Access to the development is via the Plevna Crescent estate and the Planning Permission included a condition that the developer must secure access by way of agreement with the Council. Officers have included conditions in the Heads of Terms and a right of way will be given to the developer for access in perpetuity to the homes. The site is bounded by two railway embankments and a third, heavily wooded bank. The site is designated a Site of Interest for Nature Conservation, part of a sequence that runs from the City to the Lea Valley. The site was shortlisted for the Best Conceptual Project in the Haringey Design Awards 2018.
- 6.2. The developer is Marson Property Ltd. The developer has delivered s106 homes for Housing Associations in the past and has a good reputation.

- 6.3. The developer has agreed to meet the standards of quality and design in the Council's Employers Requirements and Specifications, which will be part of the contract. The Council's Project Manager, Clerk of Works and Employer's Agent will regularly visit the site to assess the build quality and adherence to the Council's requirements. If the developer does not build out the homes within the time agreed, the deposit will be returned to the Council.
- 6.4. Planning Permission was granted in 2017 for 72 residential homes in four buildings, with 29 parking spaces at semi-basement level and bicycle spaces. The s106 Agreement requires the developer to maintain the ecological corridor and landscaping surrounding the development. There are 14 affordable homes included in the s106, with a mix of 4 Affordable Rent and 10 intermediate homes. This is not the Council's preferred mix and the developer has agreed to submit a non-material amendment to the Planning permission for 16 social rent homes at Council rent levels. The acquisition costs for the 14 homes is as set out in the Cabinet Report of 11 December 2018. The acquisition of the two market for sales unit will attract additional costs and these are set out in [the exempt part of this report]. These two homes will be acquired into the Housing Revenue Account (HRA) (as will the other 14) and the additional two homes will attract GLA (Building Council Homes for Londoners) BCHfL Grant. The change in the mix will be a condition precedent to the acquisition. The Council's Planning department has been informed, and has advised it could take the developer two months to vary the agreement.
- 6.5. The homes to be acquired are in a standalone five storey block and officers are negotiating a revised refuse strategy to enable easier housing management and more affordable service charges.
- 6.6. The developer is willing to provide a 999 year lease for the whole block containing the sixteen affordable homes plus three car parking spaces in the development. The three parking spaces will be allocated by the Council (probably to the larger family homes). The other homes acquired will not have parking in the development and are restricted from applying for a parking permit for the adjacent estate by the S106 Agreement. There are car clubs operating nearby and the developer is required to use all reasonable endeavours to find a suitably accredited provider for a car club space provided within or outside the development and pay the cost of membership for two years for each first residential occupier of each dwelling that hold a qualifying full driver's license and £50 credit for each membership that is taken up.
- 6.7. The breakdown of the 16 social rented homes in block being acquired is:

1 x 1bedroom 1 person
4 x 1 bedroom 2 person (one additional home)
6 x 2 bedroom 3 person
2 x 2 bedroom 4 person (one additional home)
2 x 3 bedroom 5 person
1 x 4 bedroom 6 person
- 6.8. The scheme is due to start on site in March 2019 with a projected 18 month build programme, although this is still being finalised.

- 6.9. Officers have completed discussions with the developer to amend the specification to support the Council's Employer's Requirements document and enable appropriate service charges. The Council has specified that the warranty provider is NHBC, LABC or Premier with a 10 year warranty cover for structural defects. The specified providers are approved by officers as industry recognised efficient providers in resolving warranty related matters.
- 6.10. No ground rent is to be charged to the Council as agreed with the freeholder. Final service charge details have not yet been provided, although the estimated projection is likely to range from £35 per week to £43 per week, depending on the number of bedrooms, against an average service charge on Council homes of £45.44 in 2018/19. These charges take into consideration the refuse strategy and additional management costs of the scheme, such as the ecological land management costs in perpetuity as incorporated into the s106 Agreement. More detail on the service charges will be available once a management agent is appointed which is projected to be six months prior to practical completion. Charges are estimated, based on experience from other schemes and indications provided by the developer from a managing agent. The Heads of Terms cover an acceptable range for weekly charges based on the projection.
- 6.11. Officers have been informed by the GLA that the additional two homes can qualify for grant under the Building Council Homes for Londoners programme, in which the Council has recently been offered £62.8m grant.
- 6.12. The developer will appoint an Energy Management company for operation of the CHP (Combined Heat and Power) system. The property management company will bill Haringey Council and Homes for Haringey will re-charge the tenants. The Council will need to work closely with the freeholder to ensure that the charges are reasonable and the freeholder is required to demonstrate best value and that pre-paid meters are provided for the tenants.

7. Contribution to strategic outcomes

- 7.1. This decision will support Priority One in the new Borough plan, which sets out in its first outcome that *"We will work together to deliver the new homes Haringey needs, especially new affordable homes"*. It goes on to say that *"We believe that increasing the supply of council housing is one of the most important things we can do, because for many people a council home offers the only real chance of putting down roots in Haringey, in a stable good-quality home. One of our very highest priorities is to start a new era of council housebuilding in the borough."*
- 7.2. Within this outcome, the Borough Plan sets the twin aims to *"Ensure that new developments provide affordable homes with the right mix of tenures to meet the wide range of needs across the borough, prioritising new social rented homes"* and to *"Deliver 1,000 Council homes at Council rents by 2002"*. The proposals in this report deliver on the former by increasing the share of homes on the development that are affordable and by increasing the number of those affordable homes that are social rented housing. They deliver on the latter by increasing the number of homes that are delivered as Council homes at Council rents.

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

Legal

- 8.1. This report seeks authority to acquire two additional housing units that are yet to be constructed. The Council has authority pursuant to Section 120 of the Local Government Act 1972 to acquire for the purposes of any of its functions under the 1972 Act or any other enactment, by agreement any land, whether situated inside or outside its area. The properties will be acquired for housing purposes and held within the Housing Revenue Account.
- 8.2. The properties are yet to be built, however as the Council is only paying a deposit on exchange of contract and the balance of the purchase price once the properties have been completed, the development will be at the risk of the developer. The Council will be able to take one lease of the whole block as a result of acquiring all of the units in that block (16 in total). This will allow the Council to manage the whole block.
- 8.3. Converting the Shared Ownership units to social rented units may require a variation of the Section 106 Agreement. The Developer will need to agree this with the planning authority.

Finance and Procurement

- 8.4. The report is recommending that the Council acquire units at Plevna Crescent pursuant to a S106 agreement. Detailed finance comments are included in the exempt report.
- 8.5. The scheme will attract additional grant from the GLA Building Council Homes for Londoners Programme.

Equality Comments

- 8.6. The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
- 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 three parts of the duty applies to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.

8.7. The decision is to acquire sixteen affordable homes, as part of a development in Seven Sisters, of which all sixteen will be social rented homes. There is a shortage of social rented homes in the borough. This shortage adversely affects households in temporary accommodation and those at risk of homelessness. Data held by the Council suggests that women, young people, and BAME communities are over-represented among those living in temporary accommodation. Furthermore, individuals with these protected characteristics as well as those who identify as LGBT+ and individuals with disabilities are known to be vulnerable to homelessness, as detailed in the Equalities Impact Assessment of the Council's Draft Homelessness Strategy, accessible at this link: <http://www.minutes.haringey.gov.uk/documents/s100142/Homelessness%20Strategy%20-%20EQIA.pdf>. As such, it is reasonable to anticipate a positive impact from the acquisition of the 16 social rented units for individuals with these protected characteristics.

9. Use of Appendices

Exempt Finance Comments – Appendix 1 Part B Report

Appendix 2 – Draft Heads of Terms – Exempt

These two documents are exempt - by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 as it contains information classified as exempt under Schedule 12A of the Local Government Act 1972 in that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information).

10. Local Government (Access to Information) Act 1985

Cabinet report 11th December 2018 -

http://www.minutes.haringey.gov.uk/documents/s105454/Plevna%20Crescent%20s106%20acquisition%20v7%20-%20final%20version.docx%20public%20_monday.pdf

Report for: Cabinet 12th March 2019

Title: Award of Contract for Chesnut Road Public Realm Improvement Scheme following a competitive procurement process.

Report authorised by : Dan Hawthorn, Director of Housing, Regeneration & Planning.

Lead Officer: Tracey McGovern, Project Manager, Environment and Neighbourhoods.

Ward(s) affected: Tottenham Hale

**Report for Key/
Non Key Decision:** Key Decision

1. Describe the issue under consideration

- 1.1. This report seeks approval for the award by Cabinet of the Chesnut Road Public Realm Improvement Scheme contract, following a competitive tendering exercise, to **Bidder 1** to a total value of **£629,694.48** as permitted under CSO 9.07.01(d).
- 1.2. The construction sum to the winning bidder does not include scheme risk and contingency budget. A contingency and risk budget has been set aside and is fully funded, details of which are included within the (exempt) Part B of this report.
- 1.3. The project is fully funded through Mayor's Regeneration Fund (MRF), Council Capital funding, Section 106 and Section 278 contributions.

2. Cabinet Member Introduction

- 2.1. Chesnut Road lies at the heart of the Chesnut Estate in Tottenham Hale and is a key route that links the High Road to Down Lane park. The placemaking and growth agenda for Tottenham Hale requires us to invest and improve our existing green and open spaces so that it can continue to serve the needs of the local residents and the wider community. The Green and Open Spaces Strategy (GOSS) adopted by Cabinet provides the framework for improvements to those routes between the green and open spaces in the area and will extend and connect these spaces from the Lea Valley through to the High Road.
- 2.2. The Chesnut Road scheme will be the first project to be delivered under the adopted Green & Open Spaces Strategy. The scheme will deliver significant public realm improvements for residents, these include:

- an attractive (low maintenance) new linear park on the road that in-corporates Sustainable Urban Drainage features to mitigate the risk of localised flooding on the Chensut estate.
- an improved shared surface route for cyclists, pedestrians and emergency services linking the High Road with Down Lane Park and Tottenham Hale's emerging District centre
- Introducing informal play spaces and an outdoor gym for the benefit of local residents;
- Discouraging anti-social behaviour through improved lighting and CCTV.

2.3. The recommendations within this report for the appointment of the preferred bidder to deliver the Chesnut road scheme ensures that those improvements arising from the scheme are delivered for the benefit of local residents.

3. Recommendations

3.1. It is recommended that the Cabinet :

- Approves the award of the contract for the Chesnut Road Public Realm Improvement Scheme to **Bidder 1** identified in the exempt report in the sum of **£629,694.48** as permitted under CSO 9.07.01(d).
- Authorises Haringey's Legal Department to issue a Letter of Intent (LOI) for an amount up to and not exceeding £50,000.

4. Reasons for decision

4.1. The appointment of the preferred bidder will enable the Council to deliver significant public realm improvements and new play areas for residents in accordance with the Councils Green and Open spaces strategy.

4.2. Officers have undertaken a **competitive tendering exercise** to secure a contractor to deliver the Chesnut Road Public Realm Improvement scheme. Through this process, **Bidder 1** have scored the highest and demonstrated that they should be awarded the contract.

4.3. In awarding the contract to **Bidder 1**, the Council is securing delivery of the Chesnut Road Public Realm Improvement Scheme.

4.4. **Programming.** The time available to construct the works is constrained by Tottenham Hotspur Football Club (THFC) playing season. Chesnut Road is a primary route on match and event days for pedestrians connecting THFC with Tottenham Hale tube, rail and bus station. The main works therefore must be

completed outside the football season with the maximum time available mid-May to mid-August 2019.

- 4.5. **Community support.** Public consultation was undertaken in 2017 to seek community feedback on the scheme proposals and deliverables. The consultation demonstrated that there is strong community support for the project and residents/local businesses are keen to see the works delivered onsite.
- 4.6. The scheme will deliver Sustainable Urban Drainage (SUDs) measures to mitigate current localised flooding issues, improved surfacing, street furniture and lighting and minimise maintenance costs in the long term.

5. Alternative options considered

5.1. Option 1: Do nothing

Pursuing this option would fail to resolve the anti-social behaviours in the area. Furthermore, it would mean the existing drainage network, which has insufficient capacity to manage a storm event, will continue to operate at capacity with localised flooding and large areas of ponding. Option not recommended.

5.2. Option 2 Direct Award to Term Maintenance Contractor

This option was discounted since it was considered more cost effective to test the market by undertaking a competitive procurement process to secure the most economically advantageous tender to the Council.

5.3. Option 3 In-house delivery

This option was discounted as the Council currently do not have the requisite in-house resource and expertise to deliver the Scheme.

6. Background information

- 6.1. The Tottenham Strategic Regeneration Framework 2014 (SRF) set out the Vision for the growth and development of Tottenham Hale as an Opportunity area within London Plan. The District Centre Framework (DCF) sits beneath the SRF and shows what this development might look like including what sort of buildings could be built, where they could be built, and how this affects transport and movement around the area. Beneath the District Centre Framework sit the following delivery strategies:
- i. Tottenham Hale Streets and Spaces Strategy: ideas which will guide the improvements to streets and public spaces around Tottenham Hale, to make them more safe, user friendly and attractive

- ii. Tottenham Hale Green and Open Spaces Strategy: a strategy which will guide the improvements to the routes between the green and open spaces in the area. The strategy connects those routes and spaces from the Lea Valley through to the High Road

6.2. The Green and Open Spaces Strategy (GOSS) and suite of priority projects that includes Chesnut Road were approved by Cabinet in February 2016. A concept design for Chesnut Road was completed in August 2016 led by Kinnear Landscape Architects (KLA) as part of the GOSS. In November 2016, Adam & Sutherland were appointed to oversee the delivery of the Chesnut Road from RIBA stage 2 to completion. In July, 2018, the Highways team were commissioned by the Regeneration Service to project manage the delivery of the project; this included the tendering and appointment of the main contractor for the works.

6.3. Currently the route is used by pedestrians, local residents, Tottenham Hotspur fans and cyclists. There are issues with Anti-Social Behaviour and street drinking. The existing drainage network has insufficient capacity to manage a storm event with localised flooding and large areas of ponding.

6.4. The redesign of the link introduces a pocket park to activate the space and installs Sustainable Urban Drainage (SUDs) to increase drainage capacity.

6.5. **Key objectives** of the scheme are:

- Providing an attractive route connecting Down Lane Park to Tottenham High Road and facilitating access to open spaces for local residents through an east-west cycle and pedestrian route, as part of the wider 'quietways' project
- Activating Chesnut Road in creating a 'Pocket park' as part of the wider Haringey Green Grid with provision of leisure facilities and enjoyable public spaces for the Chesnut estate residents, through an early mobilisation of the local stakeholders and in encouraging community stewardship
- Creating an excellent piece of public realm and a safe welcoming and inclusive space for all category of users
- Providing a robust, cost-effective solution with an eye to long-term maintenance in developing a robust and sustainable maintenance plan in partnership with the different Council departments to manage the enhanced environment to ensure the long-term success of this project.

6.6. The **scope of the proposals** includes:

- Footway/cycleway resurfacing works with the creation of a 4.2m wide shared surface for pedestrians and cyclists

- Removal of existing surface materials (asphalt and concrete modular paving) and replacement with concrete block paving and decorative granite setts
- Creation of a new pocket park including new tree planting and soft landscaping works
- Introduction of Sustainable Urban Drainage System (SUDS) with rain gardens, a swale and improvements to the existing drainage
- Demolition of existing brick wall dividing Chesnut Rd and Tamar Way, existing brick planters and fencing around the green areas
- Installation of play equipment and a scooter track for children
- Installation of outdoor gym equipment
- Improved street lighting including repainting lighting columns, column relocations and introduction of feature lighting to existing lighting columns
- Improved soft landscaping and planting
- Rationalisation of street furniture and current restricted access layout
- Installation of one No. CCTV camera

Funding

6.7. The project is fully funded through the Mayor's Regeneration Fund (MRF), Council Capital funding, Section 106 and Section 278 contributions.

Adjacent work

6.8. Access to the Chesnut Road site and deliveries to/from the site have been restricted and limited to the west end of the site to avoid potential logistic issues with the adjacent Monument Way and Wellbourne Centre site works.

Consultation

6.9. External consultation with key stakeholders has been undertaken at various stages throughout the project. In March 2017, a presentation stand and drop in session was held onsite at Chesnut road to collate feedback on the design proposals from residents and interested groups. The proposals were generally well received with key concerns being expressed over community safety and anti-social behaviour for the route and spaces along Chesnut Road. Residents expressed a desire to see a more enjoyable/ more playful space that could include outdoor play and gym. These suggestions arising from the consultation have been incorporated into the current proposals by including natural play and an outdoor gym along with CCTV and improvements to lighting.

Procurement Process

6.10. A competitive tendering exercise, led by the Council's Strategic Procurement team was undertaken. Suitable suppliers were shortlisted from Constructionline to participate in the procurement.

- 6.11. An invitation to tender was issued to eight suppliers on 19th November 2018. Two of the eight declined to tender and by the set deadline date of 21st December 2018 five out of the remaining six had submitted a tender. Tenderers were asked to submit a tender on the basis of 40% quality and 60% price criteria.
- 6.12. On receipt of the tenders, they were checked for completeness and compliance. Following that, a panel of evaluators, made up of two Council officers and a consultant who assisted in developing the design for the Scheme (from Adams and Sutherland Architects) conducted the quality evaluation exercise in accordance with the criteria set out in the Invitation to Tender (ITT) document. This was followed by a moderation meeting led by Strategic Procurement to agree on consensus scores.
- 6.13. The price evaluation was led by Stace Consultants who helped developed the designs for the Scheme, along with Council officers from Highways and Strategic Procurement.
- 6.14. Following the two evaluations, the combined score (price and quality) were added to provide an overall total weighted score for each Tender. The total percentage score secured by **Bidder 1** following this exercise was considered the most economically advantageous tender to the Council. Table 1.0 below provides a breakdown of the scores achieved by each Tenderer.

Table 1.0: Chesnut Road Tender Summary of Scoring

Tenderer	Quality % Score	Price %Score	Total Score
Bidder 1:	35.00	49.78	84.78
Bidder 2:	17.50	46.10	63.60
Bidder 3:	30.00	41.13	71.13
Bidder 4:	16.50	60.00	76.50
Bidder 5:	13.00	42.95	55.95

- 6.15. The Council is aiming to commence the implementation of these works on 13 May 2019 and complete the main works on the 16 August 2019 with soft landscaping works completed November 2019.
- 6.16. The Scheme forms part of the Tottenham Regeneration Programme and as such, fits into the Tottenham Regeneration Programme governance structure.

7. Contribution to strategic outcomes

7.1. This project will contribute to Priority 3 of the Borough Plan 2019-2023. Priority 3 aims to secure a place with strong, resilient & connected communities where people can lead active and healthy lives in an environment that is safe, clean and green.

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

Finance

8.1 This report request to award the contract Approves the award of construction contract for the Chesnut Road Public Realm Improvement Scheme to **Bidder 1** in the sum of **£629,694.48** as permitted under CSO 9.07.01(d).

8.2 Bidder 1 scored the highest combined based on price and quality.

8.3 The cost of the Construction contract will be met from Mayor's Regeneration Fund £240k (monies already received), LBH Budget £315k (Scheme 401), and S106 monies for Protheroe House (£43k) and 2 Chestnut Road (£32k).

Procurement –

8.4 The decision to award to Bidder 1 following a competitive tendering exercise is supported by Strategic Procurement team.

8.5 Although no savings were realised from this procurement, it is still considered to have delivered the best possible value for money outcome given the budget constraints.

Legal

8.6 The Assistant Director of Corporate Governance notes the content of the report.

8.7 This is a key decision and the Service have confirmed this on the Forward Plan in accordance with CSO 9.07.1(e).

8.8 CSO 9.07.1 (d) gives the Cabinet power to award a contract where the value of the contract is £500,000 or more and as such, the Cabinet has the power to approve the award of the contract in this Report.

8.9 The Assistant Director of Corporate Governance sees no legal reasons preventing the approval of the recommendations in the report.

Equality

8.10 The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
- 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 The three parts of the duty applies to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty

8.12 The decision is to award a contract for the Chesnut Road Public Realm Improvement Scheme. The overall objectives of this scheme is to improve the public realm, facilitate access to green spaces and open spaces, and to promote physical activity through installation of outdoor gym equipment and improved walking and cycling infrastructure.

8.14 Individuals and groups with protected characteristics, most notably older and BAME residents, are less likely than the Haringey population in general to regularly access green space or be physically active on a regular basis. This scheme will therefore enable the Council to address these inequalities, while fostering good relations between communities through improved public realm.

8.15 There is community support for the project, and so it is not anticipated that there will be any significant or long-lasting negative impacts on local residents resulting from the scheme.

9. Use of Appendices

9.1. Exempt appendix B

10. Local Government (Access to Information) Act 1985

10.1. No supporting documents are required to support this award.

Report for: Cabinet 12th March 2019

Title: Award of Contract for provision of a Community Navigator Service for Older People in Haringey

Report

authorised by: Charlotte Pomery, Assistant Director Commissioning

Lead Officer: Gill Taylor, Strategic Lead Single Homelessness and Vulnerable Adults

Ward(s) affected: All

Report for Key/

Non Key Decision: Key Decision

1. Describe the issue under consideration

- 1.1 This report seeks approval from Cabinet to award a contract for the provision of a Community Navigator Service for Older People in Haringey, in accordance with the Council's Contract Standing Order 9.07.1 (d) (award of contract valued over £500k).
- 1.2 The contract shall commence on 1st April 2019. The contract duration is for three (3) years, with the option to extend for two (2) further periods of two (2) years each.

2. Cabinet Member Introduction

- 2.1 As a borough we are committed to ensuring that vulnerable older people have access to high quality support that enables them to remain independent, active and healthy for as long as possible. In particular, we recognise the significant positive impact that having safe and suitable housing makes to achieving these aims.
- 2.2 The Community Navigator Service will provide a practical response to the needs and ambitions of a growing older population in the borough, ensuring more people have access to support regardless of where they live or the type of housing they live in. The new and innovative service will provide specialist housing-related support, navigation and networking opportunities for older people from diverse backgrounds, helping them stay connected with their local area, remain safely in their homes and share their skills with others.

- 2.3 The decision to award this contract to a partnership of services will provide a diverse local offer of support for older people, including for the first time, dedicated support for LGBT+ and learning disabled older people. Not only will this enable older people to age well in Haringey, it will achieve genuine value for money for the Council. Therefore, it is appropriate to award the new contract for the delivery of these outcomes and I am looking forward to seeing the new service develop and progress.

3. Recommendations

- 3.1 That Cabinet approves the award of a contract for the Community Navigator Service, to the organisation outlined in the exempt report (Appendix 1).
- 3.2 That the contract is awarded for a period of three (3) years with the option to extend for two (2) further periods of two (2) years each, with a commencement date of 1st April 2019.
- 3.3 The total value of the contract for the initial three (3) years is £1,248,100.00 and the total value over the seven (7) years is £2,934,780.00

4. Reasons for decision

- 4.1 It was necessary to tender for this service to provide essential housing-related services to vulnerable older residents and to achieve value for money.
- 4.2 As a result of the procurement process, which has been carried out in line with the Council's Contract Standing Orders and the Procurement Code of Practice, it is necessary to award the contract to the successful tenderer in accordance with 9.07.1 (d).

5 Alternative options considered

5.1 Do nothing.

The Council could move forward without recommissioning the older people's housing related support services as there is no statutory requirement to do so. Sheltered Housing could continue to operate without the addition of support funding, which is the operating model used in the majority of local authorities across England and Wales.

However, there is clear evidence of the value of early intervention and prevention outcomes with this client group and a strong market of providers equipped to deliver positive preventative support around health, housing and social care. Not to recommission a housing-support offer for older people would have a negative impact on Haringey's vulnerable older residents,

undoubtedly adding significant pressure to Adults Social Care provision in the borough, as well as a range of other Housing and Health services.

5.2 **Recommission services ‘as-is’, mirroring current service models and contracting arrangements.**

The Council could choose to recommission the current contracts making only minor changes to current specifications to remain adherent to new and updated legislation and policy.

The needs, demographics and capabilities of older people have changed at a significant pace in the last ten years and the current housing support offer is no longer delivering good value or meeting expectations. Current evidence shows that there has been a steady reduction in demand for sheltered housing as older people choose to remain in their homes for longer. Whilst this is often positive, this can result in missed opportunities to access help and support to sustain that independence in a positive way. In effect, under the current model, older people who do not live in sheltered housing do not have the same access to support as those who do, often with little discernible difference in need.

This option would fail to deliver the recommendations from the Supported Housing Review as approved by Cabinet in March 2017.

6. **Background Information**

6.1 Housing Related Support for older people is a preventative and early help provision designed to prevent homelessness, reduce isolation and de-escalate and/or manage social care needs.

6.2 The redesign of older people’s housing related support comes as a result of the Supported Housing Review, commissioned by Haringey Council in 2015 and approved by Cabinet in March 2017. The Review was developed through effective engagement and co-design with stakeholders, including residents of Sheltered Housing who contributed significantly to its recommendations. The review’s recommendations and principles formed the 5-year Housing Support Transformation programme, which will be driving force for change in housing related support services for older people from 2017-2022. The programme is founded on four principles for change:

- **Cross-cutting Prevention:** housing support services will support prevention in multiple housing & health areas; preventing homelessness, reducing demand on other supported housing types, preventing escalation into residential care and unplanned hospitalisation.

- **Integrating Support & Care:** bringing together services, professionals and commissioning functions will create more robust pathways of housing support & care. This approach will ensure that people don't 'fall through the net' between services, offer opportunities to secure better value for money and efficiency, as well as taking greater advantage of available best practice and innovation.
- **Community Inclusion:** housing support should reduce social exclusion, isolation, stigma and multiple disadvantage by securing housing, skills and wellbeing opportunities that bring diverse people and services together. Encouraging housing support services and service users to work together, building resilience in our communities and fostering good relationships between Haringey's diverse cultures, identities and experiences.
- **Commissioning for the Future:** maximising the reach of revenue funding and capital assets to meet the changing demographics and support needs of Haringey residents. Commissioning will deliver improved value for money, work more collaboratively to achieve innovation and create a housing support sector that is responsive to the changing political and economic landscape.

6.3 In October 2017, the government announced its intention to apply Local Housing Allowance to supported housing from April 2020. Generally for older people, funding for supported housing is through housing benefit. With the new regulations, the housing costs (rent & service charges) will remain in the welfare system. However, the regulator will control rent levels by introducing a new type of social rent called 'sheltered rent' in April 2020, which will place an annual cap on rent increases. This is likely to have an impact on sheltered housing, and the organisations that provide it in the borough, but the extent of this is as yet unknown.

6.4 The externally commissioned Housing Related Support contracts ended on 30 January 2019. These contracts comprised of 675 units of long-term sheltered supported housing delivered under 12 contracts with 11 providers, which had been in place more or less unchanged since 2011. After a period of negotiation with providers, all 675 units of sheltered housing will remain available with enhanced housing management support, thus there will be minimal loss of service.

6.5 The aim of the Community Navigator service model is to provide proactive universal, and brief targeted, housing-related support that enables older people to live long, active, healthy and independent lives by providing:

- a holistic person-centred approach that recognises housing support as a platform to address a wide range of other needs
- fair and equal access to the service for all vulnerable older people
- universal drop-in, individual and group support providing information, signposting and capacity building support
- targeted brief interventions to enable especially vulnerable older people to manage challenging experiences such as returning from hospital, moving home, bereavement and victimisation
- safeguarding of vulnerable adults and protection from abuse, neglect and hate crime

- 6.6 The model for the Service was designed in partnership with older people and a range of local organisations, as well as other stakeholders across the Council and the NHS. Commissioners have been particularly keen to ensure that the Service links effectively with other prevention and early intervention approaches for older people emerging from the Ageing Well Strategy which is currently being developed.
- 6.7 The Community Navigator Service will be a universal borough-wide housing-related support service for people aged 50+, delivered by a partnership of organisations under one unified contract from a range of community settings in eight localities within Haringey. This approach will enable access for the widest number of older people, particularly those who are socially isolated and struggle to connect with the people and services they need.
- 6.8 For the first time in Haringey, specialist housing support will be available for older LGBT+ and learning-disabled people, with an emphasis on connecting people and building peer and community networks for those most at risk of isolation in older age. This offer addresses the gap in service identified in the Supported Housing Review for these two groups and will help the Council deliver against the equality principles that underpin the Borough Plan (2019-2023).
- 6.9 The borough plan commits to ensuring that vulnerable older people have access to high quality support that enables them to remain independent, active and healthy for as long as possible. In particular, the Council recognises the significant positive impact that having safe and suitable housing makes to achieving these aims.
- 6.10 The Community Navigator Service will provide a practical response to the needs of a growing older population in the borough, ensuring more people have access to support regardless of where they live or the type of housing

they live in. The new service will provide housing-related support and networking opportunities for older people, helping them stay connected with their local area, access the support they need to remain safely in their homes and provide opportunities to share their skills with others.

- 6.11 The decision to award this contract to a partnership of services with a range of local expertise will provide a diverse offer of support for older people, improve the quality of help available and achieve value for money to the Council. Therefore, it is appropriate to award the new contract for the delivery of these outcomes.

Procurement process

- 6.12 The services provided under this contract are considered Health and Social Care services and are therefore subject to Light Touch Regime under the Public Contract Regulations 2015.
- 6.13 Two market engagement events were held on 7 June and 17 September 2018, to communicate the Council's commissioning intentions and to offer potential suppliers the opportunity to raise any questions and present their views before proceeding to the next stage of the commissioning programme. Following the market engagement event, an open tender process was selected as the most efficient and cost-effective way to approach the provider market.
- 6.14 Market engagement events were held intentionally far in advance to give potential bidders adequate time to form partnerships ahead of the tender process.
- 6.15 The tender was advertised by publishing a contract notice in Official Journal of the European Union (OJEU) and on contract finder on 21st November 2018. The Invitation to Tender (ITT) and supporting documents were uploaded on Haringey Contracts and Procurement System (HCPS) (e-tendering portal) where following a registration process, the potential tenderers could access the tender documents and submit their tenders electronically.
- 6.16 By the closing date of 7 January 2019, nine organisations had accessed the documents and registered their interest on the Haringey Contracts and Procurement System. One organisation declined the tender opportunity. Four tenders were received.
- 6.17 Tender evaluations were carried out by officers from the Housing Commissioning Team and the process was overseen by Procurement. Tenders were evaluated on the basis of the Most Economically Advantageous Tender (MEAT) methodology with a split of 30% price and 70% quality. This

proportion was selected as the contract price was pre-determined following a benchmarking exercise. Tenderers were required to score a minimum of 70% (420 points) in order to pass the evaluation for Quality (method statements and presentation). This was to ensure all bids met an acceptable quality standard. The evaluation criteria and weighting were set out within the invitation to tender documents and clarified.

- 6.18 One bidder did not reach the minimum allocated scores for quality, as set out in the tender documents and was therefore eliminated from the process with no further assessment.
- 6.19 The tables below detail scores for the winning tenderer. Further information about the tender evaluation is contained in Part B (exempt part) of the report.

Tenderer	Method statement Scores (out of 650 points)	Presentation Scores (out of 50 points)	Price Scores (out of 300 points)	Total scores (out of 1000 points)	Rank
Successful Bidder A	530	50	300	880	1
Bidder B	469	40	287	796	2
Bidder C	422	40	295	757	3
Bidder D	384	20	N/A	Eliminated	

Contract management

- 6.20 The new contract is scheduled to start on 1st April 2019.
- 6.21 Tenderers were asked to provide an implementation plan as part of their submission, which will be monitored by the Housing Related Support Team to ensure timely service commencement.
- 6.22 Contract management will be incorporated into the contract. Key performance indicators are included within the service specification and will be monitored by the Housing Related Support Team to ensure that service delivery targets and service users outcomes are achieved. Where necessary improvement and service development plans will be implemented by the Housing Related Support Team to ensure the service continues to provide a high quality and value for money service throughout the contract period.
- 6.23 The contract will be underpinned by a partnership agreement which sets out the obligations of each of the delivery partners for the duration of the contract.

7 Contribution to strategic outcomes

7.1 This service supports the delivery of the Housing priority in the Borough Plan (2019-2023) '*A safe, stable and affordable home for everyone, whatever their circumstances*', in particular to;

2a) Reduce the number of households in temporary accommodation by a third to under 2000 by 2022

2c) Aim to end street homelessness by 2022

2d) Ensure access to high quality housing support that prevents or relieves homelessness for people with additional needs

7.2 The service also supports the delivery of the People Priority in the Plan, '*Strong families, strong networks and strong communities nurture all residents to live well and achieve their potential*', in particular to;

7b) People will be supported to live independently at home for longer

7c) Adults will feel physically and mentally healthy and well

8b) A strong and diverse voluntary and community sector, supporting local residents to thrive

7.3 The services will contribute to the strategic objectives of Adults Social Care and their partners to offer preventative interventions at individual and community levels; decreasing demand on supported housing, preventing escalation of need and offering viable options to residential care.

7.4 The service also contributes to the Council's statutory responsibilities under a range of legislation including the Homelessness Reduction Act (2018), the Care Act (2014) and the Equality Act (2010), by providing housing-related support to older people in order to ensure they are able to live independent, fulfilling and active lives in the community for as long as possible.

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

8.1 Finance

8.1.1 The annual revenue budget to deliver this service is £416k and the initial contract is for 3 years, therefore it is a commitment to £1.25m with an option to extend for a further 4 years. This is funded from the Housing Related Support budget allocation for 2019/20 £4.9m with other commitments considered, there is sufficient funding available.

8.2 Procurement

8.2.1 The procurement was carried out in line with Schedule 3 of the Public Contracts Regulations 2015 or Light Touch Regime. An appropriate advert

was placed, an open tender process followed, and evaluation of tender submissions was carried out in accordance with the instructions to tender documentation.

- 8.2.2 The process also met the requirements of Contract Standing Orders and the Procurement Code of Practice. Bids were evaluated on the basis of the most economically advantageous tender, which is a mixture of quality and price to ensure the Council secured the best value both in terms of the contract price and economic wellbeing of its local populace.
- 8.2.3 All bidders were asked if having won the tender they would commit to paying the London Living Wage, a proposition the Council is keen to encourage where legal and it provides the best value. All bidders, including the winning tenderer, agreed to pay it.
- 8.2.4 The tendered contract price represents an efficiency of some 7% over the current cost.
- 8.2.5 The Commissioning team will monitor the contract throughout its term to ensure that service delivery targets and key performance indicators are met. Moreover, regular monitoring will mitigate against any service delivery risks, provide a platform to share information and skills, as well as, identify areas where service user feedback indicates improvements to service provision may be made.

8.3 Legal

- 8.3.1 The Assistant Director of Corporate Governance notes the contents of the report.
- 8.3.2 Pursuant to CSO 9.07.1(d), Cabinet may approve the award of a contract if the value of the contract is £500,000 or more and as such Cabinet has power to approve the award of the Contract in this Report.
- 8.3.3 The Assistant Director of Corporate Governance sees no legal reasons preventing the approval of the recommendations in the report.

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 and victimisation and any other conduct prohibited under the Act
 - 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 The three parts of the duty applies to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.

8.4.3 This decision is to approve a contract for the provision of housing-related support for older people.

8.4.4 This decision will help the Council to meet its equalities duties and address known inequalities affecting individuals with protected characteristics, in particular relating to age, sex, sexuality, gender identity, race, and disability. Accordingly, the decision represents progress to eliminate discrimination and advance equality of opportunity.

9. Use of Appendices

9.1 None

10 Local Government (Access to Information) Act 1985

10.1 The Supported Housing Review and Housing Support Transformation 14th March 2017

<https://www.minutes.haringey.gov.uk/mgAi.aspx?ID=52346>

10.2 This report contains exempt and non-exempt information. The exempt information is not for publication as it contains information classified as exempt under the following categories (identified in the amended Schedule 12A of the Local Government Act 1972):

(3) Information relating to the financial or business affairs of any particular person (including the authority holding that information).

By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is exempt

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