

NOTICE OF MEETING

CABINET

Tuesday, 18th June, 2019, 6.30 pm - Civic Centre, High Road, Wood Green, N22 8LE

Members: Councillors Joseph Ejiofor (Chair), Zena Brabazon (Vice-Chair), Charles Adje, Kaushika Amin, Mark Blake, Gideon Bull, Seema Chandwani, Kirsten Hearn, Emine Ibrahim 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 21 below. New items of exempt business will be dealt with at Item 29 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 [22] : 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 - 14)**

To confirm and sign the minutes of the meeting held on 2 April 2019 as a correct record.

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

There are no matters to report.

8. DEPUTATIONS/PETITIONS/QUESTIONS

To consider any requests received in accordance with Standing Orders.

9. COMMUNITY SAFETY STRATEGY (PAGES 15 - 86)

[Report of the Assistant Director for Stronger Communities. To be introduced by the Cabinet Member for Communities and Equalities.]

The Community Safety Strategy presents the Community Safety Partnership's approach and priorities to achieving a reduction in crime and anti-social behaviour in Haringey up to 2023.

Appendix 4 Environment and Community Safety Scrutiny Panel comments - To Follow

10. NEW SAFEGUARDING PARTNERS ARRANGEMENTS (MASA) (PAGES 87 - 130)

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

The report outlines the way in which Haringey Council, Haringey Clinical Commissioning Group (CCG) and the Metropolitan Police ('the safeguarding partners') will work together with other partners to deliver the new multi-agency safeguarding arrangements in order to safeguard and promote the welfare of children and young people in Haringey.

11. PHYSICAL ACTIVITY AND SPORTS STRATEGY 2019-23 (PAGES 131 - 192)

[Report of the Director for Environment and Neighbourhoods. To be introduced by the Cabinet Member for Corporate and Civic Services.]

To agree the Haringey Physical Activity and Sport Strategy and two key supporting strategies - the Outdoor Sports and Play Facilities Framework and the Indoor Sports Facilities Strategy

12. SUSTAINABLE TRANSPORT WORKS PLAN 2019/20 (PAGES 193 - 244)

[Report of the Director for Environment and Neighbourhoods. To be introduced by the Cabinet Member for Neighbourhoods]

The Sustainable Transport Works Plan (STWP) for 2019/20 sets out the Council's approach to managing the highways infrastructure, delivering the Borough Plan priorities as well as the Council's strategies as set out in the Local Implementation Plan (LIP3) and in the Transport Strategy.

13. CPO - 44 COBHAM ROAD AND 29 FAIRFIELD ROAD (PAGES 245 - 256)

[Report of the Director for Environment and Neighbourhoods. To be introduced by the Cabinet Member for Housing and Estate Renewal.]

Approval is sought from Cabinet to present to the Secretary of State the case to CPO 44 Cobham Road N22 and 29 Fairfield Road N8. If the Secretary of State agrees, an Order will be issued, the properties / land will be purchased and then sold on the open market.

14. 2019/20 PROVISIONAL FINANCIAL OUTTURN (PAGES 257 - 286)

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

This report sets out the revenue and capital outturn for 2018/19 together with proposed transfers to/from reserves and revenue and capital carry forward requests.

15. ADULTS AND HEALTH MTFS PROPOSAL: CHARGING FOR MANAGED ACCOUNTS: PUBLIC CONSULTATION (PAGES 287 - 322)

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

This paper proposes a period of statutory consultation on the plans to introduce fees for the administration of accounts for clients who are self-funders and those for whom the Council has appointeeship. This proposal is put forward as part of the Medium Term Financial Strategy (MTFS) for 2019/20.

16. TOTTENHAM HALE STRATEGIC DEVELOPMENT PARTNERSHIP - DRAW DOWN OF SITES AND DEVELOPMENT AGREEMENT VARIATION (PAGES 323 - 340)

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

This report covers the request to waive one of the Development Agreement conditions to allow for early draw down of the following SDP sites: Welbourne, Ashley Road West and Ashley Road East. The report sets out the reasoning for this request and the benefits of this approach to the Council. This will allow the sites to be drawn down early to facilitate the timely delivery of affordable homes on the Welbourne site.

17. SHORT BREAKS SERVICES (PAGES 341 - 352)

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

The Council is seeking to implement a new framework contract for the provision of short breaks services for children and young people aged 0-18 (resident in Haringey) with a disability and/or additional needs.

18. APPROVAL TO APPOINT A CONTRACTOR FOR THE IMPLEMENTATION AND MAINTENANCE OF A NEW HOUSING MANAGEMENT IT SYSTEM (PAGES 353 - 358)

[Report of the Director of Customers, Transformation & Resources. To be introduced by the Cabinet Member for Corporate and Civic Services.]

Haringey Council is conducting a Mini Competition under the CCS Framework RM3821 to Contract the next New Housing Management System that will provide the platform for Haringey to manage a portfolio of approximately 25,000 properties across tenure types.

The new system is expected to be modern and future proof with an intuitive user interface that knows the user and prompts them to take the actions needed to deliver an excellent customer focused service. It will be a critical business system used in the effective management of the Council's Housing Services including Homelessness (incl. HRA), allocations, lettings, rents and income collection, housing management, voids and repairs, management of temporary accommodation and non-residential units, estate services, reporting and performance monitoring.

19. AWARD OF CONTRACT FOR HORNSEY LIBRARY (PAGES 359 - 374)

[Report of the Director of Customers, Transformation & Resources. To be introduced by the Cabinet member for Corporate and Civic Services.]

To award a construction contract for the works at Hornsey Library.

20. ESTABLISHMENT OF CABINET SUB COMMITTEES (PAGES 375 - 410)

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

Cabinet is asked to agree the establishment of the Corporate Parenting Advisory Committee and agree Cabinet Member appointments to the Community Safety Partnership and LHC.

21. NEW ITEMS OF URGENT BUSINESS

To consider any items admitted at Item 3 above.

22. EXCLUSION OF THE PRESS AND PUBLIC

Note from the Acting Democratic Services & Scrutiny Manager

Items 23, 24, 25, 26, 27, 28 and 29 allow for consideration of exempt information in relation to items 13, 16, 17, 18, 19 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.

23. CPO - 44 COBHAM ROAD AND 29 FAIRFIELD ROAD (PAGES 411 - 418)

To consider exempt information pertaining to item 13.

24. TOTTENHAM HALE STRATEGIC DEVELOPMENT PARTNERSHIP - DRAW DOWN OF SITES AND DEVELOPMENT AGREEMENT VARIATION (PAGES 419 - 420)

To consider exempt information pertaining to item 16.

25. SHORT BREAK SERVICES (PAGES 421 - 424)

To consider exempt information pertaining to item 17.

26. APPROVAL TO APPOINT A CONTRACTOR FOR THE IMPLEMENTATION AND MAINTENANCE OF A NEW HOUSING MANAGEMENT IT SYSTEM (PAGES 425 - 428)

To consider exempt information pertaining to item 18.

27. AWARD OF CONTRACT FOR HORNSEY LIBRARY (PAGES 429 - 432)

To consider exempt information pertaining to item 19.

28. EXEMPT MINUTES (PAGES 433 - 434)

To approve the exempt minutes of the meeting held on the 2nd of April 2019.

29. NEW ITEMS OF EXEMPT URGENT BUSINESS

To consider any items admitted at Item 3 above.

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Monday, 10 June 2019

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MINUTES OF THE MEETING OF THE CABINET HELD ON TUESDAY, 2ND APRIL, 2019, 6.30 - 7.00 pm

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

Also in attendance: Councillors Tammy Palmer and Lucia das Neves.

122. 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.

123. APOLOGIES

There were no apologies for absence.

124. URGENT BUSINESS

There were no items of urgent business.

125. DECLARATIONS OF INTEREST

The Cabinet Member for Housing and Estate Renewal declared a personal interest in item 9 as she was renting a private property in a Homes for Haringey Housing block and her mother was a Council tenant in a Homes for Haringey managed property.

The Cabinet Member for Housing and Estate Renewal further declared a personal interest in item 14, by virtue of her wider connection with advice provision in the borough. Her mother was a Management Committee Member of the Turkish Cypriot Women Projects [TCWP] and the Cabinet Member, herself, was closely associated with the Cypriot Centre in Wood Green.

126. 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.

127. MINUTES

The minutes of the Cabinet meeting held on the 12th of March 2019 were agreed as a correct record of the meeting.

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

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

129. DEPUTATIONS/PETITIONS/QUESTIONS

There were no deputations, petitions, questions for consideration at Cabinet.

130. REVIEW OF HOUSING MANAGEMENT AND HOUSING DEMAND SERVICES

The Cabinet Member for Housing and Estate Renewal introduced the report, which was an information report only. It sought Cabinet to note the contents of the report, and in particular, the options for the future provision of the Council's housing management and housing demand services. It also sought Cabinet to agree to further consider whether a review of the Council's housing management and demand services should take place, and if so one which would be consistent with the terms set out at paragraph 6.23 of the report.

The Cabinet Member highlighted the commitment of the Labour Administration to ensure that Council tenants, leaseholders and anyone who was at risk of homelessness, received the best service possible from the Council. The review was sought to ensure that the operating arrangements for delivering housing services were fit for purpose.

The Cabinet Member noted there were 20,000 households in the borough that lived in a property where the Council was the landlord. Those residents had a right to a service that would maintain the quality of their homes and would deliver excellent housing management. Due to the pressures of the London housing market, many other residents needed help to prevent them from becoming homeless or to find a new home. The Cabinet Member stated it was the Council's responsibility to ensure people were offered the best service possible.

It was the intention to consult both Labour and Liberal Democrat Councillors within the next six months to discuss the way forward on the Council's housing management and demand services. Following those discussions, the decision whether to commission a formal review of HfH (Homes for Haringey) would be taken.

In response to questions from Cllr Palmer, the following information was noted:

- The Cabinet Member confirmed that one of the possible potential options would be to bring HfH under direct Council management, but reiterated that no decision had yet been taken and that all options were available for consideration.
- The Cabinet Member accepted that there were mixed views on the way forward and councillors would be consulted within the next six months in order to ascertain what the most popular options were.
- The Cabinet Member stated it would be right for any future decision regarding HfH to be balloted, in light of the fact that HfH originally being set up through a ballot.

- The Cabinet Member was committed to increasing the voice of tenants and they would be also be involved in any future decisions regarding the future of Housing Management and Housing Demand services.
- The Cabinet Member advised that the current management arrangement with HfH continued until 2021, where there was a break clause. If a return to direct management were to be selected as the preferred option, then a gradual change over of management would limit potential issues arising by ensuring a smooth transition.
- Officers noted that consideration of a review of Housing Management and Housing Demand was at an early stage and there was an opportunity to learn from other Councils that had instigated reviews and changes to their housing services.
- In relation to other Councils that had brought housing management services in house and experienced an impact on performance relating to void properties, officers would seek for any review, which had the recommendation to bring HfH under direct management, to clearly outline the ways in which the Council could mitigate against any issues such as performance on voids and also consider risks other Councils had considered.

RESOLVED

1. To note the contents of the report, and in particular the options for the future provision of the Council's housing management and housing demand services.
2. To agree to further consider whether a review of the Council's housing management and demand services should take place, and if so one which is consistent with the terms set out at paragraph 6.23 of the report.

Reasons for decision

The Council has a housing stock of c.20,000 homes across the borough. Since 2006, these have been managed by HfH, the Council's ALMO. HfH has also managed the Council's statutory housing demand service since 2014. There are, however, other options for the management of the stock and the housing demand service.

This decision is to consider a review of the most appropriate option for housing management and housing demand services in Haringey, and (if that review is to proceed) on what terms that review should take place. If a review is to be carried out, the options would be to retain the ALMO or to make further decisions to enable alternative management options for its housing stock and housing demand service.

With a new administration in place since May 2018, which has pledged to both reassess the Council's role in delivering and managing housing in the borough and to reconsider the Council's role as a service provider – both of which are priorities in the new Borough Plan – this is an appropriate time for such a consideration to take place.

Alternative options considered

One alternative option would be to decide without further consideration not to undertake a review of the Council's housing management and demand services and for HfH to continue to deliver this. This was rejected since this is an appropriate time to reconsider the Council's housing management and demand services, in particular given the 2021 break clause in the management agreement.

Another alternative option would be to change the way the Council's housing management and demand services are provided without a review. This was rejected to ensure that any decision made by the Council on this matter is based on all the relevant considerations, input from all relevant stakeholders, and independent expert advice from external sources.

Another alternative would be to proceed immediately to a review without further consideration. This was rejected on the basis that – with no review formally required at this stage in the management agreement, and given the resource implications of conducting a review – it would be important to give further consideration to the advantages and disadvantages of a review before deciding whether to proceed.

131. FLY-TIPPING STRATEGY

The Cabinet Member for Environment introduced the report which sought Cabinet to adopt the Fly Tipping Strategy 2019 – 2024 and note the Action Plan for 2019-2020.

The Cabinet Member was delighted to introduce the strategy and informed it would mitigate against the adverse effects of fly-tipping on the community and environment.

The Cabinet Member praised the efforts of the community in working against fly tipping, specifically Tidy Up Tottenham, and looked forward to working with more local groups in the future to combat fly tipping in Haringey.

In response to questions from Cllr Ejiofor and Cllr Palmer, the following information was noted:

- The Cabinet Member confirmed that enforcement was as much a part of the Fly Tipping Strategy as education.
- The Cabinet Member informed there would be a number of staff already employed by the Council who would be involved in the delivery of the strategy, not just the proposed project manager who would co-ordinate the delivery of the plan.

RESOLVED

1. To adopt the Fly Tipping Strategy 2019 – 2024 attached at appendix 1
2. To note the Action Plan for 2019-2020 attached at appendix 2.

Reasons for decision

A fly tip is rubbish left on the street (or other land) without arrangements for its collection and without agreement with the council. A small proportion of fly tips in Haringey is left by illegal waste collectors (just 4%) – the vast majority (83%) is

household waste, often presented in the wrong place and/or at the wrong time. The remaining 13% of fly tips is from local businesses. Of the fly tips that are household waste, nearly half are carrier bags or black bin bags and over a quarter is furniture.

Last year (2017/18), Haringey received reports of 24,000 fly tips and a similar level is projected for 2018/19. The cost to Haringey's tax payers to collect fly tipping is over £3 million per year. This has a wider impact on the council's Medium Term Financial Strategy, and the council's ability to provide other vital services to our residents.

Haringey's Borough Plan has made a firm commitment to reducing the levels of fly tipping in the borough, as part of the Place Priority. Our ambition is for a borough which is cleaner, accessible and attractive. We know from our 2018 Resident Satisfaction Survey that cleanliness is a top priority for residents (11% of residents saying this makes a difference to their day to day quality of life), second only to safety (13%).

The Fly Tipping Strategy sets out an approach using three strands, to be delivered through a series of 'hot spot' targeted locations (see section 6.11):

- Education, communication and early intervention
- Prevention of recurrence
- Targeted enforcement

The approach in the draft Strategy has been defined over a five year period using existing resources across the Waste Client Team, Enforcement, Communications and our waste contractor Veolia.

Alternative options considered

Do nothing. There is clear ambition in Haringey for a cleaner environment, as captured in the new Borough Plan's 'Place' Priority. Doing nothing to tackle the issue of fly tipping would not be consistent with this level of ambition.

The recommended approach. This is set within business as usual activity and requires a minimal investment in staff resources. The approach is expected to deliver the reduction in fly tip levels and increase in resident satisfaction over a five year period. A Project Manager is required to co-ordinate delivery of the plan, and it is planned for this cost to be shared with Veolia and mitigated within existing budgets. A capital application of £150K over five years will be made for making small works to the streetscene to design out fly tip hot spots. This option allows for a sustained effort, supported by Corporate Communications and our waste contractors Veolia, over a period of time, which will give sufficient time to embed behaviour change in our communities.

Accelerated approach. This alternative model would accelerate the reduction of fly tipping in the borough using an enhanced communications campaign and more enforcement. This approach would be high profile and would aim to deliver reductions in fly tipping in the borough over two years instead of five. This would be delivered through an increased focus on behaviour change and enforcement. To deliver this option, dedicated resources will be needed above those in the five year approach. The

total cost for this option would be £945K over two years and for this reason it is not recommended.

132. DHP POLICY 2019-20

The Cabinet Member for Cabinet Member for Corporate Services and Insourcing introduced the report which sought Cabinet to approve Haringey's Discretionary Housing Payments Policy 2019/20 and agree to make up the £30,398 shortfall from contingency funding.

The Cabinet Member noted that the Department for Work and Pensions (DWP) made grants available to local authorities for Discretionary Housing Payment (DHP) purposes and a report was taken to Cabinet with an updated DHP policy to reflect the new funding allocation. For 2019/20, the amount allocated to Haringey Council was £1,563,947, and this was £30,398 less than the amount allocated in 2018/19 equating to a 1.9% reduction.

The Cabinet Member was pleased to inform the meeting that the Council would provide an extra £30,398 to the DHP fund to ensure that there was no reduction for 2019/20. This money would be provided from an underspend on the 2019/20 NLWA levy.

RESOLVED

1. To approve Haringey's Discretionary Housing Payments Policy 2019/20 (see Appendix A) as the means by which the Council will determine how the DHP funds will be allocated during the 2019/20 financial year having regard to the Equalities Screening Tool (set out in Appendix B).
2. To agree to make up the £30,398 shortfall from contingency funding.

Reasons for Decision

The DHP Policy has to be reviewed and approved every year in line with the changing funding allocated by the DWP.

Alternative Options Considered

Local Authorities can allocate their own resources to top up the overall DHP budget, however due to the significant financial pressures the Council is currently under, it is proposed to only make-up the £30,398 funding reduction.

133. LONDON BOROUGH OF HARINGEY AIR QUALITY ACTION PLAN 2019 - 2022

The Cabinet Member for Environment introduced the report which sought Cabinet to agree to consult on the draft Air Quality Action Plan (AQAP) 2019-24 in Appendix A in accordance with the consultation plan in Appendix B.

The Cabinet Member noted that Full Council had declared a climate emergency and outlined the adverse effects of climate change on the community and environment. Air

quality drastically impacted on the health of elderly and vulnerable people and the Cabinet Member was committed to cleaning up the quality of the air in Haringey. The consultation would be looking to discuss how issues could be tackled together to improve air quality. Promoting more walking and cycling were some of the options that would be encouraged.

In response to questions from Cllr Palmer, the following information was noted:

- Regarding the LAEI model, Officers noted that it was prepared in 2013 but that the data was collected every year. The data collected from 2018 was due to go on Haringey's website imminently. Officers accepted the measurements were collected across the whole of London and therefore they could only work with those measurements.
- Officers informed that a number of bids had been made to the GLA for projects which totalled £750k. A response to those bids was expected in April 2019 and the Council would be required to match fund that figure.

Cllr Palmer sought a response as to whether the Cabinet Member would reconsider the Liberal Democrat amendments to the Climate Emergency motion that was rejected at Full Council on the 18th of March which would have ensured all energy supplied to Council buildings was sourced through a district energy network or 100% renewable energy. The Cabinet Member confirmed a written response would be provided to this question.

RESOLVED

To agree to consult on the draft AQAP 2019-24 in Appendix A in accordance with the consultation plan in Appendix B.

Reasons for Decision

Similar to other London Boroughs, Haringey was declared an Air Quality Management Area (AQMA) in 2001, due to air quality levels for two key pollutants - Nitrogen Dioxide (NO₂) and fine particulates (PM's) exceeding statutory limits.

Under Part 4 of the Environment Act 1995 Haringey is required to provide an AQAP to address the areas of poor air quality identified within the AQMA.

NO₂ is created when fuel is burnt and the main sources have been combustion engines, heating plant and construction plant/vehicles.

PM10 is made up from a variety of substances i.e. soot, dust and secondary particles formed by the reaction of other pollutants in the air. The main sources of particulate matter are combustion engines, biomass heating plant (wood fuelled), brake and tyre wear, construction activity/plant and HGV's.

There is strong evidence that NO₂ and PM's are harmful to health in a following way:

- **Short term exposure:** - is associated with worsening symptoms of pre-existing lung disease and asthma, as well as increased risk of cardiovascular events such as myocardial infarctions and stroke;
- **Long term exposure:** - is associated with an increased risk of developing cardiovascular disease and cancer, reduced lung function for both children and adults and low birth weights (higher risk of complications);
- **Vulnerable Groups** – age, the very young and old are high risk groups as well as those with pre-existing conditions i.e. diabetes, respiratory disease and obesity. Poor diet, deprivation and proximity to pollution sources also have an impact on health inequalities.

The draft Haringey AQAP 2019-24 will replace the previous plan which ran from 2011-18. When preparing the AQAP, the Council has a statutory duty to consult with a range of bodies, including the Mayor of London.

Alternative options considered

The development of an AQAP is a statutory requirement and therefore there are no alternative options. Consultation is also a statutory requirement, however there is no specified period for consultation in the statute. 8 weeks has been selected as a reasonable time to carry out detailed consultation.

134. ACQUISITION OF THE WELBOURNE SITE TO MAXIMISE THE DELIVERY OF GENUINELY AFFORDABLE HOMES IN TOTTENHAM HALE

The Leader introduced the report, highlighting that, in December 2018, Cabinet had agreed to the principle of the acquisition of the Welbourne Centre site. This report clarified a number of supplementary issues that surround that decision.

The Leader advised that securing homes for Haringey's residents was central to what the Labour administration had set out to achieve. The acquisition of the Welbourne site delivered 131 council homes - or 13 per cent towards the overall target of delivering 1000 new council homes. Furthermore, the acquisition also helped to secure the delivery of a district health centre that had been long fought for locally. The Leader was pleased the Council would be playing its part in bringing forward this critical facility that would significantly improve healthcare facilities and health opportunities for Tottenham residents.

This report also set out the final company structure under which the developer would deliver those outputs. The Council had also received funding from this partnership which has allowed the Council to facilitate the delivery of 167 much-needed affordable homes and infrastructure. This was a significant outcome for residents in the east of the borough and the Leader looked forward to the rapid delivery of those homes and the much-needed health centre on the Welbourne site.

In response to a question from Cllr Palmer, the Leader confirmed that all the housing on the Welbourne site was council housing at council rents. The Leader reiterated that the Cabinet was against segregation of spaces on housing developments.

Further to considering the exempt information at item 25,

RESOLVED

To agree:

1. To the council proceeding with the acquisition for housing purposes of 131 homes and a ground floor non-residential space from Argent Related, to be constructed at the Welbourne site, for a total sum plus expenditure for acquisition process costs and on-costs, as set out in the exempt part of the report.
2. To the final terms of the Contract for the acquisition attached at Appendix B and based on the Heads of Terms previously approved by Cabinet and attached at Appendix A.
3. To give delegated authority to the Director for Housing, Regeneration and Planning to agree any future amendments to the contract, in consultation with the Director of Finance.
4. To the novation of the Development Agreement and Funding Agreement from TH Ferry Island Limited Partnership to TH DM Limited as set out in the Deed of Novation for the Development Agreement attached at Appendix C and the Deed of Novation for the Funding Agreement attached at Appendix D.

Reasons for decision

Acquisition of Affordable Housing on the Welbourne Site

As detailed in Paragraph 1.1 above, on 11th December 2018 Cabinet agreed (subject to the council's full budget setting meeting in February 2019) to the in-principle acquisition of the homes and ground floor non-residential space to be constructed at the Welbourne site for a maximum total sum; to unallocated General Fund capital receipts being retained corporately and to note that a further Key Decision will be taken at a later date to agree the final purchase price and contract for the acquisition.

[contained in the exempt part of the report]

[contained in the exempt part of the report]

The acquisition of the residential premises on the Welbourne Site will allow the council to secure the rapid delivery of 131 council-owned homes (13 per cent of its 1,000 target) and a district health centre using the existing Development Agreement with the developer as the delivery agent. The district health centre will be delivered under the Development Agreement rather than under the Contract to be entered into.

The council has a time-limited window to acquire the 131 homes to be constructed on the Welbourne site under the terms of the s106 agreement. If this option is not exercised, the developer will dispose of these homes to a Registered Provider of affordable housing and these will revert to shared ownership dwellings.

Officers have been negotiating with the developer on the contract for the purchase and build of the homes and this has now been agreed (with the exception of the VAT clauses which were added to the draft Contract by Argent Related late in the process and are being reviewed by the Council's specialist VAT advisers.) The Contract is based on (and is in accordance with) the Heads of Terms attached at Appendix A.

Under the terms of the Development Agreement, entered into on 21st March 2017 with the council, Argent Related is entitled to novate the Development Agreement and Funding Agreement to other Group Companies. The council has an obligation to act reasonably through the Agreement with Argent Related and not withhold consent to the novation of the Development Agreement and Funding Agreement.

As is typical in situations such as this, the detail of this company structure was not finalised when the original Development Agreement was entered into, resulting in provisions being included in the Agreement to allow for the novation at a later date. Now that resolution to grant planning permission has been secured and the project is moving into the delivery phase this structure has now been finalised.

The company and land ownership structure proposed by Argent Related is typical for a development of this nature which is split across separate buildings and involves differing delivery timescales, mixed tenures and use-types. The novation of the Development Agreement and Funding Agreement allows the development costs to be accounted for in the correct developer entity. The proposed changes are not considered to represent a material change in risk to the council as all the terms and principles of the Development Agreement are retained. Though the delivery entity has changed the Argent Related Group retains all the same obligations in relation to delivery.

As detailed in the Deeds of Novation, the incoming party (TH DM Ltd) would assume all obligations of the outgoing party (TH FI Ltd) under the terms of the Development Agreement. The Development Agreement already contains step-in rights for the council, providing an additional security provision should the developer not be able to complete the development for unforeseen reasons. These terms are reflected in the Funding Agreement.

Alternative options considered

Alternative options for recommendation 3.1, 3.2, 3.3 – Acquisition of the Welbourne Site

A series of options for the acquisition (recommendation 3.1) were considered by Cabinet at its meeting of the 11th December 2018. These were:

Option A: The council acquires the Welbourne site in its entirety. This was the preferred option as it allows the council to control the tenure for all homes, set the rent levels, negotiate an appropriate specification for affordable homes and service charges. This option achieves the most affordable outcome for the homes to be delivered. This option also results in surplus land receipts being returned to the General Fund, as set out in the exempt part of the report.

Option B: The council could provide grant funding to a Housing Association in order to deliver more genuinely affordable homes on-site. This option would involve the council providing grant funding to secure the delivery of lower cost affordable housing. This option was discounted on the basis that the council is moving towards a position of prioritising the delivery of council owned homes on its own land, in order to maximise the delivery of safe, stable and affordable homes.

Option C: The council could decide not to proceed with either acquiring the Welbourne site in whole or in part, or funding a third party at this or other locations in Tottenham Hale to increase the amount of affordable housing delivered. This would result in the Argent Related scheme proceeding with 25% Shared Ownership homes on the basis of its SDP affordable housing contribution.

If the contract for the acquisition of the new build units is not approved, the Developer will still be able to proceed with the development of the Welbourne site under the terms of the Development Agreement. In this scenario the site would be delivered as per Option C above which would achieve poorer outcomes for the council.

Ultimately, this council is serious about securing the delivery of council homes using a variety of tools. Building through partnerships can deliver homes while we build up our own capacity to do more ourselves. This scheme alone will deliver 13% of our overall target and will deliver within the lifetime of this administration. This scheme also delivers a health centre that the local community and GPs have been campaigning for years. This scheme not proceeding will result in the funding secured by the CCG expiring, with no obvious alternative means of delivering a new fit-for-purpose health centre.

Alternative options for recommendation 3.4 – Novation of the Development Agreement and Funding Agreement

The alternative option would be to not novate these agreements, however, under the terms of the Development Agreement the council is required to not unreasonably withhold its consent to the novation of the Development Agreement and the Funding Agreement. Should approval not be given the developer will have the option of proceeding with the development as the developer for all of the sites within the Development Agreement or seek to challenge the council's refusal to give consent which will lead to delay in the delivery of both the development (including the affordable housing) and the outturn dwellings.

135. REQUEST TO EXTEND CONTRACT UNDER CONTRACT STANDING ORDER (CSO) 10.02.1(B) FOR HOUSING RELATED SUPPORT – INFORMATION, ADVICE AND GUIDANCE SERVICES

The Cabinet Member for Adults and Health introduced the report which sought Cabinet's approval to extend the Council's contract for the provision of Information, Advice and Guidance services, held by Haringey Citizen's Advice Bureau, for one year from 3rd April 2019 to 2nd April 2020.

The Cabinet Member was pleased to introduce the report and highlighted the important work the Council carried out with regard to ensuring that residents who needed information, advice and guidance, had access to high quality services.

The Cabinet Member commended the recommendations to Cabinet.

In response to a question from Cllr Palmer regarding the reduction of £50,000 against the original annual contract value, Officers confirmed this would not have a direct impact on service delivery. Officers expected to make small savings across a range of the contracts that made up the service.

RESOLVED

1. To approve, in accordance with Contract Standing Order (CSO) 10.02.1(b), the extension of the Information, Advice and Guidance (IAG) Contract with the Haringey Citizen's Advice Bureau across all four lots of the existing contract.
2. That the contract across all four lots be extended for a period of one year from 3rd April 2019 to 2nd April 2020, to the total of £816,000.
3. To approve the underwriting of a £55,000 contribution made to the IAG contract by the Better Care Fund, which as yet remains unconfirmed, due to administrative delays beyond the Council's control. This contingency is recommended to ensure the contract extension is promptly completed and service delivery is maintained, however it has been strongly indicated that this funding will continue into the final year of the contract. If necessary, the contribution will be secured from within the Council's Housing Related Support budgets.

Reasons for decision

It is in the Council's overall interest to agree to an extension of the current contract whilst a review of the contract is completed and recommendations are made for a redesign to the service. The contracts were awarded for a period of three years with an option to extend for a further one year until 2020 in order to facilitate this.

Performance has been evaluated as good throughout the contract period. Performance returns are completed and submitted on time and targets are met. There is a demonstrable need for IAG in Haringey and the service is evidently delivering positive outcomes for residents. It is proposed that in order to continue to best service Haringey residents, the contract extension period is used to explore the current and

future IAG needs of service users, alongside a range of new Council and Clinical Commissioning Group priorities and strategies, including the integration of health and community services. This process will consider any changes to be made to the service and will result in recommendations which will be used to inform the recommissioning of the contracts.

Extending this contract with a value of £816,000, will result in a reduction of £50,000 against the original annual contract value. This saving is required in order to contribute to the Council's Medium Term Financial Strategy, providing good value and also ensuring that the quality of service delivery is maintained. The Council have stipulated that no more than 20% of the saving should be made from the portion of the contract delivered by the two smaller partners, Haringey Association for Independent Living (HAIL) and Public Voice.

Alternative options considered

Procurement of new contracts was considered, however this would not allow enough time to conduct a sufficient review of the service, or the necessary market engagement, to deliver best value and practice.

Ceasing the current contracts was considered, however this was deemed not to be in the best interests of Haringey residents or the Council. The decision to extend will ensure continuity of Information, Advice and Guidance in Haringey which contributes to the delivery of the Council's statutory responsibilities under a range of legislation.

136. SIGNIFICANT AND DELEGATED ACTIONS

RESOLVED

To note the significant and delegated actions taken in February and March 2019 by directors.

137. NEW ITEMS OF URGENT BUSINESS

None.

138. 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.

139. ACQUISITION OF THE WELBOURNE SITE TO MAXIMISE THE DELIVERY OF GENUINELY AFFORDABLE HOMES IN TOTTENHAM HALE

As per the exempt minutes and item 134.

140. EXEMPT MINUTES

RESOLVED

To agree the Exempt Cabinet minutes for the meeting held in the 12th of March 2019.

141. NEW ITEMS OF EXEMPT URGENT BUSINESS

None.

CHAIR: Councillor Joseph Ejiofor

Signed by Chair

Date

Report for: Cabinet 18th June 2019

Title: Community Safety Strategy 2019-23

Report authorised by : Stephen McDonnell, Director of Environment and Neighbourhoods

Lead Officer: Eubert Malcolm, 0208 489 5520, eubert.malcolm@haringey.gov.uk.

Ward(s) affected: All Wards

**Report for Key/
Non Key Decision:** Key Decision

1. Describe the issue under consideration

- 1.1 The Community Safety Strategy presents the Community Safety Partnership's approach and priorities to achieving a reduction in crime and anti-social behaviour in Haringey up to 2023.
- 1.2 The strategy is supported by a comprehensive strategic assessment that draws on data from across the partnership to identify trends, patterns, and drivers relating to crime and anti-social behaviour.
- 1.3 The strategy is informed by extensive consultation and engagement with partners across the system, with community groups, and with Haringey residents and businesses. The outcomes that the Community Safety Partnership seeks to achieve through the strategy are a reflection both of the data and what we have heard through this engagement activity.
- 1.4 The Community Safety Strategy is a Policy Framework Strategy, as set out in Part three Section B, paragraph 2 a(iii). It is a constitutional requirement that Full Council approve the Community Safety Strategy. Part 4 Section 2[Developing Budget and Policy Framework] of the Constitution advises that Overview and Scrutiny and Cabinet will develop budget and policy framework proposals and recommend these to full council for adoption. The Overview and Scrutiny Committee have delegated authority to the Environment and Community Safety Scrutiny panel for putting forward comments on this proposed strategy and these are set out at appendix 4.

2. Cabinet Member Introduction

- 2.1 A fundamental duty for local authorities, working with partners and communities, is to help build safe places where residents can live fulfilling lives without fearing or experiencing crime. Haringey Council is committed to working with the police, public sector partners, voluntary and community groups, and neighbouring boroughs to help make Haringey safe for all residents, businesses, and visitors to the borough. The Community Safety Strategy sets out an ambitious plan to tackle the most pressing issues in our borough including serious violence, violence against women and girls, exploitation, anti-social behaviour, and reoffending, while building public confidence in public services.

We want to celebrate the good work being done in Haringey's communities to keep our borough safe. Youth projects such as Project Future in Northumberland Park, which supports young men on the estate to take positive pathways in their lives; the Multi-Faith Forum, consisting of leaders from Haringey's diverse faith communities committed to increasing community cohesion; and a diverse range of VCS organisations, including our partners in Haringey Community Gold, that work to galvanise communities around local solutions to crime and anti-social behaviour.

We cannot ignore the challenges we face, however. Haringey, like London more widely, has experienced an increase recently in serious youth violence and continues to see far too many robberies, cases of exploitation, and instances where women and girls are victimised. We are dealing with these issues in a severely restrained financial context. We need to work differently with our partners and our communities to have a greater impact with fewer resources.

We value community engagement and we are committed to delivering this strategy in partnership with Haringey's communities. I look forward to taking this work forward in the coming years alongside our partners and Haringey residents.

3. Recommendations

3.1 Cabinet is asked to

- a) Note the comments of the Environment and Community Safety Scrutiny Review Panel at appendix 4.
- b) Note the Community Safety Action Plan attached at Appendix 2

Recommend to Full Council

- c) Approval of the Community Safety Strategy 2019-23 attached at Appendix 1, having regard to the Community Safety Strategy Equality Impact Assessment at Appendix 3.

4. Reasons for decision

- 3.1 Community Safety Partnerships are required under the Crime and Disorder Act to put in place a strategic assessment and strategy. As a partnership document listed in the Constitution, the Community Safety Strategy is reserved for final decision by full Council subject to prior approval by Cabinet.
- 3.2 The Community Safety Strategy 2013-17 was extended to 2019 to allow alignment with the Borough Plan 2019-23. The Community Safety Strategy 2019-23 aligns fully with the Borough Plan, and like the Borough Plan it is a partnership plan that reflects the outcomes that partners and communities across Haringey wish to achieve.
- 3.3 This Community Safety Strategy represents a significant commitment by partners including the Council, Police, Fire, Probation and Health authorities as well as local voluntary groups to working together to improve the lives of Haringey residents.
- 3.4 The Community Safety Partnership has a clear vision: to make Haringey one of the safest boroughs in London. We want Haringey to be a safe borough for everyone who lives and works here and to remain a safe and pleasant environment for all. The Community Safety Strategy provides the partnership with an opportunity to set out how it will achieve that vision by ensuring that:
- Levels of crime and antisocial behaviour are reduced
 - Children, young people, families, vulnerable adults, and residents feel safe in their homes and in public spaces
 - Those committing crime do not continue to reoffend
 - The public has confidence in all members of the Community Safety Partnership, particularly the Police and local authority.
- 3.5 The Community Safety Strategy 2019-23 represents a significant contribution to the collective effort across Haringey to achieve the visions of the People and Place priorities in the Borough Plan 2019-23:
- Place – Stronger, connected communities where together we improve our environment by making it safer, cleaner and greener.
 - People – A Haringey where strong families, strong networks and strong communities nurture all residents to live well and achieve their potential
- 3.6 A comprehensive overview of the alignment of the Community Safety Strategy 2019-23 with the Borough Plan 2019-23 is set out in para.7.1.
- 3.7 As well as the high profile issues around serious violence this Strategy also addresses crime, disorder and anti-social behaviour that are less well reported but impact the lives of many people including all forms of violence against women and girls and issues of exploitation including child sexual exploitation, County Lines, extremism and hate crime.
- 3.8 The Community Safety Strategy aims to improve the quality of life in the borough by focussing partnership action on six outcome areas:
1. Violence and high harm crimes
 2. Violence against women and girls
 3. Exploitation (including child sexual exploitation, child criminal exploitation, County Lines, trafficking, extremism, and modern slavery)
 4. Public confidence
 5. Victims of crime and anti-social behaviour
 6. Reoffending

- 3.9 An Action Plan, attached at Appendix 2, sets out the specific actions that community safety partners will take forward in order to address the issues identified in the strategy corresponding to the six outcome areas.

5. Alternative options considered

5.1 Do nothing

- 5.1.1 The Community Safety Strategy is a statutorily required document so this option has been discounted.

6. Background information

- 6.1 Addressing crime and anti-social behaviour is one of the top priorities for Haringey residents. The Haringey Residents Survey 2018 found that:
- When asked in an open response question what makes the biggest difference to quality of life on a day to day basis, safety and security issues were most commonly mentioned (13%)
 - Crime /ASB was the most commonly identified neighbourhood 'dislike' (34%)
 - Although four in five residents said they felt Haringey is a good place to bring up children, the most common reason for saying it wasn't was crime/safety
 - Perceptions of neighbourhood safety during the day are high and are in line with the LGA benchmark. After dark the 69% who feel safe is below the LGA benchmark of 76%. Perceptions of safety are significantly lower in North Tottenham and among groups that are most often victims of hate crimes such as LGBT+ residents, members of minority religious groups, and disabled residents.
- 6.2 The overarching objective of the Community Safety Strategy is to reduce and prevent crime and anti-social behaviour in Haringey, thereby creating a safer borough for residents and businesses, increasing public confidence, and reducing fear of crime. It articulates how the Community Safety Partnership will work together to do this by seeking to address issues relating to the six outcome areas noted in para.3.8. The nature and scale of the issues corresponding to those six areas is detailed in the strategy document, drawing on data from across the Community Safety Partnership as well as the results of engagement and consultation.
- 6.4 It is notable that there is considerable overlap between the six outcome areas due to the complex nature of the issues and the types of crime that this strategy is seeking to address.
- 6.5 We know from extensive engagement with our partners and with parents and young people that there is high demand for action to tackle issues relating to serious youth violence. We have set out our approach to tackling these issues in the Young People at Risk Strategy, which was approved by Cabinet in March 2019. The Community Safety Strategy is in alignment with the Young People at Risk Strategy and the action plans for both are cross-referenced in order to prevent duplication.
- 6.6. Similarly, eliminating violence against women and girls is a priority for the Community Safety Partnership. Accordingly, the Community Safety Strategy aligns fully with the Council's Violence against Women and Girls Strategy 2016-26.
- 6.7. The Community Safety Strategy is being brought forward shortly following several changes in local policing. These include the formation of the North Area Metropolitan Police BCU, which covers Haringey and Enfield; the establishment of the North Area

Violence Reduction Group, which acts as a forum for MPS, LB Enfield, and LB Haringey colleagues to work together to increase community safety; the agreement of the North Area Knife Crime and Serious Violence Plan 2018/19 among community safety partners; and the establishment of the Mayor of London's Violence Reduction Unit. The Community Safety Strategy takes account of these developments and sets out a course of action for the Community Safety Partnership that builds on the potential for these developments to enable positive outcomes for Haringey residents.

- 6.8 The Community Safety Strategy notes that it is being brought forward during a time of considerable financial pressures. Haringey has been successful in securing funds from central and London government to address community safety priorities. Nonetheless, the strategy takes account of the need to adapt in order to deliver for Haringey residents in a constrained financial context.

7. Contribution to strategic outcomes

- 7.1 The Community Safety Strategy 2019-23 supports meeting objectives within the People and Place priorities of the Haringey Borough Plan.

- 7.2 In terms of the People priority, the strategy supports the following objectives:
- Children and young people will be physically and mentally healthy and well
 - Children will grow up free from violence and fear of violence in the community wherever they live in the borough
 - Reduce the number of young people entering the criminal justice system
 - Adults will feel physically and mentally healthy and well
 - Caring and cohesive communities which can offer support
 - Levels of violence against women and girls will be significantly reduced

- 7.3 In terms of the Place priority, the strategy supports the following objectives:
- Improve community confidence and reduce the fear of crime using our relationships with partners and communities as well as our physical assets including the built environment and CCTV stock
 - Reduce the number of victims and perpetrators of crime and reduce the serious harm experienced by victims
 - Reduce the number of young people entering the criminal justice system

- 7.4 As noted in paras 6.5 and 6.6, the Community Safety Strategy also aligns with and supports the delivery of the Young People at Risk Strategy and the Violence against Women and Girls Strategy, which have been separately approved by Cabinet.

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

8.1 Finance

- 8.1.1 There are no direct financial implications arising from the strategy. Subsidiary plans and commissioning decisions will be assessed individually as they arise.

8.2 Procurement

- 8.2.1 There are no direct procurement decisions arising from the strategy. Subsidiary plans and commissioning decisions will be assessed individually as they arise.

8.3 Legal

- 8.3.1 The Assistant Director of Corporate Governance has been consulted in the preparation of this report and comments as follows. .
The Community Safety Strategy at Appendix 1 complies with the Community Safety Partnership's statutory duty under section 6 of the Crime and Disorder Act 1998 to formulate and implement a strategy for reducing crime and disorder in the borough .

In accordance with The Local Authorities (Functions and Responsibilities) Regulations 2000 and the Council's Constitution, the Community Safety Strategy is not to be approved solely by the Cabinet but it is part of the Council's policy framework and requires Cabinet approval and adoption by Full Council.

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 The strategic aim of the Community Safety Strategy is to foster a safer borough. It seeks to do so by tackling specific community safety issues, including violent crime, domestic abuse, exploitation, low public confidence, repeat victimisation, and reoffending.
- 8.4.4 Individuals and groups with protected characteristics are overrepresented among those affected by these issues. For instance, young BAME men are disproportionately affected by violent crime, individuals with disabilities are disproportionately affected by exploitation and repeat victimisation, and women and girls are disproportionately affected by domestic abuse. A full impact assessment of the ways in which the strategy relates to individuals and groups who share protected characteristics has been carried out and is an Appendix to the Strategy.
- 8.4.5 Delivery of the strategy will help the Council and partners to address known inequalities relating to community safety, including overrepresentation of particular groups among victims and perpetrators of crime. In so doing it will ensure the Council meets its Public Sector Equality Duty to have due regard for the need to eliminate discrimination, harassment, and victimisation, and advance equality of opportunity.

9. Use of Appendices

- 9.1 Community Safety Strategy 2019-23 – Appendix 1
9.2 Community Safety Strategy 2019-23 Action Plan – Appendix 2
9.3 Community Safety Strategy Equalities Impact Assessment –Appendix 3
9.4 Comments of Environment and Community safety Scrutiny Panel – to follow – Appendix 4

10. Local Government (Access to Information) Act 1985

- 10.1 None.

Haringey Community Safety Strategy

2019 – 2023

Contents

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1. Foreword

This Community Safety Strategy represents a significant commitment by partners including the Council, Police, Fire, Probation and Health authorities as well as local voluntary groups to working together to improve the lives of our residents.

We know we face some significant challenges. London has a problem with serious violence, particularly with knife crime. Some of this is because there is less funding for work to intervene earlier, designed to prevent crime. There have also been significant cuts to neighbourhood policing across London, which means that the police are less visible than they were. While most people in Haringey are happy with their area as a place to live, crime and anti-social behaviour is the issue that people talk about most when asked what makes them unhappy about living here. We will continue to work together with local people to bring the perpetrators of crime to justice and to divert children, young people, adults, and families away from criminality.

As well as the high profile issues around serious violence this Strategy also addresses crime, disorder and anti-social behaviour that are less well reported but impact the lives of many people including all forms of violence against women and girls and issues of exploitation including child sexual exploitation, County Lines, extremism and hate crime.

Our diverse communities are key partners in helping us tackle crime and disorder. Therefore this Strategy also recognises the importance of addressing fear of crime and increasing public confidence and satisfaction with policing.

We look forward to driving significant improvement in the lives of our residents arising from this plan and will report back annually on our achievements via our annual Strategic Assessment of Crime and Disorder.

Signed:

Councillor Mark Blake

Chief Superintendent Treena Fleming

Cabinet Member for Community Safety

North Area BCU Commander

Joint Chairs of the Community Safety Partnership

2. Introduction: Purpose and scope of the strategy

The Community Safety Partnership has a clear vision: to make Haringey one of the safest boroughs in London. We want Haringey to be a safe borough for everyone who lives and works here; a place with strong, resilient and connected communities where people can lead active and healthy lives in a safe environment. As the borough continues to grow, becomes better connected and continues to be a destination for many Londoners, we will need to ensure Haringey remains a safe and pleasant environment for all. The Community Safety Strategy provides the partnership with an opportunity to set out how it will achieve that vision.

The Crime and Disorder Act 1998, as amended by section 97 and 98 of the Police Reform Act 2002, places a requirement on Community Safety Partnerships (CSP) to develop a Community Safety Strategy. This document sets out how crime, anti-social behaviour and the fear of crime will be reduced and resolved.

In collaboration with all partners Haringey Council has produced a comprehensive strategic assessment. The purpose of the assessment is to understand the trends, patterns and drivers relating to crime and anti-social behaviour so that the partnership can set clear priorities, develop intelligence-led activity and deploy resources effectively. The strategy has been informed to a great extent by this strategic assessment.

In developing this strategy, we have taken account of extensive consultation with residents, community groups, and partners, including most recently that which has supported the development of the Borough Plan and also our Young People at Risk Strategy. This has included a series of partner workshops, community forums and targeted consultation directed at those most at risk of becoming either victims or perpetrators of crime.

Decisions about our priorities have been informed by the findings from our strategic assessment and our consultation. We have consulted/engaged the community, stakeholders and agencies via various methods one of which included the 2018 Resident Survey which captured the views of a representative sample of 1,900 residents, including views relating to the perception crime and disorder in the borough. In addition, reached out to other bodies and sectors of the public for feedback, including:

- Safer Neighbourhood Board (SNB) – Resident and Police led board meeting with the role of scrutinising and holding the borough police to account to promote a high

standard of policing and the reduction of crime.

- Children and young people, through the Godwin Lawson Foundation's report on Youth at Risk as well as further consultation undertaken in schools and youth settings
- Bridge Renewal Trust (BRT) - Provides a collective voice for voluntary and community groups within Haringey.
- Members/Councillors – elected members who work closely with the residents/public, receiving feedback around concerns within the borough.

Our priorities address the types of crime and offending behaviour which most affect residents, businesses and visitors to the area, and which local community safety partners are able to influence, with a focus on the lived experience of children, young people, vulnerable adults and families. Partners have agreed to continue the effective approach of engaging with and strengthening communities by coordinating co-designed preventative and frontline activity. There are many specialist teams and strategies which overlap with this agenda and an important part of the Community Safety Partnership's work is to remain aware of these and co-ordinate activity.

The strategy links with the [Mayor's Policing and Crime Plan 2017 -2021](#) as well as a number of strategies across the partnership. It is a commitment at a time of reduced resources to work together to maximise the impact on work to address safety in the agreed areas of priority; and to provide value for money for residents and businesses. MOPAC has changed the way projects are funded and local authorities are required to work together to develop projects that are cross cutting, innovative, reduce duplication in order to tackle the drivers of crime and safeguard all vulnerable residents. Haringey works closely with our neighbouring authorities and London Councils to achieve this.

MOPAC continues to be the responsible body and funder for Community Safety Partnerships. Haringey will continue to work closely with MOPAC in its capacity as joint deliverers, commissioners and as critical friends. Delivery is supported by the London Crime Reduction Board (LCRB) made up of the Mayor and Deputy Mayor for Policing and Crime, Leaders from three London authorities and the Metropolitan Police Commissioner who acts as an advisor to the group.

3. The Context

National

In March 2016 the Government published a Modern Crime Prevention Strategy. The strategy set out the national approach and activity to prevent crime. The Government states in the strategy that crime has fallen rapidly over the last twenty years despite economic shocks, changes in levels of employment, and evolving behaviours around drug and alcohol use, technology and social norms. It provides a variety of reasons for this sustained fall, but attributes the reduction in large part to better preventative action to stop crimes from happening in the first place. The government view is that where law enforcement, businesses and the public work together on prevention, significant and sustained reductions in certain crimes can be delivered.

The government's approach to crime prevention is based on targeting what the evidence suggests are the six key drivers of crime opportunity, character, effectiveness of the criminal justice system, profit, drugs, and alcohol.

In April 2018 the Home Office launched a national Serious Violence Strategy. This strategy identified changes in the drugs market and set out a range of actions to tackle the issues of County Lines, serious youth violence, and exploitation of vulnerable people.

Regional

MOPAC's Police and Crime Plan for London "A Safer City for All Londoners 2017 - 2021" sets out the Mayor of London's priorities for safety in the capital. These priorities include:

- Commit to tackling violence against women and girls
- Work closely with public and voluntary organisations on developing better support for victims of sexual and domestic violence
- Helping to prevent and detect crime
- Identify the spread of extremism
- Tough knife crime strategy that focuses resources on the city's gangs
- Work closely with local authorities, schools and youth services to develop anti-gang strategies
- Working with community organisations to further youth engagement
- Tougher community payback for those caught with knives
- Improve the experiences of victims of crime
- Zero tolerance approach to hate crime

The Plan includes measures to tackle these issues, reduce crime and disorder in London and improve police services across the city.

MOPAC consulted with local police leaders, Chief Executives and elected Leaders in every Borough and developed a new system of agreeing local priorities that reflect local need. This means that local police teams are focusing on local priorities, backed up by data and evidence and local strategic assessments.

Under this system, each Borough has selected two local priority crimes (non-domestic violence with injury and Robbery –personal property), based on local knowledge, crime data and police intelligence, along with antisocial behaviour (every Borough identified this as an important issue in the consultation).

In addition, crimes that cause high harm to Londoners - sexual violence, domestic abuse, child sexual exploitation, weapon-based crime and hate crime - are mandatory priorities for every Borough, to ensure that the most vulnerable Londoners are protected, right across the city.

All boroughs were informed of a reduction in MOPAC funding by approximately 30% from 2018/19 onwards. Haringey remains one of the higher funded boroughs, reflecting its levels of need but funding has nonetheless reduced. MOPAC also initiated funding for co-commissioned projects for two years from 2018/19. These projects must involve at least three boroughs but in practice are larger sub-regional or pan-London approaches. Haringey has contributed to and benefitted from a number of these projects in the first tranche of commission during 2017/18. Further tranches of commissioning have been promised. They are expected to create innovation, identify gaps, and work effectively with the voluntary sector, joint police areas and health areas.

Under its Strengthening Local Policing Programme MOPAC introduced a functional-based approach to local policing; coupled with merging Borough Commands to create larger, more resilient Basic Command Units (BCUs); improved strategic leadership; and incorporate a focused safeguarding capability integrated with local services. This mean that the Haringey Command Unit merged with Enfield to form the North Area Basic Command Unit.

In September 2018 the Mayor of London announced the establishment of a Violence Reduction Unit, modelled on a similar unit in Glasgow that was successful in driving a reduction in violent crime in the city. The Violence Reduction Unit's mission is to bring together specialists from health, police, local government, probation and community organisations to tackle violent crime and the underlying causes of violent crime. The Mayor has committed to ensuring that the VRU works in an with local communities.

Local Context

Haringey is an exceptionally diverse and fast-changing borough. We have a population of 272,864 (2015 mid-year estimates). This is the 17th most populated

borough in London (out of 33). Almost two-thirds of our population, and over 70% of our young people, are from ethnic minority backgrounds, and over 100 languages are spoken in the borough. Our population is the eighth most ethnically diverse in the country.

The borough ranks among the most deprived in the country with pockets of extreme deprivation in the east. Haringey is the 21st most deprived borough in England and the 7th most deprived in London.

The population of Haringey is growing. Under the 2015 GLA round Strategic Housing Land Availability Assessment population projection method, the population is estimated to reach 286,900 by 2020, an increase of 5.9% from 2015. By 2025, Haringey's population is estimated to reach 300,600, an increase of 10.9% from 2015. Population growth locally is due to higher annual births than annual deaths and net migration gain driven by international migration. The top three countries for new international migrant national insurance number allocations are Romania, Bulgaria and Italy.

Like all local authorities, Haringey has had to transform its services due to reduced government funding. The organisational change required to deliver a new future for Haringey Council is huge and should not be underestimated. Since 2010 government grant funding to Haringey has reduced by £122million, the council's workforce has been reduced by 45% and demand for our services continues to rise. In 2019/20 the council must cut a further £19.6million from the budget. Our partners in the Metropolitan Police, London Fire Brigade, Probation Service and Clinical Commissioning Group and across the public sector all face similar financial challenges.

Haringey's Borough Plan 2019-23 sets out five priorities for the borough. The Community Safety Strategy draws directly from the Borough Plan's Place and People priorities to deliver the outcomes below:

Place Priority:

- A Safer Place
- A Cleaner, Accessible and Attractive Place
- A Healthier, Active and Greener Place
- A Proud, Resilient, Connected and Confident Place

People Priority:

- 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 in the future

- All adults are able to live healthy and fulfilling lives with dignity, staying active and connected to their communities
- Strong communities where people look out for and care for each other

Linked and cross cutting priorities

The CSP will work closely with partners to address substance use, poor mental health, deprivation, and other drivers of offending. The following strategies seek to address these underlying factors:

- Borough Plan 2019-2023
- Health and Wellbeing Strategy 2015-18
- Young People at Risk Strategy 2019-29
- VAWG Strategy 2016-2026
- North Area BCU Knife Crime and Serious Violence Plan 2018/19
- Economic Development Strategy
- Local Plan 2013-26
- Tottenham Strategic Regeneration Framework
- Housing Strategy 2017-21
- Homelessness Strategy
- Rough Sleeping Strategy

We will commission and co-commission projects that help to prevent crime, working closely with other Boroughs, across departments, and with the voluntary sector and external agencies.

There is no doubt that the challenges we face in Haringey are complex. We are facing significant budgetary challenges, new forms of criminality, and complex regional and national social contexts. Nonetheless we continue to adapt, introducing new service delivery and bringing in new ways of working such as our new joint Command Unit with Enfield. We have brought in over £3m of funding to help deliver our Young People at Risk Strategy. We have decided to invest £4.1m in CCTV to detect and deter crime and increase public confidence. We will continue to find creative ways of meeting new challenges and a commitment to deliver good outcomes for our residents, businesses and those who visit the borough. We have detailed action plans to deliver our six outcomes and will report back on these to the Community Safety Partnership and annually through our Strategic Assessment.

Key Achievements Over the Last Four Years

Some of our achievements which we intend to build on are:

- Multi-agency place-based approach to tackling crime and anti-social behaviour in partnership with communities in Northumberland Park through Operation Marlin
- Establishment of a Partnership Problem-Solving Group with police and community safety partners to enable a joined-up approach to prevention and enforcement
- Securing funding from the Mayor of London to establish Haringey Community Gold, a programme designed to support young people in the borough to stay safe and thrive
- Roll-out of Violence Against Women and Girls training for professionals and practitioners across Haringey
- Establishment of the Exploitation Panel, taking a contextual safeguarding approach to supporting vulnerable young people
- Set up of the North Area Violence Reduction Group, working in partnership with the Metropolitan Police and LB Enfield.
- Agreement and delivery of the London Borough of Haringey and MPS North Area Serious Violence Action Plan
- Allocating £4m to invest in new CCTV systems.

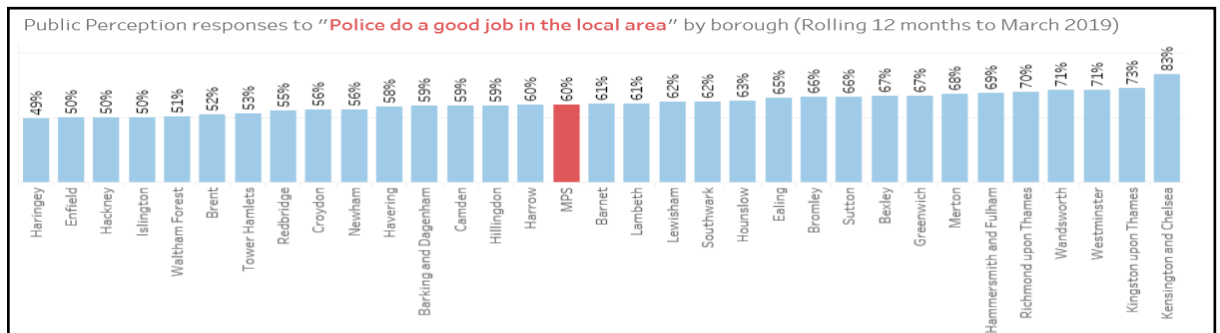
4. Crime in Haringey

The table below shows performance against various crime types and overall crime.

Crime Type	April 2017 - March 2018	April 2018 - March 2019	Haringey Change	London Change
Arson and Criminal Damage	2094	1994	-5%	-7%
Burglary	2468	3321	35%	5%
Drug Offences	1407	1393	-1%	4%
Possession of Weapons	360	324	-10%	-3%
Public Order Offences	1804	1728	-4%	1%
Robbery	1878	1991	6%	4%
Sexual Offences	671	808	20%	2%
Other Sexual Offences	390	429	10%	1%
Rape	281	379	35%	5%

Theft	7593	6862	-10%	3%
Vehicle Offences	4271	5077	19%	10%
Theft from a Motor Vehicle	2632	3287	25%	14%
Theft or Taking of a Motor Vehicle	1086	1180	9%	0%
Violence Against the Person	7668	7872	3%	7%
Homicide	8	5	-38%	-25%
Violence with Injury	3187	2976	-7%	1%
Violence without Injury	4473	4891	9%	11%
Domestic Abuse VWI	1015	976	-4%	1%
Gun Crime Lethal Barrelled Discharged	47	32	-32%	-3%
Knife Crime	794	764	-4%	1%
Knife Crime With Injury	229	179	-22%	-9%
Grand Total (including other miscellaneous crime types)	30555	31751	4%	4%

Confidence in policing and authorities generally remains an issue for our residents.



MOPAC has identified the following priorities for Haringey for 2017-21:

- High harm crimes: Sexual Violence, Domestic Abuse, Child Sexual Exploitation (CSE), Weapon Based Crime, Hate Crime

- Anti-Social Behaviour
- Robbery
- Non-Domestic Violence with Injury

An in-depth strategic assessment is carried out annually and brings together a broad range of information about crime and disorder in the borough. While analysis of data takes place throughout the year and is intelligence led, this annual snapshot provides an opportunity for the Community Safety Partnership to enrich its understanding of the key issues, the connections between these, and the underlying causes. The aim is to enable the partnership to target its activities effectively through shared information and agreed outcomes.

The annual [Strategic Assessment 2017-18](#) provides an overview of crime, disorder and anti-social behavior (ASB) in the borough. Total notifiable offences recorded by Metropolitan Police in Haringey increased by 25% over the past five years (6,054 more offences) and by 7% over the past 12 months (2,096 more offences). London overall, saw an 8% increase in 2017/18. The Strategic Assessment shows that the key focus for Haringey should be serious youth violence reduction, including knife crime, firearms and gang related activities, vulnerability and all forms of exploitation. The full strategic assessment is at https://www.haringey.gov.uk/sites/haringeygovuk/files/haringey_strategic_assessment_2017-18_final_-_redacted.pdf

5. Vision

The vision and priorities have been guided by the findings of the strategic assessment 2017/18, by workshops held since November 2016, and by engagement undertaken in the course of developing the Haringey Borough Plan and the Young People at Risk Strategy.

Community Safety Partnership Vision: To make Haringey one of the safest boroughs in London.

In order to achieve this vision we will ensure that:

- Levels of crime and antisocial behaviour are reduced
- Children, young people, families, vulnerable adults, and residents feel safe in their homes and in public spaces
- Those committing crime do not continue to reoffend
- The public has confidence in all members of the Community Safety Partnership, particularly the Police and local authority.

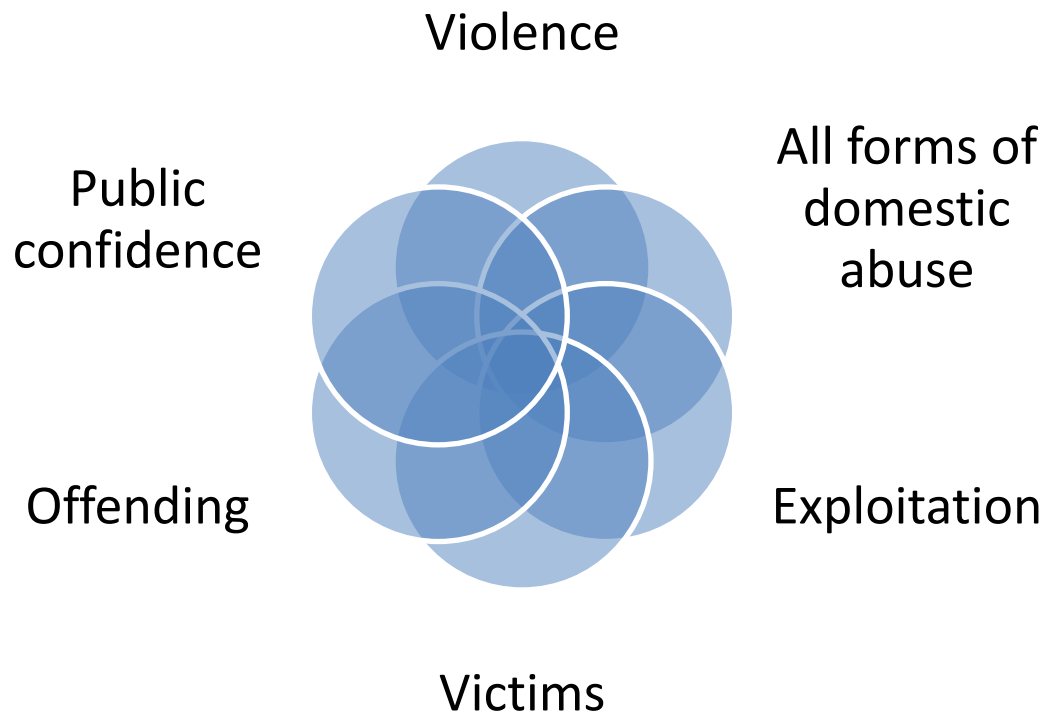
Partners will be guided by the following set of principles which will underpin our approach to delivery over the next four years:

- Robust risk management.
- Open and timely sharing of data and information.
- An early approach to intervention and prevention.
- Safeguarding of both adults and children.
- The Mental Health Framework.
- Designing out crime through social and physical place-shaping.
- Co-commissioning of projects with other authorities to ensure the best possible outcomes for residents of Haringey
- Ensuring Value for Money, integrated services, and reduced duplication.
- High quality evaluation.

6. Priorities, Outcomes and Activity

There is considerable overlap between each of the six outcomes due to the complex nature of the issues and the types of crime that the strategy is seeking to address. Where particular issues or types of crime may be considered to cross over more than one outcome, they are restricted to one in this strategy for clarity.

- Child sexual exploitation (CSE) is dealt with under Outcome 3, which deals with exploitation. However, work under Outcomes 1 and 2 will also help to tackle CSE.
- Domestic and sexual violence will be addressed primarily under Outcome 2, but work to tackle high harm crimes under Outcome 1 will also overlap with the work to prevent these types of crime.
- Victims of crime and exploitation are primarily considered under Outcome 5, though meeting the needs of victims is an underlying principle that the partnership will embed in all of its work across the six outcomes.
- Reoffending will be considered exclusively under Outcome 6, though there are overlaps with Outcomes 1, 2, and 3.
- Hate crime is considered under Outcome 3, but there is considerable overlap with Outcome 2 in terms of hate crime perpetrated against women and with Outcome 1 where hate crime takes the form of violent crime.



Outcome One:

Violence – Reduce High Harm Crimes

Why this is a priority:

Violence is on the increase in Haringey. It is concentrated in areas of the borough with multiple socio-economic challenges, including higher levels of deprivation and it affects all communities. MOPAC have also highlighted this as an issue across London.

What we know about Haringey:

- Haringey is currently **8th** highest in London for Violence with injury.
- **80%** of offences related to knife crimes are classified in the most serious categories of GBH or murder, Haringey is slightly above the London Average of **77%**.
- **8 out of 10** serious youth violence offences are committed by males.
- **65%** of SYV offenders (according to Police categorisations) are African-Caribbean.
- Total knife crime has reduced by **8%** in the past year (29 fewer offences)
- Haringey has experienced an increase of **+45%** in hate crime in the past 12 months. Haringey has seen a particularly notable increase in homophobic hate crime. Hate crime has significant implications for affected communities and individuals, who are known to suffer more serious harm than a victim of a similar, non-targeted offence.

What we plan to do:

Reduce high harm crimes, including:

- Serious youth violence
- Gang-related offending
- Weapon-enabled crime
- Robbery
- Non-Domestic violence with injury
- Violence against women and girls
- Hate crime

Actions the Community Safety Partnership will take forward are set out in the appended Action Plan.

Delivery Mechanisms

- The Young People at Risk Action Plan 2019-23
- Hate Crime Delivery Group, to drive multi-agency work and deliver improvements in the prevention and handling of instances of hate crime
- The Integrated Gangs Unit, to provide and co-ordinate the tactical approach to enforcement and early intervention, delivered in partnership with a focus on 8-25 year-olds
- MOPAC Co-Commissioned Pan-London Services, such as the Advance Minerva (Female wraparound Services), and the Response and Rescue Service (CSE and County Lines interventions)
- London Crime Prevention Funding 2019-2021, to effectively target resources across to address issues impacting the borough
- The North Area Violence Reduction Delivery Group,

	<p>working with colleagues in LB Enfield.</p> <ul style="list-style-type: none">• The MOPAC Violence Reduction Unit, to enhance local provision and expertise. <p>The outcomes will include:</p> <ul style="list-style-type: none">• Reduced number of Non-Domestic Violence with Injury offences• Reduced number of robbery offences• Fewer knife injury victims• Reduced number of offences related to the nighttime economy• Reduced number of weapon-enabled offences• Reduced number of victims of serious youth violence
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Outcome Two:

All forms of domestic abuse and wider forms of violence against women and girls

Why this is a priority:

The Haringey Borough Plan sets out our commitment to ensuring that levels of violence against women and girls are significantly reduced and to fostering caring and cohesive communities.

What we know about Haringey

- 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).
- Over two-thirds of all reported domestic violence occurs in the East of the borough.
- Haringey is consistently among the top ten highest volume of repeat domestic abuse victims in London
- We have 38 recorded cases of FGM and so-called 'honour-based' violence but we believe this is under-reported.
- There was a **20% increase in** sexual offences across Haringey in the year to March 2019 compared to the previous year.

What we plan to do:

- Work with the Health and Wellbeing Board to deliver the Violence Against Women and Girls Strategy to reduce Domestic Abuse, Sexual Violence, and Child Sexual exploitation.
- Improve on our limited data on "hidden" strands of domestic abuse, including Female Genital Mutilation (FGM), and Honour Based Violence.

Actions the Community Partnership will take forward are set out in the appended Action Plan

Delivery Mechanisms

- VAWG Action Plan
- Young People at Risk Action Plan

The outcomes will include:

- Reduced domestic abuse: violence with injury
- Reduced number of sexual offences
- Reduced number of repeat female victims
- Increased number of professionals trained to recognize and respond to VAWG
- Increased number of women accessing support services

<p>Outcome Three:</p> <p>Exploitation (including CSE, Child Criminal Exploitation, County Lines, Trafficking, Extremism, and Modern Slavery)</p>	
<p>Why this is a priority:</p> <ul style="list-style-type: none"> • Qualitative information on gangs, CSE, County Lines, and modern slavery suggests that exploitation is a widespread cross-border issue that affects a significant number of vulnerable children, families, and adults in Haringey. • Each Local Authority has a statutory duty to prevent people from being drawn into extremism. Our implementation of the Prevent strategy recognises the need to provide people with safeguarding and support before any crime is committed. <p>What we know about Haringey:</p> <ul style="list-style-type: none"> • Haringey accounts for 4% of the London total sexual offences with a child victim (slightly higher than the London average of 3%). • CSE offences have low sanction detection rates in Haringey, approximately 10% compared to 17% for London. • A number of children missing from Haringey are suspected of being involved in county lines criminality during missing episodes. • Haringey has experienced an increase of +45% in hate crime in the past 12 months. Haringey has seen a particularly notable increase in homophobic hate crime. Hate crime has significant 	<p>What we plan to do:</p> <ul style="list-style-type: none"> • Engage with young people and parents to better understand and address issues and concerns and work with them to design and deliver services that will make a difference. • Provide youth services that help young people feel safe and confident, build healthy relationships, and raise their aspirations for their futures. • Actively secure external funds to support initiatives that help young people to flourish • Pursue innovative work to improve young people's first contact with police officers, including stop and search • Carry out statutory safeguarding duties for adults through the Multi-Agency Safeguarding Adults Board, and children through the Multi-Agency Safeguarding Hub • Undertake preventative and proactive work to support those subjected to modern slavery/human trafficking/forced labour/criminal exploitation/domestic servitude and continue to raise public awareness • Make sure all agencies are operating to the same risk rating levels. • Work across the partnership to ensure the criminal justice system works swiftly to secure convictions against perpetrators of exploitation. • Develop a stronger multi-agency response to hate crime, focusing on prevention and victim support

<p>implications for affected communities and individuals, who are known to suffer more serious harm than a victim of a similar, non-targeted offence.</p>	<ul style="list-style-type: none"> • Tackle extremism through our discharge of the Prevent duty in order to ensure no community feels threatened. • Work with all communities across the borough to ensure that everyone has the language to describe, and has an understanding about, what healthy relationships are and ensure that there is no tolerance of exploitation in Haringey. <p>Actions the Community Partnership will take forward are set out in the appended Action Plan.</p> <p>Delivery Mechanisms</p> <ul style="list-style-type: none"> • Haringey Exploitation Panel, which takes a contextual safeguarding approach to vulnerable young people • Channel Panel, which deals with individuals at risk of radicalization • Rescue and Response Service • Team around the School, focused on solutions and intervention at the earliest point • Hate Crime Delivery Group • Integrated Gangs Unit <p>The outcomes will include:</p> <ul style="list-style-type: none"> • Greater awareness of extremism, radicalization, and referral pathways within statutory partners and community groups • Improved reporting of Hate Crime offences in comparison with London averages • Increased percentage of Prevent referrals who engage with the offer • Increased percentage of residents agreeing their local area is a place where people from different backgrounds get on well together
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	<ul style="list-style-type: none">• More sophisticated data and intelligence on exploitation and associated issues.• Increase in CSE sanction detection rates• Increase in Child Criminal Exploitation sanction detection rates
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<p>Outcome four:</p> <p>Public Confidence.</p>	
<p>Why this is a priority:</p> <p>A lack of confidence in authorities in the community can jeopardise safety and community cohesion. Reluctance to report incidents to police or to act as a witness can perpetuate cycles of violence in the community. At a national level, when the public's trust in government and its elected officials goes down, violence goes up. Community confidence levels remain low, particularly in the North and East of the borough.</p> <p>What we know about Haringey:</p> <ul style="list-style-type: none"> • Data for September 2018 from MOPAC's Public Voice Dashboard indicates a low level of trust in the police among the wider community. The indicator shows that 49% of Haringey residents believe that the police do a good job in the local area, compared to the London-wide average of 64%. This is the lowest level in London. • 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. • The Godwin Lawson Foundation report on Youth at Risk found that many young people view reporting 	<p>What we plan to do:</p> <ul style="list-style-type: none"> • Continue to empower faith leaders and religious communities to address key neighbourhood issues. • Use the Community Safety Partnership to actively work with partners in statutory, community, voluntary and business sectors to promote community resilience and confidence. • Support and challenge all partners to hold each other to account where confidence is low and to establish stronger relationships with our local communities, especially young people in how we work together in reducing crime and improve confidence. • Work across the partnership to ensure the criminal justice system works swiftly to secure convictions against perpetrators of crime. • Work with neighbouring boroughs and partners to secure funding for confidence building measures across borough boundaries. • Work with local communities to co-design solutions to local issues. <p>Delivery Mechanisms</p> <ul style="list-style-type: none"> • Community Safety Partnership • Partnership Problem-Solving Group • Young People at Risk Action Plan <p>The outcomes will include:</p> <ul style="list-style-type: none"> • Increased percentage of residents who agree the police do

<p>an incident to the police as representing a risk to their own safety and their standing among their peers.</p>	<p>a good job in their local area</p> <ul style="list-style-type: none">• Increased percentage of residents feeling very safe or fairly safe when outside in the local area during the daytime/after dark
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Outcome Five: Victims	
<p>Why this is a priority:</p> <ul style="list-style-type: none"> ▪ Haringey currently has the 6th highest volume of repeat victims (across all crime types) of all London boroughs <p>What we know about Haringey:</p> <ul style="list-style-type: none"> ▪ Women and girls living in Haringey are disproportionately likely to be repeat victims of VAWG, compared to the female population of London. 26.6% of domestic abuse victims in Haringey experienced more than one incident in the past 12 months (London 25.1%) ▪ ASB calls to Haringey Anti-Social Behaviour Action Team (ASBAT) and Police combined total approx. 10,000 per year 	<p>What we plan to do:</p> <ul style="list-style-type: none"> • Ensure the victims of crime are fully supported • Work to address the vulnerabilities that may otherwise lead individuals to become repeat victims • Develop appropriate restorative justice approaches to hold perpetrators to account and meet the needs of victims (not for VAWG offences). • Facilitate and upskill build the capacity of organisations supporting victims and survivors. <p>Delivery Mechanisms</p> <ul style="list-style-type: none"> • VAWG Action Plan • Young People at Risk Action Plan • Victim Support Service • IDVA Service <p>The outcomes will include:</p> <ul style="list-style-type: none"> • Fewer victims of all crime types • Fewer repeat victims across all crime types • Lower proportion of all victims who are repeat victims • Fewer ASB calls to Haringey Anti-Social Behaviour Action Team

Outcome six: Reoffending	
<p>Why this is a priority:</p> <p>Prolific offenders continue to commit a high proportion of the total volume of crime in the borough. Reducing reoffending is critical in order to reduce crime levels overall.</p> <p>What we know about Haringey:</p> <ul style="list-style-type: none"> ▪ The highest numbers of offenders live in Northumberland Park (10%), Tottenham Green (8%), Bruce Grove (8%), Tottenham Hale (8%) and Noel Park (7%) wards. ▪ Common offences committed by most prolific offenders include burglary, theft from motor vehicle and theft. ▪ Known prolific offenders have in excess of 70 previous convictions and continue to actively offend. ▪ The top 1% prolific offenders are responsible for 4% of all crime in Haringey. ▪ The top 10% prolific offenders are responsible for 20% of all crime in Haringey. ▪ 26% of Haringey offenders cited alcohol as a direct link to their criminality, compared to 33% for London. ▪ 32% of Haringey offenders cited drugs as a direct link to their criminality, compared to 37% for London. 	<p>What we plan to do:</p> <ul style="list-style-type: none"> • Use the full range of tools available to prevent offending and re-offending. • Stop reoffending by providing support that is proven to work. • Review the effectiveness of our current Integrated Offender Management (IOM) model. • Develop intelligence and joint working opportunities with other local authorities • Tackle crime hotspots through effective partnership tasking • Design out crime in the public realm • Work with local business and residents to reduce their vulnerability to crime • Address the underlying needs of repeat offenders through positive and proactive multi-disciplinary interventions • Prevent young people becoming involved in crime and reduce the likelihood of inter-generational criminality. <p>Delivery Mechanisms</p> <ul style="list-style-type: none"> • Young People at Risk Action Plan • Integrated Offender Management Service • Integrated Gangs Unit • Partnership Problem Solving Group • Advance Minerva • From the Inside Out • Drug Intervention Programme <p>The outcomes will include:</p> <ul style="list-style-type: none"> • Reduced volume of acquisitive reoffending • Reduced volume of violent

	<p>reoffending</p> <ul style="list-style-type: none">• Improved targeting of enhanced interventions to reduce criminogenic needs.• Increased number of successful DIP interventions• Reduced number of first time entrants to the youth justice system• Reduced number of females entering the criminal justice system• Reduced number of young black men entering the criminal justice system
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7. Implementation and Monitoring

The delivery plan will be monitored annually and all relevant indicators will be overseen quarterly by the Commissioning and Client Management Team, reporting to the CSP

8. Equalities Impact Assessment (EQiA)

A full equality impact assessment has been carried out. The Community Safety Strategy will have a positive impact on protected groups. The assessment is at the annex.

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	Community Safety Strategy
Service area	Council-wide
Officer completing assessment	Ian Kershaw/Hugh Smith
Equalities/ HR Advisor	Hugh Smith
Cabinet meeting date (if applicable)	July 2019
Director/Assistant Director	Eubert Malcolm, Assistant Director for Stronger Communities

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*

This assessment is of the Borough's new Community Safety Strategy 2019-2023. Community Safety Partnerships are required under the Crime and Disorder Act to put in place an annual strategic assessment and strategy.

The Strategy sets out how the Community Safety Partnership (CSP), comprised of the Council, Police, Fire, Probation and Health authorities plus other local stakeholders, will work together collectively to prevent and reduce crime, anti-social behaviour, substance misuse and re-offending in collaboration with statutory partners and key stakeholders.

Outcome areas that the strategy addresses are violence against women and girls, serious violence (where young black men are disproportionately represented), Exploitation including Child Sexual exploitation, County Lines and Prevent (Tackling Radicalisation and Extremism); victims; offenders; and public confidence. The strategy recognises that fear of crime and confidence in policing vary by protected group and also geographically across the borough. There is a strong correlation between deprivation and confidence, with confidence in Policing being lower in areas of highest deprivation.

All Haringey residents, but particularly residents who are more likely to be affected by crime or antisocial behaviour, will be affected by the strategy.

The strategy is being presented to Cabinet in February 2019.

The strategy is underpinned by a number of other plans and strategies that will have their own EQIAs. Specifically it references the following:

- [Health and Wellbeing Strategy 2015-18 - Summary Version](#)
- [Health and Wellbeing Strategy 2015-18 \(PDF, 8MB\)](#)
- [Borough Plan 2019-2023](#)
- [MOPAC Knife Crime Strategy June 2017](#)
- [Early Prevention Strategy](#)
- [VAWG Strategy 2016-2026](#)
- [Youth at Risk Strategy](#)
- [Economic Development and Growth Strategy](#)
- [A 20 year plan for Tottenham](#)

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
Sex	Police crime reports, third party reporting, resident consultation, 2011 census, Haringey Community	N/A

	Safety Partnership Strategic Assessment.	
Gender Reassignment	Police crime reports, third party reporting, resident consultation, 2011 census, Haringey Community Safety Partnership Strategic Assessment.	N/A
Age	Police crime reports, third party reporting, resident consultation, 2011 census, Haringey Community Safety Partnership Strategic Assessment.	N/A
Disability	Police crime reports, third party reporting, resident consultation, 2011 census, Haringey Community Safety Partnership Strategic Assessment.	N/A
Race & Ethnicity	Police crime reports, third party reporting, resident consultation, 2011 census, Haringey Community Safety Partnership Strategic Assessment.	N/A
Sexual Orientation	Police crime reports, third party reporting, resident consultation, 2011 census, ONS Integrated Household Survey	N/A
Religion or Belief (or No Belief)	Police crime reports, third party reporting, resident consultation, 2011 census, Haringey Community Safety Partnership Strategic Assessment.	N/A
Pregnancy & Maternity	Police crime reports, third party reporting, resident consultation, 2011 census, Haringey Community Safety Partnership Strategic Assessment, NHS.	N/A
Marriage and Civil Partnership	Police crime reports, third party reporting, resident consultation, 2011 census, Haringey Community Safety Partnership Strategic Assessment.	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.

The Strategy aims to improve outcomes for all groups by reducing crime and anti-social behaviour and the fear of crime. The strategy recognises that different groups have different experiences of crime and the fear of crime.

Sex

There is a relatively equal gender split in Haringey, just over half of the population is female (50.5%), in line with England and London.

Women comprise 47% of victims of all crime in Haringey and 17% of suspects, indicating underrepresentation relative to the borough population. However:

- Women comprise the vast majority of victims of sexual offences, of which there were 642 in Haringey in the year to February 2018, with offences spread through the entire borough but clustering towards the East
- Women comprise the majority of victims of domestic violence, of whom there were 1,017 in the year to February 2018
- Women comprise the totality of victims of female genital mutilation (FGM).

More than 8 out of 10 (83%) of suspects are male, with only 17% being described as female.

Girls with gang links is an emerging, but hidden issue with hidden harms. Current knowledge of the issue is limited, with most intelligence being generated following arrests of young girls. Girls are known to be used to run County Lines, as young people believe they are less likely to be stopped by police. The most common age of these girls ranges between 13 to 18. Approximately a dozen young girls are known to the Haringey Missing/CSE Girls & Gangs Panel, but this is believed to be a small proportion of the true number.

Fear of crime is higher among women than among men. The Haringey Residents Survey found that 19% of women felt unsafe when outside in their local area after dark, compared to 11% of men.

Gender Reassignment

Some groups are specifically targeted as victims of crime on the basis of prejudice relating to gender reassignment. The council does not have local data regarding victimisation based on this protected characteristic or the level of fear of crime among individuals who identify as a different gender to the one they were assigned at birth. However, we will try to ensure that discrimination, harassment and victimisation based upon this group is tackled.

Age

Haringey has a relatively young population with a quarter of the population under the age of 20, and 91% of the population aged under 65 (89% London and 83% England).

The largest age group of victims were between 25 and 34 years, forming 28% of all victims (13% female, 15% male). 35 to 44 year olds were the second largest group, followed by 16 to 24 year olds. Younger residents appear to be overrepresented among victims of crime.

Young people are known to be disproportionately impacted by certain forms of crime.

- During 2017-18, 137 reports were recorded by the Metropolitan Police in Haringey with a Child Sexual Exploitation (CSE) flag. The peak age of victims was 14 to 15 years, with a number of victims also aged 16.
- There were 347 victims of serious youth violence in Haringey in the year to September 2018. This consists of a combination of robbery and violence, with victims aged 10 to 19. The age profile of SYV suspects, according to reports to police, show that the highest proportion of offenders are aged between 15 and 18, with particular peaks at ages 16 and 18.
- In 2017/18 there were 83 knife injury victims in Haringey aged under 25.

- Young people are known to be vulnerable to recruitment into and exploitation within County Lines operations

The largest group of suspects in Haringey in 2017/18 were described as being aged between 16 and 24 years old, forming almost 1 in 3 of all suspects. The next largest suspect group was described as being aged between 25 and 34 years old (28%), followed by 35 to 44 year olds (17%).

Fear of crime is disproportionately high among older people. The Haringey Residents Survey found that 55% of residents aged 75+ felt safe outside in their local area after dark, compared to an overall borough average of 69%.

Disability

There is no universal definition of disability. Here we use the Census data on long term health problem or disability and self-reported health as a proxies. This shows that 14% of residents have a long term health problem that limits their day to day activity, lower than England but in line with London.

Some individuals are specifically targeted as victims of crime on the basis of prejudice relating to disability. In the year to December 2017 Haringey recorded 14 instances of disability hate crime. Moreover, individuals with long-term conditions and disabilities are known to be more vulnerable to exploitation within County lines operations.

Fear of crime is higher among residents with long-term illnesses and disabilities. Perceptions of safety after dark for these Haringey residents stand at 49% compared to the Haringey average of 69%.

Race and Ethnicity

Haringey is the 5th most ethnically diverse borough in the country. Over 65% of residents come from non-White British communities, compared to 20% in England and 55% in London.

Some groups are specifically targeted as victims of crime on the basis of prejudice relating to race. In the year to December 2017, Haringey recorded 675 instances of racist and religious hate crime.

Crime in Haringey is more prevalent in local areas with higher BAME populations. Notably, relatively high levels of offences have been recorded in Noel Park, Northumberland Park, Tottenham Hale, Tottenham Green, and Bruce Grove wards, in which BAME residents form a larger proportion of the population relative to the Haringey and London averages.

According to police categorisations, the most common ethnicity of victims is White North European (IC1), forming 46% of all victims. This is followed by Black (IC3) victims (27%) and White South European (IC2) (16%). This indicates that Black residents are over-represented among victims, relative to the proportion of Black Haringey residents (19%).

According to police categorisations, the most common ethnicity of suspects was Black (IC3), forming 48% of all suspect descriptions. This is followed by White North European (IC1), forming 32% of all suspects and White South European (IC2) forming 13%. This indicates that Black residents are over-represented among suspects, relative to the proportion of Black Haringey residents (19%).

During 2017-18, 137 reports were recorded by the Metropolitan Police in Haringey with a Child Sexual Exploitation (CSE) flag. The largest victim group was listed according to Police classifications as 'Afro-Caribbean' (42%), followed by 'White European' (32%). This indicates that young people from BAME communities are over-represented among victims of CSE.

Some groups are disproportionately represented in the criminal justice system. Young black African and Afro-Caribbean men are particularly likely to be over-represented in our criminal

justice system.

Fear of crime is highest among residents from White Other, Asian, and Black communities, with perceptions of safety after dark ranging from 62 to 64% compared to a Haringey average of 69%.

Overall satisfaction within the BAME community with the service provided by the police stands at 71%. This compares to 73% for the white community in Haringey

Sexual Orientation

3.2% of London residents aged 16 or over identified themselves as lesbian, gay or bisexual in 2013. In Haringey this equates to 6,491 residents.

Some groups are specifically targeted as victims of crime on the basis of prejudice relating to sexual orientation. In the year to December 2017, Haringey recorded 94 instances of homophobic hate crime

Religion or Belief

Haringey is one of the most religiously diverse places in the UK. The most common religion was Christianity, accounting for 45% of residents, less than London (48.4) and less than England (59.4%). The next most common religions were Muslim (14.3%) – higher than London (12.3%) - and Jewish (3%). Haringey had a lower percentage of residents who were Hindu (1.8%) and Sikh (0.3%) than London (5.0% and 1.5%, respectively). A quarter of Haringey residents stated that they did not have a religion, higher than London (20.7%).

Some groups are specifically targeted as victims of crime on the basis of prejudice relating to religion. In the year to December 2017, Haringey recorded 675 instances of racist and religious hate crime. 37 instances were recorded as anti-Semitic hate crime and 52 were recorded as islamophobic hate crime

Fear of crime is higher among religious minority groups than the Haringey average. 53% of Muslim residents, and 64% of Jewish and Hindu residents feel safe outside in their local area after dark, compared to a borough average of 69%.

Pregnancy and Maternity

The council does not have local data regarding victimisation based on this protected characteristic or the level of fear of crime among individuals who are pregnant or care for small children. NHS guidance notes that pregnancy can be a trigger for domestic abuse, and existing abuse may get worse during pregnancy or after giving birth.

However, we will try to ensure that discrimination, harassment and victimisation based upon this group is tackled.

Marriage and Civil Partnership

Haringey has a higher proportion of couples in a registered same sex civil partnership than England and London. 0.6% (or 1,191 residents), compared to 0.2% for England and 0.4% for London.

The council does not have local data regarding levels of victimisation or fear of crime among individuals who are married or in a civil partnership. However, we will try to ensure that discrimination, harassment and victimisation based upon this group is tackled.

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 EqlA guidance

At an overarching level the community safety strategy is informed by quarterly telephone surveys carried out by the Metropolitan Police Service that measure the confidence and satisfaction of residents; by recorded Police crime statistics; and by Council surveys that measure residents' fear of crime and satisfaction with their neighbourhood. This data can be broken down by age, ethnicity, gender, religion, sexuality and disability.

Additionally the strategy is supported by various plans and strategies as listed above. We have and will continue to undertake bespoke consultation to inform this work. For example we commissioned the Godwin Lawson Foundation to carry out consultation with young people at risk of becoming either victims or perpetrators of serious violent crime, interviewing young people from the youth offending service, looked after, through our gang exit projects, our youth projects and our Youth Council.

The strategy has been further informed by an extensive range of partnership events and community forums supporting its development and the development of the Council's Borough Plan.

Our annual surveys and [statutory strategic assessment](#) will continue. We have established engagement mechanisms and user groups beyond the statutory Community Safety Partnership to inform the development of our work.

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?

Our consultation has specifically informed the selection of our outcome areas for the strategy. By focussing on the following outcomes we will address both the crime and the fear of crime but also the underlying risk factors that contribute to the disproportionate prevalence of some of the protected groups as both victims and/or perpetrators of crime:

- Reducing high harm violent crime;
- Reducing all forms of domestic abuse and violence against women and girls;
- Tackling exploitation including child sexual exploitation, County Lines and Prevent;
- Reducing fear of crime and increasing public confidence;
- Reducing the number of repeat victims; and
- Reducing the number of repeat offences

For example the consultation we commissioned to inform our work on serious violent crime, which is culminating in our Young People at Risk Strategy, highlighted the differential experience of young black men not only as victims and perpetrators but also in exhibiting risk factors that correlate with the likelihood of becoming victims and/or perpetrators. Consequently our Young People at Risk Strategy will look to address the high prevalence of young black boys who experience risk factors such as permanent exclusion from school.

We understand from our consultation violence against women and girls can take place regardless of gender, class, income levels, ethnicity, faith, ability, sexuality or age although some

people are at greater risk of some of the forms of violence including disabled women, young women, LGBT women and men and older women. Our strategy recognises and addresses this disproportionality.

We understand from our consultation that different communities and groups have differing experience of and fear of crime and ASB. We know that young men are the most likely to become a victim of crime but that fear of crime is higher among women and older people. We know that confidence in policing is lower among black African and Afro-Caribbean communities and in areas of greater deprivation. Our strategy will have greater focus in these areas.

In seeking to reduce repeat victims and repeat offending we will address the disproportionate way in which some groups are over-represented in these categories.

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 *(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)*

Our data analysis indicates that women and girls are over-represented among victims of certain forms of crime, including sexual offences, CSE, FGM, and domestic abuse. One of the priority outcomes of the Community Safety Strategy is to reduce violence against women and girls in all forms. The delivery of the strategy can therefore be anticipated to have a positive outcome in relation to this protected characteristic.

Positive	x	Negative		Neutral impact		Unknown Impact	
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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 Community Safety Strategy sets out to tackle all forms of hate crime. While we do not have local data regarding transphobic hate crime, a focus on hate crime can be reasonably expected to positively impact residents who identify as a gender different to the one they were assigned at birth.

Positive	x	Negative		Neutral impact		Unknown Impact	
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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)*

Our data analysis indicates that young people are disproportionately represented among victims and suspects of certain forms of crime, most notably violent crime. Tackling violent crime is a primary outcome of the Community Safety Strategy, and it can therefore be expected to have a positive impact on children and young people in this respect.

The Community Safety Strategy also sets out to tackle exploitation in Haringey. Young people are known to be particularly vulnerable to exploitation, for instance through CSE and County Lines operations. Addressing these issues will have a positive impact on children and young people.

The Community Safety Strategy aims to reduce fear of crime. Our data analysis indicates that this disproportionately felt by older people, and so the strategy can be expected to have a positive impact in this respect.

Positive	x	Negative		Neutral impact		Unknown Impact	
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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)*

The Community Safety Strategy aims to tackle all forms of hate crime, which individuals with disabilities are known to be victims of at a higher rate than the borough average. It will have a positive impact in this respect.

The Community Safety Strategy aims to increase perceptions of safety, which are lower on average among disabled individuals than the borough average according to survey data. It will have a positive impact in this regard.

Positive	X	Negative		Neutral impact		Unknown Impact	
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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)*

Our data analysis indicates that BAME individuals, and individuals from Black communities in particular, are over-represented among both victims and suspects of crime in Haringey as well as the residents of communities most affected by crime and anti-social behaviour. Young black people are also known to be particularly over-represented among victims of violent crime and exploitation. The Community Safety Strategy aims to reduce crime, tackle exploitation, and prevent victimisation, and so it can be expected that it will have a positive impact with regard to this protected characteristic.

The Community Safety Strategy aims to increase confidence in policing and increase perceptions of safety, both of which are lower among BAME communities according to survey data.

The Community Safety Strategy aims to tackle all forms of hate crime, which BAME individuals and groups are known to be victims of at a higher rate than the borough average. It will have a positive impact in this respect.

Positive	X	Negative		Neutral impact		Unknown Impact	
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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)*

The Community Safety Strategy aims to tackle all forms of hate crime, which LGBT individuals and groups are known to be victims of at a higher rate than the borough average. It will have a positive impact in this respect.

The Community Safety Strategy also aims to tackle all forms of violence against women and girls. LGBT groups are disproportionately represented among victims of this form of crime and so the strategy can be expected to have a positive impact.

Positive	X	Negative		Neutral impact		Unknown Impact	
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7. Religion or belief (or no belief) *(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 Community Safety Strategy aims to tackle all forms of hate crime, which individuals and groups from religious minorities and faiths including Judaism and Islam are known to be victims of at a higher rate than the borough average. It will have a positive impact in this respect.

The Community Safety Strategy aims to increase perceptions of safety, which are lower among minority religious communities according to survey data. It will have a positive impact in this regard.

Positive	x	Negative		Neutral impact		Unknown Impact	
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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 Community Safety Strategy aims to tackle violence against women and girls. Pregnancy and maternity increase women's risk of being victims of violence, and so it will have a positive impact in this regard.

Positive	x	Negative		Neutral impact		Unknown Impact	
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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	
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10. Groups that cross two or more equality strands e.g. young black women

The cross cutting nature of the Community Safety Strategy means it will be positively supporting many groups that cross two or more equality strands. Where this occurs it will be addressed within distinct strategies or the supporting action plan. For example our work on serious violence has directly led to the formulation of our Young People at Risk Strategy. A key area of focus of that strategy is the various risk factors that increase the likelihood of becoming either a victim

and/or perpetrator of serious violence. We are aware that young black men are disproportionately represented in this cohort.

Particular groups who have been identified as being more vulnerable to becoming victims of crime include:

- Young black men (violent crime)
- Young women (CSE, FGM, sexual offences, and other forms of exploitation)
- BAME individuals from minority religious communities (hate crime)

Particular groups who have been identified as having a disproportionately high fear of crime include:

- Older women
- BAME women
- Women with disabilities
- BAME individuals from minority religious communities
- Women from minority religious communities
- Older people from minority religious communities
- Older people with disabilities
- BAME individuals with disabilities

The priority outcomes in the Community Safety Strategy to reduce crime, reduce violence against women and girls, tackle exploitation, and reduce fear of crime will help address these disproportionalities.

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?**

For all the reasons set out above we anticipate that the community Safety Strategy will have a positive impact on protected groups. We will monitor this through our annual strategic assessment and user consultation including annual measures of confidence and satisfaction and fear of crime.

We do not anticipate that there will be any direct or indirect discrimination for any group, the Strategy will help advance equality of opportunity by helping to ensure that all residents are able to live in Haringey without fear or experience of crime, and it will help foster good relations between groups by increasing perceptions of safety among all groups and thereby facilitating greater community cohesion.

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 EqlA guidance

Outcome	Y/N
No major change to the proposal: the EqlA 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 EqlA 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
Not applicable	Not applicable	Not applicable	Not applicable

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.

Not applicable

6 c) Summarise the measures you intend to put in place to monitor the equalities impact of the proposal as it is implemented:

We will monitor the success of our strategy and its positive equalities impact through our annual strategic assessment and user consultation including annual measures of confidence and satisfaction and fear of crime.

7. Authorisation

EqlA approved by (Assistant Director/ Director)	Date
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8. Publication
Please ensure the completed EqlA is published in accordance with the Council's policy.

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Please contact the Policy & Strategy Team for any feedback on the EqlA process.

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Haringey Community Safety Action Plan

Priority 1: Violence – Reduce High Harm Crimes

Performance Measures
Number of violence with injury offences
Number of robbery offences
Number of gun crime offences
Number of lethal-barrelled firearm discharges
Number of knife crime offences
Number of knife injury victims
Number of victims of serious youth violence

Action Plan		
Action	Lead Officer	Strategic Links
Continue to utilise the Integrated Gangs Unit to provide and co-ordinate the tactical approach to enforcement and early intervention, delivered in partnership with statutory agencies and the voluntary sector, with a focus on 8-25 year olds.	-Superintendent, Metropolitan Police Service (MPS) -Head of Community Safety and Enforcement, Haringey Council	-Haringey Young People at Risk Strategy 2019-29 -North Area Violence Reduction Plan 2018/19 -Borough Plan-2019-23
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.	-Assistant Director for Stronger Communities, Haringey Council	-Haringey Young People at Risk Strategy 2019-29 -Borough Plan 2019-23 -North Area Violence Reduction Plan 2018/19
Identify the most effective locations for knife bins through analysis of crime patterns and install where appropriate	-Superintendent, MPS -Intelligence Analyst, Haringey Council	-Haringey Young People at Risk Strategy 2019-29 -North Area Violence Reduction Plan 2018/19
Undertake weapon sweeps with communities in areas affected by knife crime, building on the success of previous sweeps in North Tottenham.	- Chief Inspector - Neighbourhoods, MPS -Head of Community Safety, Haringey Council - Community Safety Engagement	-Haringey Young People at Risk Strategy 2019-29 -North Area Violence Reduction Plan 2018/19

	Officer, Haringey Council	
Carry out targeted knife and corrosive substances test purchase operations and prosecute or review licences of businesses that sell knives and corrosive substances	-Head of Community Safety and Enforcement, Haringey Council -Food safety & Trading Standards Team Leader, Haringey Council	-Haringey Young People at Risk Strategy 2019-29 -North Area Violence Reduction Plan 2018/19
Deliver universal awareness programmes on topics including knife crime and exploitation, across all education establishments, mapped to avoid duplication	-Assistant Director for Early Help, Haringey Council	-Haringey Young People at Risk Strategy 2019-29 -Borough Plan-2019-23 -North Area Violence Reduction Plan 2018/19
Deliver workshops on Knife Crime Awareness and Personal Safety, targeting vulnerable Year 6 pupils and supporting successful transfer to secondary school	-Assistant Director for Early Help, Haringey Council	-Haringey Young People at Risk Strategy 2019-29 -Borough Plan-2019-23 -North Area Violence Reduction Plan 2018/19
Enhance the YJS Weapons Awareness Program with the use of Street Doctors intervention.	-Head of Early Help and Targeted Response, Haringey Council	-North Area Violence Reduction Plan 2018/19 -Haringey Young People at Risk Strategy 2019-29
Share intelligence and data with partners to generate a consistent picture of criminal activity in the borough that drives strategy and operational delivery to target lawbreakers	-Intelligence Analyst, Haringey Council	-Haringey Young People at Risk Strategy 2019-29 -North Area Violence Reduction Plan 2018/19
Pilot a street-based rapid response violence mediation service, beginning in neighbourhoods most affected by criminal activity.	-Assistant Director for Stronger Communities, Haringey Council	-Haringey Young People at Risk Strategy 2019-29 -North Area Violence Reduction Plan 2018/19 -Borough Plan-2019-23
Continue to work with Project Future in delivering trauma based interventions to at risk YP involved in or at risk of perpetrating or being victims of criminality and SYV	- Detective Superintendent, MPS - Assistant Director for Stronger Communities, Haringey Council	-Haringey Young People at Risk Strategy 2019-29 -North Area Violence Reduction Plan 2018/19 -Borough Plan-2019-23
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	-Chief Inspector – Neighbourhoods, MPS –Head of Community Safety and Enforcement, Haringey Council	-Haringey Young People at Risk Strategy 2019-29 -Borough Plan-2019-23 -North Area Violence Reduction Plan 2018/19
Four new specialist detached and outreach youth workers will reach young people 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.	-Assistant Director for Stronger Communities, Haringey Council	-Haringey Young People at Risk Strategy 2019-29
Multi-Agency Safeguarding Hubs will ensure all young victims of	-Assistant Director, Safeguarding &	Haringey Young People at Risk Strategy 2019-29

knife crime have referral to victim support services and/or CAMHS.	Social Care, Haringey Council	North Area Violence Reduction Plan 2018/19
Reduce the harm caused by gangs and serious violence in partnership by addressing vulnerability and by empowering gang members to exit gangs through London Gang Exit	-IGU Operational Manager -Head of Community Safety and Enforcement, Haringey Council	-Haringey Young People at Risk Strategy 2019-29 -Borough Plan-2019-23 -North Area Violence Reduction Plan 2018-19
Work with colleagues in London Borough of Enfield to deliver place-based interventions to reduce high harm crimes through the North Area Violence Reduction Delivery Group.	-Assistant Director for Stronger Communities, Haringey Council	North Area Violence Reduction Plan 2018/19
Deliver the Rescue and Response service to support young people affected by county lines	-Assistant Director, Safeguarding & Social Care -Safer London	-Haringey Young People at Risk Strategy 2019-29 -Borough Plan-2019-23
Undertake an annual Community Safety Strategic Assessment, including serious youth violence, and weapon-enabled crime	-Intelligence Analyst, Haringey Council	
Develop a local drugs profile	-Assistant Director Public Health, Haringey Council -Intelligence Analyst, Haringey Council	
Develop an initiative to improve young people's first contact with police officers, including during stop and search	-Director of Children's Services -Borough Commander, MPS	Haringey Young People at Risk Strategy 2019-29 North Area Violence Reduction Plan 2018/19
Trial trauma-informed approaches to professional development within the Metropolitan Police Service	-Director of Children's Services -Borough Commander, MPS	Haringey Young People at Risk Strategy 2019-29 North Area Violence Reduction Plan 2018/19

Priority 2: All forms of Domestic Abuse and wider forms of Violence against Women and Girls

Performance Measures
Number of domestic abuse violence with injury offences
Number of sexual offences
Number and percentage of repeat victims
Number of professionals trained to recognise and respond to VAWG
Number of young people engaged in peer training
Number of women accessing support services

Action Plan		
Action	Lead Officer	Strategic Links
Develop training standards and programmes to assist all professionals across the statutory and voluntary services to recognise and respond to VAWG.	-Violence against Women and Girls Strategic Lead, Haringey Council	-Haringey Violence against Women and Girls Strategy 2016-26 -Haringey Young People at Risk Strategy 2019-29 -Borough Plan-2019-23
Develop a bystander campaign to support people to intervene where safe to do so.	Violence against Women and Girls Strategic Lead, Haringey Council	-Haringey Violence against Women and Girls Strategy 2016-26 -Borough Plan-2019-23
Co-design tools and resources with local organisations to engage with business, sporting organisations, faith and community groups to promote action against violence	Violence against Women and Girls Strategic Lead, Haringey Council	-Haringey Violence against Women and Girls Strategy 2016-26 -Borough Plan-2019-23
Provide leadership and peer training to young people from culturally and linguistically diverse backgrounds to drive attitudinal change in their communities	Violence against Women and Girls Strategic Lead, Haringey Council	-Haringey Violence against Women and Girls Strategy 2016-26 -Borough Plan-2019-23
Develop a range of communications to local residents and businesses to support prevention and early intervention messages	Violence against Women and Girls Strategic Lead, Haringey Council	Haringey Violence against Women and Girls Strategy 2016-26 -Borough Plan 2019-23

Promote specialist support services that provide therapeutic, emotional and psychological support to young people across the borough	Violence against Women and Girls Strategic Lead, Haringey Council	-Haringey Violence against Women and Girls Strategy 2016-26 -Haringey Young People at Risk Strategy 2019-29 -Borough Plan-2019-23
Increase support to women who may face additional barriers to accessing support	Violence against Women and Girls Strategic Lead, Haringey Council	Haringey Violence against Women and Girls Strategy 2016-26
Trial intensive, recovery-focused support programmes for women from culturally and linguistically diverse backgrounds who have experienced violence	Violence against Women and Girls Strategic Lead, Haringey Council	Haringey Violence against Women and Girls Strategy 2016-26
Work with cross-borough partners to commission services for VAWG that work across the London and North Central London region	Violence against Women and Girls Strategic Lead, Haringey Council	Haringey Violence against Women and Girls Strategy 2016-26
Develop preventative programmes aimed at men	Violence against Women and Girls Strategic Lead, Haringey Council	Haringey Violence against Women and Girls Strategy 2016-26
Develop service standards and working protocols for front line staff and between police and substance misuse to focus on evidence-based practice.	Violence against Women and Girls Strategic Lead, Haringey Council -Assistant Director Public Health -Superintendent Luke Marks	Haringey Violence against Women and Girls Strategy 2016-26 -Borough Plan 2019-23
Continue to commission RESPECT accredited perpetrator programmes	Violence against Women and Girls Strategic Lead, Haringey Council	Haringey Violence against Women and Girls Strategy 2016-26

Priority 3: Exploitation

Performance Measures
Number of referrals received by the Haringey Exploitation Panel
Number of Child Sexual Exploitation disruptions
CSE sanction detection rate
Number of Child Criminal Exploitation offences
Number of children and young people persistently missing
Number of Prevent referrals received by the Channel Panel
Number of professionals trained to raise their awareness of Prevent
Number and percentage of Prevent referrals who engage with the offer
Number and percentage of Prevent referrals who are at reduced risk of radicalisation after the intervention

Action Plan		
Action	Lead Officers	Strategic Links
Deliver the Rescue and Response service to support young people affected by county lines	-Detective Superintendent, MPS -Assistant Director, Safeguarding & Social Care -Safer London	-Haringey Young People at Risk Strategy 2019-29 -Borough Plan 2019-23 -North Area Violence Reduction Plan 2018/19
Continue to deliver activities at Bruce Grove Youth Space that young people want in order to make this a safe, attractive space to young people in the evenings and school holidays	-Head of Targeted Response, Haringey Council	-Haringey Young People at Risk Strategy 2019-29 -North Area Violence Reduction Plan 2018/19 -Borough Plan 2019-23
Deliver Team Around a School (TAAS), a multi-agency response to support schools reporting concerns about issues of gangs, substance misuse, and CSE.	-Head of Early Help, Haringey Council -Head of Community Safety and Enforcement, Haringey Council	-Haringey Young People at Risk Strategy 2019-29 -North Area Violence Reduction Plan 2018/19 -Borough Plan 2019-23
Expand the Exploitation Panel's scope to become a Contextual Safeguarding Panel with a remit across North London, working with colleagues from neighbouring London boroughs	Head of Service SQIP, Safeguarding & Social Care; Haringey Council	-Haringey Young People at Risk Strategy 2019-29 -Borough Plan 2019-23 -North Area Violence Reduction Plan 2018/19

Establish a network of the providers of education programmes around gangs, exploitation, and criminal activity to prevent duplication and foster good practice.	Head of Community Safety and Enforcement, Haringey Council	-Haringey Young People at Risk Strategy 2019-29 -Borough Plan 2019-23 -North Area Violence Reduction Plan 2018/19
Develop multi-agency approaches to tackle and reduce Hate Crime based on a zero-tolerance approach	Strategic Lead for Communities, Haringey Council	
Establish a multi-agency panel to scrutinise hate crime cases where there have been negative outcomes at criminal justice levels	Strategic Lead for Communities, Haringey Council	
Deliver interventions which will increase the safety of hate crime victims and reduce their chances of repeat victimisation	Strategic Lead for Communities, Haringey Council	
Develop a Modern Slavery Strategy	Assistant Director for Strategy and Communications, Haringey Council	
Deliver Work to Raise Awareness of Prevent Training (WRAP) to staff in statutory partner and voluntary sector organisations	Strategic Lead for Communities, Haringey Council	
Deliver Hate Crime awareness training to staff in statutory partner and voluntary sector organisations	Strategic Lead for Communities, Haringey Council	
Chair the Channel Panel and ensure that the panel puts in place multi-agency support for vulnerable adults who are referred to it	Strategic Lead for Prevent, Haringey Council	
Develop a better understanding of the issues of online and far-right radicalisation and raise awareness among frontline professionals	Strategic Lead for Communities, Haringey Council	
Develop a whole systems approach to improving sanction detection rates and convictions	Director of Children's Services	

Priority 4: Fear of Crime and Public Confidence

Performance Measures
Percentage of residents who feel safe in their local area after dark
Percentage of residents who agree the police do a good job in the local area

Action Plan		
Action	Lead Officers	Strategic Links
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	-Assistant Director for Stronger Communities, Haringey Council -Detective Superintendent, MPS	-Haringey Young People at Risk Strategy 2019-29 -Borough Plan 2019-23
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	-Chief Inspector, MPS -Assistant Director Schools and Learning, Haringey Council	-Haringey Young People at Risk Strategy 2019-29 -Borough Plan 2019-23 -North Area Violence Reduction Plan 2018/19
Establish place-based advisory groups of young people to build trust and ensure young people's views inform community safety practice	-Assistant Director for Stronger Communities, Haringey Council	-Haringey Young People at Risk Strategy 2019-29 -North Area Violence Reduction Plan 2018/19
Introduce Youth IAG to ensure voices of young people are clearly heard both to increase confidence in policing and to better understand causes of violent crime and potential solutions.	-Borough Commander North Area BCU, MPS -Assistant Director for Stronger Communities, Haringey Council	-Haringey Young People at Risk Strategy 2019-29
Review and refresh Haringey's CCTV stock, investing in a new CCTV control room and increasing the number of cameras across the borough	-Client and Commissioning Manager, Haringey Council -Assistant Director for Stronger Communities	-Borough Plan 2019-23 -Haringey Young People at Risk Strategy 2019-29 -North Area Violence Reduction Plan 2018/19
Facilitate the Haringey Multi-Faith Forum, supporting faith leaders to	-Assistant Director for	Haringey Community Strategy

address and respond to key issues	Commissioning, Haringey Council	
Work swiftly to secure convictions against perpetrators of crime	-Borough Commander North Area BCU, MPS	
Work with Wood Green Business Improvement District to improve safety and perceptions of safety in Wood Green, focusing on the retail area on and adjacent to Wood Green High Road	-Assistant Director for Stronger Communities, Haringey Council -Head of Community Safety and Enforcement, Haringey Council	-Borough Plan 2019-23 -Haringey Young People at Risk Strategy 2019-29 -North Area Violence Reduction Plan 2018/19 -Wood Green Bid
Use enforcement powers and assets to target hotspot locations to prevent and reduce environmental crime and anti-social behaviour	-Assistant Director for Stronger Communities, Haringey Council -Head of Community Safety and Enforcement Haringey Council	-Borough Plan 2019-23 -Haringey Young People at Risk Strategy 2019-29 -North Area Violence Reduction Plan 2018/19
Embed secure by design principles in regeneration, planning, and new housing development	-Director of Housing, Regeneration, and Planning, Haringey Council	-Haringey Housing Strategy 2017-22 -Haringey Local Plan 2013-26
Deliver communications about successes in community safety and enforcement, highlighting partnership work with communities and celebrating individuals and groups who help increase community safety	-Head of Communications, Haringey Council -Head of Community Safety and Enforcement, Haringey Council	-Borough Plan 2019-23 -Haringey Young People at Risk Strategy 2019-29 -North Area Violence Reduction Plan 2018/19
Refresh and promote City Safe Havens scheme	Assistant Director for Stronger Communities, Haringey Council	-North Area Violence Reduction Plan 2018/19 -Borough Plan 2019-23 -Haringey Young People at Risk Strategy 2019-29

Priority 5: Victims

Performance Measures
Number of victims of all offences
Number of repeat victims
Percentage of all victims who are repeat victims
Number of ASB calls to Haringey Anti-Social Behaviour Team

Action Plan		
Action	Lead Officers	Strategic Links
Work in partnership with MOPAC and Victim Support to deliver the North London Victim Assessment and Referral Service	-Head of Community Safety and Enforcement, Haringey Council	- Haringey Young People at Risk Strategy 2019-29 - Borough Plan 2019-23 - North Area Violence Reduction Plan 2018/19
Multi-Agency Safeguarding Hubs will ensure all young victims of knife crime have referral to victim support services and/or CAMHS.	-Assistant Director for Safeguarding and Social Care, Haringey Council -Head of Community Safety and Enforcement, Haringey Council	-Haringey Young People at Risk Strategy 2019-29 -Borough Plan 2019-23 -North Area Violence Reduction Plan 2018/19
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.	-Head of Community Safety and Enforcement, Haringey Council -Victim Support Service	-Haringey Young People at Risk Strategy 2019-29 -Borough Plan 2019-23 -North Area Violence Reduction Plan 2018/19
Develop appropriate restorative justice approaches in the Youth Justice Service to hold perpetrators to account and meet the needs of victims	-Head of Targeted Response, Haringey Council	-Haringey Young People at Risk Strategy 2019-29 -Borough Plan 2019-23 -North Area Violence Reduction Plan 2018/19
Continue to work with OASIS Hadley victims outreach service based at North Middlesex A&E	-Head of Community Safety and Enforcement, Haringey Council	-North Area Violence Reduction Plan 2018/19 -Haringey Young People at Risk Strategy 2019-29

Priority 6: Reoffending

Performance Measures
Number of offenders
Number of first-time entrants into the criminal justice system
Percentage of offenders who are proven reoffenders
Number of reoffences that are violent offences
Number of reoffences that are acquisitive offences
Average number of proven reoffences among reoffenders

Action Plan		
Action	Lead Officers	Strategic Links
Implement clear offender management processes to minimise opportunities for offenders to re-offend.	-Head of Community Safety and Enforcement, Haringey Council -Area Manager London Community Rehabilitation Company -Assistant Chief Officer- National Probation Service	-Borough Plan -Haringey Young People at Risk Strategy 2019-29 -North Area Violence Reduction Plan 2018/19
Deliver Advance Minerva, wraparound support for female offenders aged from 15 years old	Head of Community Safety and Enforcement, Haringey Council	-Haringey Young People at Risk Strategy 2019-29 -Borough Plan 2019-23
Deliver From the Inside Out, restorative and holistic resettlement for young people in custody	-Head of Targeted Response, Haringey Council -Head of Community Safety and Enforcement, Haringey	-Haringey Young People at Risk Strategy 2019-29 -Borough Plan 2019-23 -North Area Violence Reduction Plan-2018/19

	Council	
Deliver the Drug Intervention Programme, with rapid access into services for adult drug users in custody	Senior Public Health Commissioner, Haringey Council	Borough Plan 2019-23
Work in partnership with What Works through Haringey Community Gold to deliver targeted employment and training support to 300 young offenders and re-offenders	-Assistant Director for Stronger Communities, Haringey Council -Head of Community Safety and Enforcement, Haringey Council -Head of Targeted Response, Haringey Council	-Haringey Young People at Risk Strategy 2019-29 -Borough Plan 2019-23 -North Area Violence Reduction Plan 2018/19
Build the capacity of young incarcerated parents to be able to fulfil their roles as parents upon release and work with the mothers of young people in HMP Pentonville to reduce the risk of their children re-offending.	-Assistant Director for Stronger Communities, Haringey Council -Head of Community Safety and Enforcement, Haringey Council -Head of Targeted Response, Haringey Council	-Haringey Young People at Risk Strategy 2019-29 -Borough Plan 2019-23 -North Area Violence Reduction Plan 2018/19
Tackle crime hotspots through effective place-based partnership tasking, building on the success of Operation Marlin in Northumberland Park	-Head of Community Safety and Enforcement, Haringey Council	-Haringey Young People at Risk Strategy 2019-29 -Borough Plan 2019-23 -North Area Violence Reduction Plan 2018/19
Tackle mental ill health amongst offenders through effective referral mechanisms to mental health services and support for Project Future	Head of Community Safety and Enforcement, Haringey Council	-North Area Violence Reduction Plan 2018/19 -Borough Plan 2019-23

Deliver support, guidance and signposting to young people in the Youth Justice cohort to education, employment and training opportunities

-Head of Targeted Response, Haringey Council

-North Area Violence Reduction Plan 2018/19
-Borough Plan 2019-29
-Haringey Young People at Risk Strategy 2019-23

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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.

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 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	Community Safety Strategy
Service area	Council-wide
Officer completing assessment	Ian Kershaw/Hugh Smith
Equalities/ HR Advisor	Hugh Smith
Cabinet meeting date (if applicable)	June 2019
Director/Assistant Director	Stephen McDonnell, Director for Environment and Neighbourhoods

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*

This assessment is of the Borough's new Community Safety Strategy 2019-2023. Community Safety Partnerships are required under the Crime and Disorder Act to put in place an annual strategic assessment and strategy.

The Strategy sets out how the Community Safety Partnership (CSP), comprised of the Council, Police, Fire, Probation and Health authorities plus other local stakeholders, will work together collectively to prevent and reduce crime, anti-social behaviour, substance misuse and re-offending in collaboration with statutory partners and key stakeholders.

Outcome areas that the strategy addresses are violence against women and girls, serious violence (where young black men are disproportionately represented), Exploitation including Child Sexual exploitation, County Lines and Prevent (Tackling Radicalisation and Extremism); victims; offenders; and public confidence. The strategy recognises that fear of crime and confidence in policing vary by protected group and also geographically across the borough. There is a strong correlation between deprivation and confidence, with confidence in Policing being lower in areas of highest deprivation.

All Haringey residents, but particularly residents who are more likely to be affected by crime or antisocial behaviour, will be affected by the strategy.

The strategy is being presented to Cabinet in February 2019.

The strategy is underpinned by a number of other plans and strategies that will have their own EQIAs. Specifically it references the following:

- [Health and Wellbeing Strategy 2015-18 - Summary Version](#)
- [Health and Wellbeing Strategy 2015-18 \(PDF, 8MB\)](#)
- [Borough Plan 2019-2023](#)
- [MOPAC Knife Crime Strategy June 2017](#)
- [Early Prevention Strategy](#)
- [VAWG Strategy 2016-2026](#)
- Youth at Risk Strategy
- [Economic Development and Growth Strategy](#)
- [A 20 year plan for Tottenham](#)

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
Sex	Police crime reports, third party reporting, resident consultation, 2011 census, Haringey Community Safety Partnership Strategic Assessment.	N/A
Gender Reassignment	Police crime reports, third party reporting, resident consultation, 2011 census, Haringey Community Safety Partnership Strategic Assessment.	N/A
Age	Police crime reports, third party reporting, resident consultation, 2011 census, Haringey Community Safety Partnership Strategic Assessment.	N/A
Disability	Police crime reports, third party reporting, resident consultation, 2011 census, Haringey Community Safety Partnership Strategic Assessment.	N/A
Race & Ethnicity	Police crime reports, third party reporting, resident consultation, 2011 census, Haringey Community Safety Partnership Strategic Assessment.	N/A
Sexual Orientation	Police crime reports, third party reporting, resident consultation, 2011 census, ONS Integrated Household Survey	N/A
Religion or Belief (or No Belief)	Police crime reports, third party reporting, resident consultation, 2011 census, Haringey Community Safety Partnership Strategic Assessment.	N/A
Pregnancy &	Police crime reports, third party	N/A

Maternity	reporting, resident consultation, 2011 census, Haringey Community Safety Partnership Strategic Assessment, NHS.	
Marriage and Civil Partnership	Police crime reports, third party reporting, resident consultation, 2011 census, Haringey Community Safety Partnership Strategic Assessment.	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.

The Strategy aims to improve outcomes for all groups by reducing crime and anti-social behaviour and the fear of crime. The strategy recognises that different groups have different experiences of crime and the fear of crime.

Sex

There is a relatively equal gender split in Haringey, just over half of the population is female (50.5%), in line with England and London.

Women comprise 47% of victims of all crime in Haringey and 17% of suspects, indicating underrepresentation relative to the borough population. However:

- Women comprise the vast majority of victims of sexual offences, of which there were 642 in Haringey in the year to February 2018, with offences spread through the entire borough but clustering towards the East
- Women comprise the majority of victims of domestic violence, of whom there were 1,017 in the year to February 2018
- Women comprise the totality of victims of female genital mutilation (FGM).

More than 8 out of 10 (83%) of suspects are male, with only 17% being described as female.

Girls with gang links is an emerging, but hidden issue with hidden harms. Current knowledge of the issue is limited, with most intelligence being generated following arrests of young girls. Girls are known to be used to run County Lines, as young people believe they are less likely to be stopped by police. The most common age of these girls ranges between 13 to 18. Approximately a dozen young girls are known to the Haringey Missing/CSE Girls & Gangs Panel, but this is believed to be a small proportion of the true number.

Fear of crime is higher among women than among men. The Haringey Residents Survey found that 19% of women felt unsafe when outside in their local area after dark, compared

to 11% of men.

Gender Reassignment

Some groups are specifically targeted as victims of crime on the basis of prejudice relating to gender reassignment. The council does not have local data regarding victimisation based on this protected characteristic or the level of fear of crime among individuals who identify as a different gender to the one they were assigned at birth. However, we will try to ensure that discrimination, harassment and victimisation based upon this group is tackled.

Age

Haringey has a relatively young population with a quarter of the population under the age of 20, and 91% of the population aged under 65 (89% London and 83% England).

The largest age group of victims were between 25 and 34 years, forming 28% of all victims (13% female, 15% male). 35 to 44 year olds were the second largest group, followed by 16 to 24 year olds. Younger residents appear to be overrepresented among victims of crime.

Young people are known to be disproportionately impacted by certain forms of crime.

- During 2017-18, 137 reports were recorded by the Metropolitan Police in Haringey with a Child Sexual Exploitation (CSE) flag. The peak age of victims was 14 to 15 years, with a number of victims also aged 16.
- There were 347 victims of serious youth violence in Haringey in the year to September 2018. This consists of a combination of robbery and violence, with victims aged 10 to 19. The age profile of SYV suspects, according to reports to police, show that the highest proportion of offenders are aged between 15 and 18, with particular peaks at ages 16 and 18.
- In 2017/18 there were 83 knife injury victims in Haringey aged under 25.
- Young people are known to be vulnerable to recruitment into and exploitation within County Lines operations

The largest group of suspects in Haringey in 2017/18 were described as being aged between 16 and 24 years old, forming almost 1 in 3 of all suspects. The next largest suspect group was described as being aged between 25 and 34 years old (28%), followed by 35 to 44 year olds (17%).

Fear of crime is disproportionately high among older people. The Haringey Residents Survey found that 55% of residents aged 75+ felt safe outside in their local area after dark, compared to an overall borough average of 69%.

Disability

There is no universal definition of disability. Here we use the Census data on long term health problem or disability and self-reported health as a proxies. This shows that 14% of residents have a long term health problem that limits their day to day activity, lower than England but in line with London.

Some individuals are specifically targeted as victims of crime on the basis of prejudice relating to disability. In the year to December 2017 Haringey recorded 14 instances of disability hate crime. Moreover, individuals with long-term conditions and disabilities are known to be more vulnerable to exploitation within County lines operations.

Fear of crime is higher among residents with long-term illnesses and disabilities. Perceptions of safety after dark for these Haringey residents stand at 49% compared to the Haringey average of 69%.

Race and Ethnicity

Haringey is the 5th most ethnically diverse borough in the country. Over 65% of residents come from non-White British communities, compared to 20% in England and 55% in London.

Some groups are specifically targeted as victims of crime on the basis of prejudice relating to race. In the year to December 2017, Haringey recorded 675 instances of racist and religious hate crime.

Crime in Haringey is more prevalent in local areas with higher BAME populations. Notably, relatively high levels of offences have been recorded in Noel Park, Northumberland Park, Tottenham Hale, Tottenham Green, and Bruce Grove wards, in which BAME residents form a larger proportion of the population relative to the Haringey and London averages.

According to police categorisations, the most common ethnicity of victims is White North European (IC1), forming 46% of all victims. This is followed by Black (IC3) victims (27%) and White South European (IC2) (16%). This indicates that Black residents are over-represented among victims, relative to the proportion of Black Haringey residents (19%).

According to police categorisations, the most common ethnicity of suspects was Black (IC3), forming 48% of all suspect descriptions. This is followed by White North European (IC1), forming 32% of all suspects and White South European (IC2) forming 13%. This indicates that Black residents are over-represented among suspects, relative to the proportion of Black Haringey residents (19%).

During 2017-18, 137 reports were recorded by the Metropolitan Police in Haringey with a Child Sexual Exploitation (CSE) flag. The largest victim group was listed according to Police classifications as 'Afro-Caribbean' (42%), followed by 'White European' (32%). This indicates that young people from BAME communities are over-represented among victims of CSE.

Some groups are disproportionately represented in the criminal justice system. Young black African and Afro-Caribbean men are particularly likely to be over-represented in our criminal justice system.

Fear of crime is highest among residents from White Other, Asian, and Black communities, with perceptions of safety after dark ranging from 62 to 64% compared to a Haringey average of 69%.

Overall satisfaction within the BAME community with the service provided by the police stands at 71%. This compares to 73% for the white community in Haringey

Sexual Orientation

3.2% of London residents aged 16 or over identified themselves as lesbian, gay or bisexual in 2013. In Haringey this equates to 6,491 residents.

Some groups are specifically targeted as victims of crime on the basis of prejudice relating to sexual orientation. In the year to December 2017, Haringey recorded 94 instances of homophobic hate crime

Religion or Belief

Haringey is one of the most religiously diverse places in the UK. The most common religion was Christianity, accounting for 45% of residents, less than London (48.4) and less than England (59.4%). The next most common religions were Muslim (14.3%) – higher than London (12.3%) - and Jewish (3%). Haringey had a lower percentage of residents who were Hindu (1.8%) and Sikh (0.3%) than London (5.0% and 1.5%, respectively). A quarter of Haringey residents stated that they did not have a religion, higher than London (20.7%).

Some groups are specifically targeted as victims of crime on the basis of prejudice relating to religion. In the year to December 2017, Haringey recorded 675 instances of racist and religious hate crime. 37 instances were recorded as anti-Semitic hate crime and 52 were recorded as islamophobic hate crime

Fear of crime is higher among religious minority groups than the Haringey average. 53% of Muslim residents, and 64% of Jewish and Hindu residents feel safe outside in their local area after dark, compared to a borough average of 69%.

Pregnancy and Maternity

The council does not have local data regarding victimisation based on this protected characteristic or the level of fear of crime among individuals who are pregnant or care for small children. NHS guidance notes that pregnancy can be a trigger for domestic abuse, and existing abuse may get worse during pregnancy or after giving birth.

However, we will try to ensure that discrimination, harassment and victimisation based upon this group is tackled.

Marriage and Civil Partnership

Haringey has a higher proportion of couples in a registered same sex civil partnership than England and London. 0.6% (or 1,191 residents), compared to 0.2% for England and 0.4% for London.

The council does not have local data regarding levels of victimisation or fear of crime among individuals who are married or in a civil partnership. However, we will try to ensure that discrimination, harassment and victimisation based upon this group is tackled.

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

At an overarching level the community safety strategy is informed by quarterly telephone surveys carried out by the Metropolitan Police Service that measure the confidence and satisfaction of residents; by recorded Police crime statistics; and by Council surveys that measure residents' fear of crime and satisfaction with their neighbourhood. This data can be broken down by age, ethnicity, gender, religion, sexuality and disability.

Additionally the strategy is supported by various plans and strategies as listed above. We have and will continue to undertake bespoke consultation to inform this work. For example we commissioned the Godwin Lawson Foundation to carry out consultation with young people at risk of becoming either victims or perpetrators of serious violent crime, interviewing young people from the youth offending service, looked after, through our gang exit projects, our youth projects and our Youth Council.

The strategy has been further informed by an extensive range of partnership events and community forums supporting its development and the development of the Council's Borough Plan.

Our annual surveys and [statutory strategic assessment](#) will continue. We have established engagement mechanisms and user groups beyond the statutory Community Safety Partnership to inform the development of our work.

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?

Our consultation has specifically informed the selection of our outcome areas for the strategy. By focussing on the following outcomes we will address both the crime and the fear of crime but also the underlying risk factors that contribute to the disproportionate prevalence of some of the protected groups as both victims and/or perpetrators of crime:

- Reducing high harm violent crime;
- Reducing all forms of domestic abuse and violence against women and girls;
- Tackling exploitation including child sexual exploitation, County Lines and Prevent;
- Reducing fear of crime and increasing public confidence;
- Reducing the number of repeat victims; and
- Reducing the number of repeat offences

For example the consultation we commissioned to inform our work on serious violent crime, which is culminating in our Young People at Risk Strategy, highlighted the differential experience of young black men not only as victims and perpetrators but also in exhibiting risk factors that correlate with the likelihood of becoming victims and/or perpetrators. Consequently our Young People at Risk Strategy will look to address the high prevalence of young black boys who experience risk factors such as permanent exclusion from school.

We understand from our consultation violence against women and girls can take place regardless of gender, class, income levels, ethnicity, faith, ability, sexuality or age although some people are at greater risk of some of the forms of violence including disabled women, young women, LGBT women and men and older women. Our strategy recognises and addresses this disproportionality.

We understand from our consultation that different communities and groups have differing experience of and fear of crime and ASB. We know that young men are the most likely to become a victim of crime but that fear of crime is higher among women and older people. We know that confidence in policing is lower among black African and Afro-Caribbean communities and in areas of greater deprivation. Our strategy will have greater focus in these areas.

In seeking to reduce repeat victims and repeat offending we will address the disproportionate way in which some groups are over-represented in these categories.

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 *(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)*

Our data analysis indicates that women and girls are over-represented among victims of certain forms of crime, including sexual offences, CSE, FGM, and domestic abuse. One of the priority outcomes of the Community Safety Strategy is to reduce violence against women and girls in all forms. The delivery of the strategy can therefore be anticipated to have a positive outcome in relation to this protected characteristic.

Positive	x	Negative		Neutral impact		Unknown Impact	
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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 Community Safety Strategy sets out to tackle all forms of hate crime. While we do not have local data regarding transphobic hate crime, a focus on hate crime can be reasonably expected to positively impact residents who identify as a gender different to the

one they were assigned at birth.

Positive	x	Negative		Neutral impact		Unknown Impact	
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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)*

Our data analysis indicates that young people are disproportionately represented among victims and suspects of certain forms of crime, most notably violent crime. Tackling violent crime is a primary outcome of the Community Safety Strategy, and it can therefore be expected to have a positive impact on children and young people in this respect.

The Community Safety Strategy also sets out to tackle exploitation in Haringey. Young people are known to be particularly vulnerable to exploitation, for instance through CSE and County Lines operations. Addressing these issues will have a positive impact on children and young people.

The Community Safety Strategy aims to reduce fear of crime. Our data analysis indicates that this disproportionately felt by older people, and so the strategy can be expected to have a positive impact in this respect.

Positive	x	Negative		Neutral impact		Unknown Impact	
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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)*

The Community Safety Strategy aims to tackle all forms of hate crime, which individuals with disabilities are known to be victims of at a higher rate than the borough average. It will have a positive impact in this respect.

The Community Safety Strategy aims to increase perceptions of safety, which are lower on average among disabled individuals than the borough average according to survey data. It will have a positive impact in this regard.

Positive	X	Negative		Neutral impact		Unknown Impact	
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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)*

Our data analysis indicates that BAME individuals, and individuals from Black communities in particular, are over-represented among both victims and suspects of crime in Haringey as well as the residents of communities most affected by crime and anti-social behaviour. Young black people are also known to be particularly over-represented among victims of

violent crime and exploitation. The Community Safety Strategy aims to reduce crime, tackle exploitation, and prevent victimisation, and so it can be expected that it will have a positive impact with regard to this protected characteristic.

The Community Safety Strategy aims to increase confidence in policing and increase perceptions of safety, both of which are lower among BAME communities according to survey data.

The Community Safety Strategy aims to tackle all forms of hate crime, which BAME individuals and groups are known to be victims of at a higher rate than the borough average. It will have a positive impact in this respect.

Positive	X	Negative		Neutral impact		Unknown Impact	
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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)*

The Community Safety Strategy aims to tackle all forms of hate crime, which LGBT individuals and groups are known to be victims of at a higher rate than the borough average. It will have a positive impact in this respect.

The Community Safety Strategy also aims to tackle all forms of violence against women and girls. LGBT groups are disproportionately represented among victims of this form of crime and so the strategy can be expected to have a positive impact.

Positive	X	Negative		Neutral impact		Unknown Impact	
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7. Religion or belief (or no belief) *(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 Community Safety Strategy aims to tackle all forms of hate crime, which individuals and groups from religious minorities and faiths including Judaism and Islam are known to be victims of at a higher rate than the borough average. It will have a positive impact in this respect.

The Community Safety Strategy aims to increase perceptions of safety, which are lower among minority religious communities according to survey data. It will have a positive impact in this regard.

Positive	x	Negative		Neutral impact		Unknown Impact	
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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 Community Safety Strategy aims to tackle violence against women and girls. Pregnancy and maternity increase women’s risk of being victims of violence, and so it will have a positive impact in this regard.

Positive	x	Negative		Neutral impact		Unknown Impact	
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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	
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10. Groups that cross two or more equality strands e.g. young black women

The cross cutting nature of the Community Safety Strategy means it will be positively supporting many groups that cross two or more equality strands. Where this occurs it will be addressed within distinct strategies or the supporting action plan. For example our work on serious violence has directly led to the formulation of our Young People at Risk Strategy. A key area of focus of that strategy is the various risk factors that increase the likelihood of becoming either a victim and/or perpetrator of serious violence. We are aware that young black men are disproportionately represented in this cohort.

Particular groups who have been identified as being more vulnerable to becoming victims of crime include:

- Young black men (violent crime)
- Young women (CSE, FGM, sexual offences, and other forms of exploitation)
- BAME individuals from minority religious communities (hate crime)

Particular groups who have been identified as having a disproportionately high fear of crime include:

- Older women
- BAME women
- Women with disabilities
- BAME individuals from minority religious communities
- Women from minority religious communities
- Older people from minority religious communities
- Older people with disabilities
- BAME individuals with disabilities

The priority outcomes in the Community Safety Strategy to reduce crime, reduce violence against women and girls, tackle exploitation, and reduce fear of crime will help address these disproportionalities.

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?

For all the reasons set out above we anticipate that the community Safety Strategy will have a positive impact on protected groups. We will monitor this through our annual strategic assessment and user consultation including annual measures of confidence and satisfaction and fear of crime.

We do not anticipate that there will be any direct or indirect discrimination for any group, the Strategy will help advance equality of opportunity by helping to ensure that all residents are able to live in Haringey without fear or experience of crime, and it will help foster good relations between groups by increasing perceptions of safety among all groups and thereby facilitating greater community cohesion.

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
Not applicable	Not applicable	Not applicable	Not applicable
<p>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.</p>			
Not applicable			
<p>6 c) Summarise the measures you intend to put in place to monitor the equalities impact of the proposal as it is implemented:</p>			
<p>We will monitor the success of our strategy and its positive equalities impact through our annual strategic assessment and user consultation including annual measures of confidence and satisfaction and fear of crime.</p>			

7. Authorisation	
EqlA approved by (Assistant Director/ Director)	Date

8. Publication
<p><i>Please ensure the completed EqlA is published in accordance with the Council's policy.</i></p>

Please contact the Policy & Strategy Team for any feedback on the EqlA process.

Report for: Cabinet 18 June 2019

Title: The new Haringey Safeguarding Children's Partnership Arrangements

Report

authorised by:



Ann Graham, Director of Children's Services

Authors:

Beverley Hendricks (Assistant Director of Social Care)
Susan Oti (Assistant Director of Public Health),
Fatmir Deda (Strategic Safeguarding Partnership Manager)

Ward(s) affected: All

Report for Key/

Non Key Decision: Key Decision

1. Describe the issue under consideration

- 1.1 The Council, Haringey Clinical Commissioning Group (CCG) and the Police are required to make new local arrangements for safeguarding and promoting the welfare of children in their area replacing the current LSCB arrangements. The purpose of this report is to seek Cabinet's approval on the proposed new local multi-agency safeguarding arrangements to promote the welfare of children in the borough and to be referred to as "Haringey Safeguarding Children's Partnership"
- 1.2 The Council and Haringey CCG are also required to make new arrangements for the review of each child death in its area. This report also seeks approval for the proposed combined arrangement for child death reviews that includes the geographical areas of Barnet, Camden, Enfield, Haringey and Islington.

2. Cabinet Member Introduction

- 2.1 Following the Wood Review, the Children and Social Care Act 2017, and publication of Working Together to Safeguard Children 2018 there is a requirement to replace LSCBs with new local multi-agency safeguarding arrangements to be determined by the local authority, CCG and the police. The Council and its statutory safeguarding partners have developed detailed proposals for a new local safeguarding arrangement for children in Haringey, as set out in attached paper. The approach taken by the three statutory partners has been to build on the strengths of the current LSCB and local partnerships, while seeking to further improve practice, partnerships, and outcomes for children and young people.
- 2.2 The attached proposal has benefited from the involvement of and consultation with the wider safeguarding partnership and has already been endorsed by the CCG and the police. Following Cabinet approval, it will be forwarded to DfE by the deadline of 29 June 2019 and become operational by 29 September 2019.

- 2.3 There is also a requirement to transform the child death review process. The new approach aims to support better learning from child deaths in order to improve care and outcomes, recognising that while the current process has its origin in safeguarding guidance, most preventable child deaths are not connected to safeguarding but largely medical in nature.

3. Recommendations

- 3.1 To approve for publication and implementation the proposed local arrangement for safeguarding and promoting the welfare of children in the borough to be referred to as "Haringey Safeguarding Children's Partnership" and which is attached as Appendix 1.
- 3.2 Subject to any further amendments to be made, to approve for publication and implementation the proposed combined arrangement for child death reviews to be referred to as 'North Central London Child Death Overview Partners and this is attached at appendix 2. The combined agreement consists of the geographical areas of Barnet, Camden, Enfield, Haringey and Islington.
- 3.3 To give delegated authority to the Director of Children Services to agree the final details of the proposed combined arrangement for child death reviews.

4. Reasons for decision

- 4.1 Under the Children and Social Work Act 2017, Haringey LSCB is due to be abolished and replaced. The Council, Haringey CCG and Police are required to make new local arrangements for safeguarding and promoting the welfare of children in their area. They have equal and joint responsibility and have greater flexibility and autonomy to determine the local approach to safeguarding children.
- 4.2 The Council and Haringey CCG must also make arrangements for the review of each child death in its area and for the analysis of information about deaths reviewed.
- 4.3 The new safeguarding and child death review arrangements must be published by 29 June 2019 and implemented by 29 September 2019.

5. Alternative options considered

- 5.1 In respect of the new safeguarding arrangement, the Council and its safeguarding partners considered the option of a joint arrangement with another area and including Haringey Adult Safeguarding Board and the Community Safety Partnership Board within the new multi-agency partnership arrangements. However, at this stage, it was felt beneficial to retain a strong focus on safeguarding children and minimise the risks inherent in a further change.

6. Background information

- 6.1 The Government commissioned Alan Wood in December 2015 to undertake a review of the role and functions of LSCBs. The review concluded that LSCBs were not sufficiently effective, confidence in LSCBs was not strong and the effectiveness was dependent on the ability of the Independent Chair. Many LSCBs were identified as lacking the willingness and ability to hold partners to account when there were shortfalls and failures in services to children. Alan Wood recommended the abolition of LSCBs and their replacement by a stronger partnership consisting of key statutory agencies (Police, Clinical Commissioning Groups and Local Authorities) who would, in turn, determine local safeguarding arrangements.

- 6.2 In its May 2016 response, the Government said that it agreed with Alan Wood's analysis and proposed a stronger, but more flexible, statutory framework to support local partners to work together more effectively to protect and safeguard children and young people, embedding improved multi-agency behaviours and practices. In April 2017, the Children and Social Work Act 2017 (The Act) was enacted. The Act abolished the LSCB. In its place, the Act requires the local authority, Clinical Commissioning Groups and police (referred to as the "safeguarding partners") to make local arrangements for safeguarding and promoting the welfare of children in their area. There will be greater flexibility and autonomy for the safeguarding partners to determine the local approach to safeguarding children.
- 6.3 The safeguarding arrangements must be agreed by the safeguarding partners and published by 29 June 2019 and implemented by 29 September 2019. The published arrangement must include provision for scrutiny by an independent person of the effectiveness of the arrangements.
- 6.4 The Act includes provision for child death reviews for the local area. The local authority and CCG are the statutory partners responsible for child death reviews. They must make arrangements for the review of each death of a child normally resident in their area and, if they consider it appropriate, for any non-resident child who has died in their area. They must also make arrangements for the analysis of information about deaths reviewed. The purpose of the review or analysis is: a) to identify any matters relating to the death or deaths generally, that are relevant to the welfare of children in the area or to public health and safety; and b) to consider whether it would be appropriate for anyone to take action in relation to any matters identified. Where it would be appropriate for a person to take action, they must inform that person. The transition from current LSCB Child Death Overview Panel (CDOP) to the new child death review arrangements must be completed by 29 September 2019. The current CDOP will continue until the child death review partner arrangements is in place.

The proposed safeguarding arrangement - Haringey Safeguarding Children's Partnership

- 6.5 The Council and its safeguarding partners are responsible for: a) the coordination of safeguarding services including how to work together and with other relevant agencies; b) the strategic leadership in supporting and engaging others; and c) implementing local and national learning including from serious child safeguarding incidents.
- 6.6 An Executive Group comprising of representatives from the Council, CCG and Police and chaired by the Independent Chair and supported by the Strategic Safeguarding Partnership Manager was formed to oversee the transition and proposals for the new arrangement. The Executive Group drew up proposals for the new arrangements based on:
- parameters set out by the Children and Social Work Act 2017;
 - analysis of the effectiveness of national best practice around safeguarding arrangements
 - analysis of Haringey Joint Targeted Area Inspection 2017; and
 - commentary from existing LSCB partner agencies about the effectiveness of local arrangements.
- 6.7 The new arrangements have been presented in draft on three occasions to the three statutory partners for comments and feedback. In addition to regular meetings, and as part of preparing and consulting stakeholders for the new arrangements, the three

statutory partners held an Away Day in January 2019 and two task and finish groups meetings in February 2019 with other senior leaders across the partnership.

- 6.8 The safeguarding partners have agreed there is a need to strengthen the multi-agency response to safeguarding children including Early Help, Contextual Safeguarding and Transitional Safeguarding.
- 6.9 The new partnership arrangement, along with the strong political support it receives, will be a driving force in developing and maintaining safeguarding partnerships, challenging the safeguarding system and ensuring that the safety and welfare of Haringey children remains a priority. The new arrangement is to be referred to as 'Haringey Safeguarding Children's Partnership' (HSCP) and details are set out in Appendix 1. It includes the following:
- a) The current Haringey LSCB arrangement;
 - b) The proposed HSCP changes;
 - c) The vision, values and priorities;
 - d) Leadership and governance;
 - e) Children and young people's voice/community involvement;
 - f) Functional responsibilities: Executive Group, Leadership Group and Delivery Sub-Groups;
 - g) Practice Learning Events and Multi-Agency Practice Week;
 - h) Responding to serious incidents where a child dies or is seriously harmed and abuse or neglect is suspected;
 - i) Relevant agencies involved in the new arrangement;
 - j) Independent scrutiny; and
 - k) Geographical area.
- 6.10 The key proposed changes under the new arrangement include:
- a) To maintain the role of the independent chair for chairing and providing leadership and challenge;
 - b) To use various mechanisms of independent scrutiny that include the independent chair, commissioning an independent person to audit the new arrangement, conducting annual Section 11 Children Act 2004 audits and the local authority Overview and Scrutiny Committee and the Children and Young People's Scrutiny Panel. These scrutiny processes will contribute to the HSCP annual report;
 - c) Streamlining current LSCB subgroups (Performance Practice and Outcomes, Serious Case Review, Priorities and Training, Learning and Development) to two subgroups (Quality, Performance & Outcomes and Practice, Learning & Workforce development);

- d) The Business Unit supports the work of the HSCP. The Independent Chair direct and prioritises the Business Unit's work;
 - e) There will be monthly partnership meetings between the Detective Chief Inspector, CCG designated professionals and a social care lead. This will ensure that children and young people are central to partnership strategic thinking, decision making and operational practice;
 - f) There will be stronger links to practice, through multi-agency practice week, audits, and training and development events;
 - g) There will be greater emphasis on Joint Targeted Area Inspections (JTAI) themes and contribution to all other Ofsted inspections including Care Quality Inspections and Youth Offending Inspections where the partnership responsibility is scrutinised. The partnership will continue to focus on practice in preparation for Ofsted led JTAI and as appropriate support all agencies in their inspections.
- 6.11 All organisations that were previously members of Haringey LSCB at the point of the new safeguarding arrangements being implemented have been named as relevant agencies. All schools (including independent schools, academies and free schools), colleges, early years and other educational providers in Haringey are designated as relevant agencies.

Transition timeline

- 6.12 As indicated above, the new safeguarding arrangements must be agreed by the safeguarding partners, published by 29 June 2019, and implemented by 29 September 2019.
- 6.13 The transition from current LSCB Child Death Overview Panel (CDOP) to the new child death review arrangements began on 29 June 2018 and must be completed by 29 September 2019. The current CDOP will continue until the child death review partner arrangements is in place.
- 6.14 The new arrangements need to be published on each partner agency website and be sent to the Secretary of State for compliance checks. Thereafter the arrangements need to be implemented within three months of publication. There will be a 12-month period for LSCBs after new arrangements are in place to complete and publish any outstanding Serious Case Reviews. There will be a four-month grace period for Child Death Overview Panels (CDOP) (under the LSCB) to complete child death reviews. Once the arrangements have been published and implemented, the LSCB will no longer exist.

Current position

- 6.15 The representatives of the statutory partner agencies involved in the new arrangements have fully reviewed the current and proposed future arrangements for working together to safeguard children and are recommending for approval by their respective executive decision-making body.
- 6.16 Once approved, the new arrangement will be submitted to the Department of Education on 21 June 2019 for their compliance check. The document will go live on the current LSCB website on 29 June 2019.

Consultation

- 6.17 The LSCB members have been widely consulted on the new multiagency safeguarding arrangements and the workings of the proposed HSCP. The final draft arrangement was presented and ratified by the representatives of the statutory partners at their meeting on 16 April 2019.
- 6.18 Through the implementation of the new arrangement, the partners will further develop their engagement mechanisms with children and young people through the establishment of a Shadow Children's Board by September 2020. Children and young people will be consulted on the establishment of this Board to ensure that they are the driving force in this process.

The proposed child death review arrangement - North Central London Child Death Overview Partners (NCL CDOP)

Current Child Death Review Arrangement

- 6.19 The current Haringey Child Death Overview Panel (CDOP) is a multi-agency sub-committee of the LSCB chaired by the Assistant Director of Public Health. Members include the police, the CCG, the Council's children's services, the LSCB, North Middlesex University NHS Trust and Whittington Health NHS Trust. The group meets four times a year and reports to the LSCB.

The current CDOP borough process is:

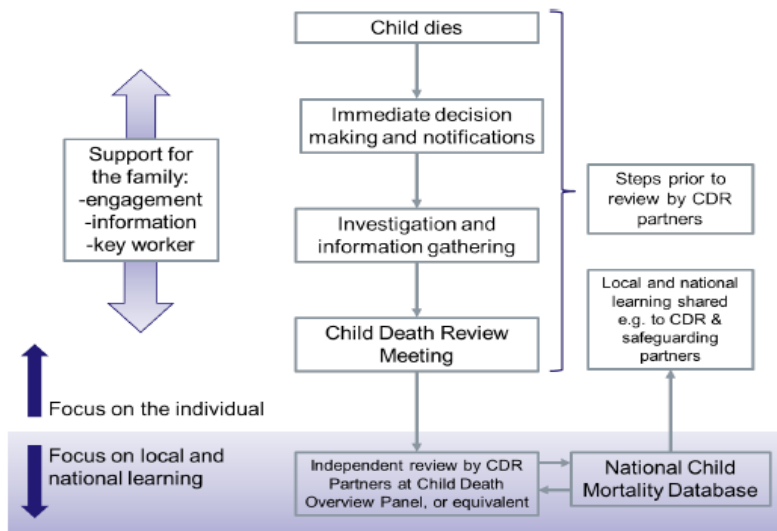
- A child dies, there is immediate decision making and notifications, if the death is from natural causes (expected death) information is collected and the death is reviewed at the CDOP.
- If the death is un-natural (unexpected) a Rapid Response meeting is held, decision making and notifications, information collected followed by the CDOP.

There will be a four-month grace period for the CDOP (under the LSCB) to complete child death reviews before the new system starts.

Proposed Arrangement

- 6.20 The Council and Haringey CCG are responsible for a) making arrangements for the review of each death of a child normally resident in the area and, if they consider it appropriate, for any non-resident child who has died in their area; b) making arrangements for the analysis of information about deaths reviewed. The new approach aims to support better learning from child deaths in order to improve care and outcomes, recognising that while the current process has its origin in safeguarding guidance, most preventable child deaths are not connected to safeguarding but largely medical in nature.

6.21 The diagram below shows the new child death overview process



6.22 In October 2018, guidance was published by the Department of Health and Social Care¹ on the development of child death review systems across England, in large part evolving out of the current Haringey CDOP process. A Steering Group (North Central London Child Death Overview Process Transformation (NCL CDOPT) comprising representatives from the Council, CCG, acute NHS Trusts across North Central London (NCL), LSCBs, Designated Doctors and chaired by the Assistant Director for Public Health in Camden and Islington and supported by the Assistant Directors/Consultants in Public Health from Barnet, Enfield and Haringey was formed to oversee the transition and proposals for the new arrangement. The emerging model for the new arrangement is a combined child death review arrangement covering the geographical areas of Barnet, Camden, Enfield, Haringey and Islington. The details of the proposed arrangement is still being developed and are set out in Appendix 2. It is to be referred to as 'North Central London Child Death Overview Partners'.

7. Contribution to strategic outcomes

7.1 The work of HSCP and new multi-agency safeguarding partnership are a statutory requirement of which Haringey is a statutory safeguarding partner. The work of the new partnership will help to deliver a priority from the Borough Plan Vision (2019-2030) ambitions namely: Priority two(People) – 'our vision is a Haringey where strong families, strong networks and strong communities nurture all residents to live well and achieve their potential'.

¹ Child Death Review Statutory and Operational Guidance (England), 2018, Department of Health and Social Care

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

Finance

- 8.1 Currently there is a total of £30,102 partnership contribution and £165,000 Haringey Council contribution. Discussions have commenced with regard to the HSCP budget and resources in relation to funding and partner agency contributions going forward. Haringey Council will need to hold further discussions with the key statutory safeguarding partners (Police and CCG) to ensure that there is a full review and decisions made about the budget for the new partnership and funding formulae to determine the Partner contributions going forward.
- 8.2 The new CDOP arrangements will require administrative support. A 'case for change' has been written and will be considered by the NHS North Central London Accountable Officer and the Directors of Public Health across North Central London.
- 8.3 From April 2020 the eCDOP data and information system will need to be funded. It is estimated to be £10,000 per annum between the 5 local authorities and CCGs. This is part of the 'case for change'

Procurement

There are no procurement implications arising from this report.

9. Legal comments

- 9.1 Under the Children Act 2004, as amended by the Children and Social Work Act 2017 (The Act), LSCBs, set up by local authorities, will be replaced. Under the Act, the three safeguarding partners (local authorities, chief officers of police, and clinical commissioning groups) must make arrangement locally to work together with relevant agencies (as they consider appropriate) to safeguard and protect the welfare of children in the area. The local arrangement must include arrangement for scrutiny by an independent person of the effectiveness of the arrangements to safeguard and promote the welfare of children. The independent person should be objective, acts as a constructive critical friend and promote reflection to drive continuous improvement. The safeguarding partners must publish their agreed local safeguarding arrangements by 29th June 2019. The Working Together to Safeguard Children 2018 Statutory Guidance provides that the following matters must be included in the published arrangements:
- a) arrangements for the safeguarding partners to work together to identify and respond to the needs of children in the area;
 - b) arrangements for commissioning and publishing local child safeguarding practice reviews; and
 - c) arrangements for independent scrutiny of the effectiveness of the arrangements.

Further, that the following should be included:

- d) who the three local safeguarding partners are;
- e) geographical boundaries;

- f) the relevant agencies the safeguarding partners will work with; why these organisations and agencies have been chosen and how they will collaborate and work together to improve outcomes for children and families;
 - g) how all early years settings, schools (including independent schools, academies and free schools) and other educational establishments will be included in the safeguarding arrangements;
 - h) how any youth custody and residential homes for children will be included in the safeguarding arrangements;
 - i) how the safeguarding partners will use data and intelligence to assess the effectiveness of the help being provided to children and families, including early help;
 - j) how inter-agency training will be commissioned, delivered and monitored for impact and how they will undertake any multiagency and interagency audits;
 - k) how the arrangements will be funded;
 - l) the process for undertaking local child safeguarding practice reviews, setting out the arrangements for embedding learning across organisations and agencies;
 - m) how the arrangements will include the voice of children and families; and
 - n) how the threshold document setting out the local criteria for action aligns with the arrangements.
- 9.2 The Act also requires the child death review partners for a local authority area (i.e. the local authority and the CCG) to make arrangements for the review of each death of a child normally resident in the area and, if they consider it appropriate, for any non-resident child who has died in their area. They must also make arrangements for the analysis of information about deaths reviewed. The Act enables child death review partners for two or more local authority areas to agree that their areas are treated as a single area and for one of them to carry out functions on behalf of the other.
- 9.3 The recommendations and the decisions sought are intended to give effect to these statutory requirements.

10. Equality

10.1 The MASA document has been screened using Haringey's Equality Impact Assessment Screening Tool. It is not anticipated that these changes will have any direct or indirect negative effect on service users, residents or staff. It is therefore not foreseeable for any direct or indirect discrimination against any individual or group protected by the Equality Act 2010 to occur as a result of the change.

10.2 Appendices

Appendix 1: THE NEW HARINGEY SAFEGUARDING CHILDREN PARTNERSHIP ARRANGEMENT

Appendix 2. The new child death review arrangements

Appendix 3 List of Relevant agencies

Appendix 4 GLOSSARY

Appendix 1: THE NEW HARINGEY SAFEGUARDING CHILDREN PARTNERSHIP ARRANGEMENT

1. Introduction

1.1 The purpose of this document is to outline the way in which Haringey Council, Haringey Clinical Commissioning Group (CCG) and the Metropolitan Police ('the safeguarding partners') will work together with other partners to deliver the new multi-agency safeguarding arrangements in order to safeguard and promote the welfare of children and young people in Haringey and in accordance with the Working Together to Safeguard Children Guidance July 2018 (WT 2018). The new arrangement is to be referred to as 'Haringey Safeguarding Children's Partnership'. Although there are clear expectations in WT 2018 about what must be included in the new arrangement, the safeguarding partners recognise that 2019 will be a year of transition, involving a programme of work to bring in new arrangements in a planned and managed way, designed to achieve maximum impact. There is likely to be considerable local and national learning and further development into 2020 and beyond as new arrangements prove their effectiveness. The partners strongly support continuing improvement of its multi-agency safeguarding arrangements (MASA).

1.2 As required by the WT 2018, the new arrangement includes the following:

- a) How the safeguarding partners will work together to identify and respond to the needs of children in the area;
- b) How the arrangements will include the voice of children and families;
- c) Arrangements for commissioning and publishing local child safeguarding practice reviews;
- d) How effectiveness of the arrangements will be scrutinised including how the arrangements will be reviewed and how any recommendations will be taken forward.
- e) Who the three local safeguarding partners are;
- f) The geographical boundaries and which relevant agencies safeguarding partners will work with, why they have been chosen and how they will work together;
- g) How the arrangements will be funded;
- h) How early years settings, schools (including independent schools, academies and free schools) and other educational establishments will be included in the safeguarding arrangements;
- i) How any youth custody and residential homes will be included in the safeguarding arrangements;
- j) How safeguarding partners will use data and intelligence to assess the effectiveness of the help (including early help) being provided to children and families;
- k) How inter-agency training will be commissioned, delivered and monitored for impact, and how multi-agency audits will be undertaken;
- l) How the learning from child safeguarding practice reviews will be embedded across local organisations and agencies;
- m) How the threshold document setting out local criteria for action aligns with the arrangements; and
- n) How the partnership will be led and supported to deliver the new MASA arrangements.

1.3 The safeguarding partners (through their lead representatives i.e. Director of Children's Services, Borough Commander and the CCG Chief Operating Officer) met regularly

between October 2018 and April 2019 as a new shadow Executive Group, to drive partnership improvement and to shape the new arrangements. They decided to:

- a) use the new arrangements as an opportunity to improve the partnership focus on safeguarding priorities and the effectiveness of multi-agency working;
- b) identify opportunities to strengthen the governance arrangements and improve effectiveness through joint working with other partnerships e.g. Safeguarding Adults Board and Community Safety Partnership;
- c) reduce unnecessary bureaucracy and simplify the structure, and
- d) develop a new, sustainable model which focuses on improved relationship-based practice

1.4 The new arrangements have given the partners the opportunity for a 'cultural shift' review to change some of their ways of working, focusing on how they can make a real difference to multi-agency frontline practice to improve outcomes for children, young people and their families in Haringey.

2. Legislative context

2.1 In response to several disappointing outcomes of Local Safeguarding Children Board (LSCB) Inspections, the Government commissioned Alan Wood in December 2015 to undertake a review of the role and functions of LSCBs. The review concluded that LSCBs were not sufficiently effective, confidence in LSCBs was not strong and the effectiveness was dependent on the ability of the Independent Chair. Many LSCBs were identified as lacking the willingness and ability to hold partners to account when there were shortfalls and failures in services to children.

2.2 Alan Wood recommended the abolition of LSCBs and their replacement by a stronger partnership consisting of key statutory agencies (Police, Clinical Commissioning Groups and Local Authorities) who would, in turn, determine local safeguarding arrangements.

2.3 In its May 2016 response, the Government said that it agreed with Alan Wood's analysis and proposed a stronger, but more flexible, statutory framework to support local partners to work together more effectively to protect and safeguard children and young people, embedding improved multi-agency behaviours and practices. In April 2017, the Children and Social Work Act 2017 (The Act) was enacted. The Act abolished the LSCB. In its place, the Act requires the local authority, Clinical Commissioning Groups and police (referred to as the "safeguarding partners") to make local arrangements for safeguarding and promoting the welfare of children in their area. There will be greater flexibility and autonomy for the safeguarding partners to determine the local approach to safeguarding children.

2.4 The WT 2018 guidance sets out the changes needed to support the new system of multi-agency safeguarding arrangements established by the Act. The safeguarding partners have equal and joint responsibility for the local safeguarding arrangements. They must co-ordinate their safeguarding services, provide strategic leadership and implement local and national learning including from serious child safeguarding incidents. The lead representatives for the safeguarding partners are the local authority chief executive, the CCG accountable officer and the police chief officer. The lead representatives, or those they delegate authority to, should be able to:

- a. Speak with authority for the safeguarding partner they represent;
- b. Take decisions on behalf of their organisation or agency and commit them on policy, resourcing and practice matters;
- c. Hold their own organisation or agency and any services they commission to account on how effectively they participate and implement the local arrangements.

2.5 In Haringey, the safeguarding statutory partners are the following senior officers:

Statutory responsibility	Delegated responsibility
Zina Etheridge (CEO for Haringey Council)	Ann Graham (Director of Children Services)
Helen Pettersen (Accountable Officer for Haringey Clinical Commissioning Group)	Tony Hoolaghan, (Chief Operating Officer for Haringey Clinical Commissioning Group)
Treena Fleming (Chief Superintendent Enfield & Haringey)	Tony Kelly (Detective Superintendent Enfield & Haringey)

2.6 The new safeguarding arrangements must be agreed by the safeguarding partners, published by June 2019, and implemented by September 2019. The published arrangement must include provision for scrutiny by an independent person of the effectiveness of the arrangements.

2.7 The Act includes provision for child death reviews for the local area. The local authority and CCG are the statutory partners responsible for child death reviews. They must make arrangements for the review of each death of a child normally resident in their area and, if they consider it appropriate, for any non-resident child who has died in their area. They must also make arrangements for the analysis of information about deaths reviewed. The purpose of the review or analysis is: a) to identify any matters relating to the death or deaths generally, that are relevant to the welfare of children in the area or to public health and safety; and b) to consider whether it would be appropriate for anyone to take action in relation to any matters identified. Where it would be appropriate for a person to take action, they must inform that person. The transition from current LSCB Child Death Overview Panel (CDOP) to the new child death review arrangements began on 29th June 2018 and must be completed by 29th September 2019. The current CDOP will continue until the child death review partner arrangements is in place. Haringey's Public Health Team and the CCG are setting out the direction of travel for the new child death review arrangement and how this may be operationalised across North Central London.

2.8 The key differences between the LSCB and new arrangements are set out in the table below:

Local Safeguarding Children's Board	Haringey Safeguarding Children's Partnership
Accountability - LSCB Independent Chair to the Local Authority	Three Equal Partners – Local Authority, CCG, and Police
LSCB Independent Chair role	Independent Person and Scrutineer
Serious Case reviews	Two-tier National and Local Child Safeguarding Practice Review
Standardised process – WT (2015) national and regional	"Innovation" – Working Together to Safeguard Children (2018)
Local Child Death Reviews	Sub regional Child Death Reviews
Large scale partnership	Desire to move to a more agile structure

3. The current LSCB arrangements

3.1 Under the current legislation, regulations and statutory guidance, the LSCB is required to co-ordinate work to safeguard and promote the welfare of children and to ensure that it is effective.

3.2 The LSCB carries out the following functions:

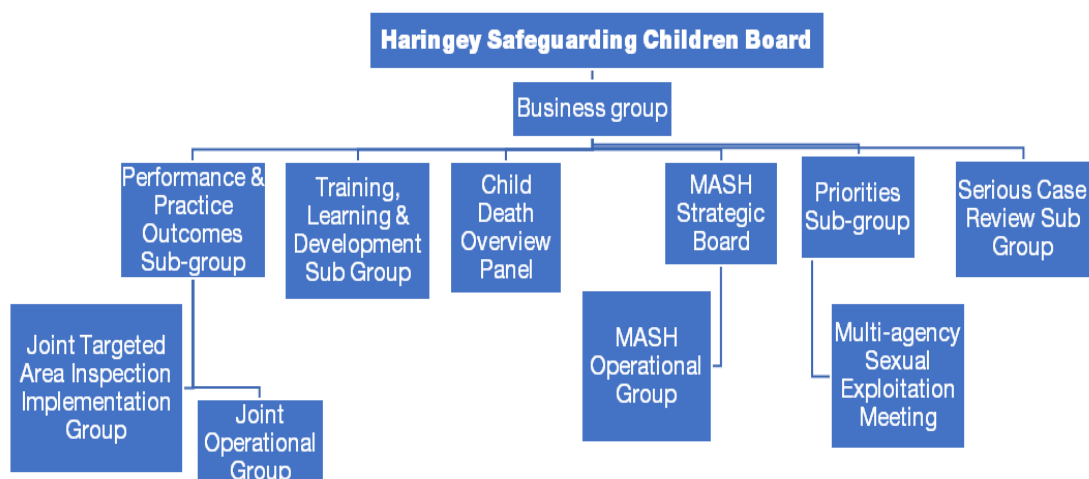
- a) the provision of policies and procedures covering a range of issues and approval of the Thresholds Guidance (Pathway to Provision);

- b) communicating with persons and bodies in the area about the need to safeguard children and raise awareness;
- c) monitoring and evaluating the effectiveness of safeguarding work by partner agencies and advising on ways to improve;
- d) participating in the planning of services for children;
- e) undertaking serious case reviews.

3.3 The LSCB structure has an Independent Chair and a number of subgroups chaired by a senior member from across the partner agencies. The Independent Chair is accountable to the Chief Executive of the Local Authority for chairing the LSCB and overseeing its work programme. The role of the Vice-Chair is undertaken by the Director of Children's Services. Although there are some existing and successful Haringey arrangements relating to children's safeguarding, it is recognised that a small number of partners attend multiple subgroups leading to a sense of inefficiency and duplication. The revised arrangements provide a significant opportunity to impact effectiveness in the current ways of working, when a small number of people are drawn upon to work on the children's safeguarding agenda.

3.4 The partner agencies represented on the LSCB are drawn from a range of statutory and non-statutory organisations. They include Haringey Council representatives from relevant departments, Police, Clinical Commissioning Group (NHS), Health Providers, National Probation Service, Community Rehabilitation Company, CAFCASS, Homes for Haringey, Haringey Legal Services, London Ambulance Service, the voluntary sector (Bridge Renewal Trust) primary and secondary school head representatives and the Cabinet Member for Children's Services.

3.5 The chart below describes the current structure of the LSCB:



4. The proposed changes - Haringey Safeguarding Children Partnership (HSCP)

4.1 The new arrangements have been presented in draft on three occasions to the three statutory partners for comments and feedback. Helen Millichap (former Chief Superintendent for Enfield & Haringey) represented the Police in those statutory partners consultations meetings. In addition to regular meetings, and as part of preparing and consulting stakeholders for the new arrangements, the three statutory partners held an

Away Day in January 2019 and two task and finish groups meetings in February 2019 with other senior leaders across the partnership. As a result of this consultation process, it was agreed that the proposed safeguarding arrangements should only cover Haringey and that there should not be a proposed merger with another LSCB. Opportunities for the new MASA to align itself more with the Safeguarding Adults Board (SAB) and Community Safety Partnership (CSP) were also examined. However, the three statutory partners agreed to keep the new arrangement separate to other Boards, while seeking opportunities to work more closely together on shared areas of interest.

4.2 The three statutory partners considered a number of options and agreed that the partnership should be called: "Haringey Safeguarding Children's Partnership" (HSCP). The proposed functions of the HSCP are to:

- a) Co-ordinate work undertaken by partners to safeguard and promote the welfare of children and young people;
- b) Monitor, evaluate and challenge – listen to children and young people's feedback;
- c) Have a dedicated focus on quality assurance as we recognise that good and effective services require robust quality assurance work to ensure children are safeguarded as well as they can be;
- d) Develop relationships where creativity, challenge and innovation can flourish;
- e) Develop our workforce through a vibrant Learning and Improvement framework;
- f) Ensure a greater focus on practice and service user experience;
- g) Ensure effective policy and procedures including thresholds, training, recruitment, supervision, allegations;
- h) Communicate and promote safeguarding to raise awareness;
- i) Use performance data, qualitative information and local strategic needs analysis to identify partnership priorities.

4.3 WT 2018 guidance states that, to achieve the best possible outcomes, children and families need to receive targeted services to meet their needs in a co-ordinated way and that there should be shared responsibility and effective joint planning between agencies to safeguard and promote the welfare of all children in a local area. Safeguarding children draws upon a wide range of expertise across the Borough and although the three statutory partners are tasked to take the lead and share responsibility for safeguarding arrangements, it is only with collaboration from education, youth services, health providers, the voluntary sector and hearing the voices of children and their families can progress be made.

5. The Vision

5.1 The partnership will provide the strategic leadership, vision and influence which ensures:

- a) that at every opportunity the lived experience of children and young people (CYP) is integral to how we safeguard and protect;
- b) there are improved outcomes through strengthening partnership workforce and community resilience; and
- c) our relationship-based practice is strengthened, demonstrating continuous improvement.

5.2 The partnership will support the vision by:

- a) Using digital technology and building workforce development;
- b) Working to a Standard Operating Procedure (SOP) that makes us operate as three organisations in one partnership;
- c) Reducing bureaucracy and doing what is best for children; and

- d) Proactively and continually assessing the needs for safeguarding services in Haringey and ensuring that these needs are met within the resources we have available.

6. The Values

6.1 The safeguarding partners are committed to delivering their vision according to a set of agreed values and principles and these govern the work of the whole Partnership:

- a) Listening to the voice of the child is paramount
- b) We will put the best interest of children at the centre of what we do;
- c) We will always strive to continually improve professional practice in the safeguarding and protection of children;
- d) We commit to using evidence and best practice in our approach to safeguarding local children;
- e) We commit to providing strong, visible leadership from our partnership to ensure the new children's safeguarding arrangements work optimally; and
- f) We will do everything within our means to intervene early and keep children safe and away from harm.

7. The Focus

7.1 As they introduce the new arrangements, partners have agreed to focus on four key elements:

- a) Measuring impact linked to practice;
- b) A strong evidence base;
- c) Workforce development; and
- d) Sustainability.

8. Other Key Changes

8.1 The safeguarding partners have agreed there is a need to strengthen the multi-agency response to safeguarding children. This covers all safeguarding aspects, including the frontline practitioner (who identifies an 'at risk' child) making a referral to the local authority and leaders who determine local strategic and operational responses to safeguarding issues. There is a commitment by the HSCP to ensure this is right for any child who experiences abuse or neglect in Haringey.

8.2 Addressing contextual safeguarding, such as extra-familial threats, is a key objective across the partnership. Examples include exploitation by criminal gangs and organised crime, such as county lines; trafficking and modern slavery; online abuse; sexual exploitation; young people with other vulnerabilities and the influences of extremism leading to radicalisation.

8.3 The partnership recognises that a more fluid and 'transitional safeguarding' approach is needed for young people entering adulthood. Haringey has made efforts to improve the response to young people at risk of exploitation at the point of transition. However, we wish to create greater alignment between children's and adults' safeguarding, particularly in recognition of the contextual harm young people and young adults can face.

8.4 The safeguarding partners have agreed the following changes for the new arrangements:

- a) To maintain the role of the independent chair for chairing and providing leadership and challenge.

- b) To use various mechanisms of independent scrutiny that include the independent chair, commissioning an independent person to audit the new arrangement, conducting annual Section 11 Children Act 2004 audits and the local authority Overview and Scrutiny Committee and the Children and Young People's Scrutiny Panel. These scrutiny processes will contribute to the HSCP annual report.
- c) Streamlining current LSCB subgroups (Performance Practice and Outcomes, Serious Case Review, Priorities and Training, Learning and Development) to two subgroups (Quality, Performance & Outcomes and Practice, Learning & Workforce development)
- d) The Business Unit supports the work of the HSCP. The statutory partners have agreed that the Independent Chair direct and prioritises the Business Unit's work.
- e) There will be monthly partnership meeting between the Detective Chief Inspector, the CCG designated professionals and a social care lead which will be facilitated by the Strategic Safeguarding Partnership Manager. This will ensure that children and young people are central to partnership strategic thinking, decision making and operational practice.
- f) There will be stronger links to practice, through multi-agency practice week, audits, and training and development events
- g) There will be greater emphasis on Joint Targeted Area Inspections (JTAI) themes and contribution to all other Ofsted inspections including Care Quality Inspections and Youth Offending Inspections where the partnership responsibility is scrutinised. The partnership will continue to focus on practice in preparation for Ofsted led JTAI and as appropriate support all agencies in their inspections.

9. The Key Drivers

9.1 The drivers for the new partnership include:

- a) Maintaining a local Haringey focus, and strengthening the scrutiny and performance across the partnership leading to practice improvement;
- b) Increasing partnership ownership of resources and delivery within Haringey;
- c) Having the most appropriate level of leadership at meetings to make decisions;
- d) Establishing fair and transparent funding arrangements;
- e) Being responsive to the outcomes of previous or future inspections related to safeguarding; and
- f) Using data to generate a more intelligence-led approach to identify needs, trends and issues.

9.2 The partners' delivery plan for the new arrangements will also reflect the local authority's ambition to provide early help under its Borough Plan to enable children and families to have positive outcomes and reach their full potential independent from additional services. The new partnership, along with the strong political support it receives, will be a driving force in developing and maintaining safeguarding partnerships, challenging the safeguarding system and ensuring that the safety and welfare of Haringey children remains a priority. The partners require:

- a) A cultural shift towards a more integrated system, and understanding roles, responsibilities, collaboration, participation and representation;
- b) To further develop multi- agency '*custom and practice*';
- c) To ensure a transparent approach to the sharing of risks to operational multi-agency safeguarding practice;
- d) Increasing clarity of what each agency can offer to families; and
- e) Clear, defined pathways of intervention to enable the embedding of a shared understanding of thresholds and risk.

10. Priorities for 2019-2021

10.1 The partners have agreed that the next three years partnership priorities will be the following three Ofsted JTAI future themes:

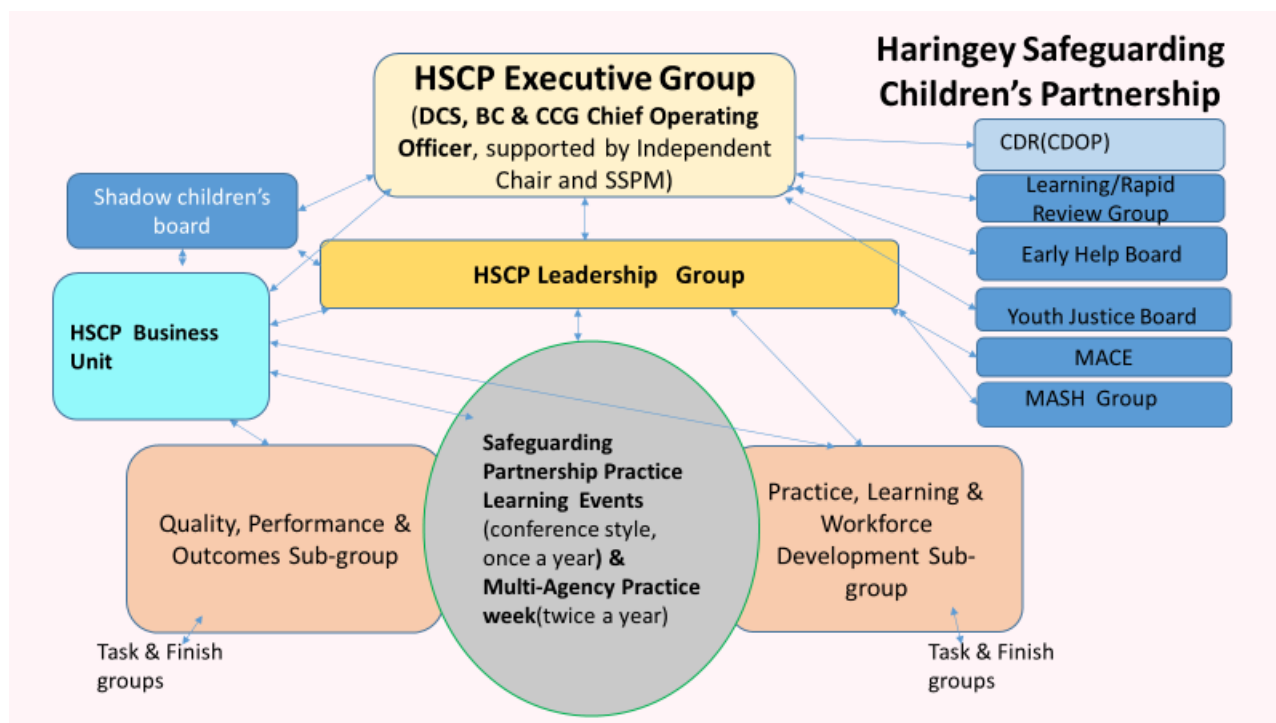
- a) children living with mental health issues;
- b) prevention and early intervention;
- c) older children in need of help and protection, and contextual safeguarding, including exploitation.

10.2 The partnership will also revisit, on a six-monthly basis, the JTAI (2017) combined action plan to see how practice has moved forward since the closure of the JTAI implementation group and ensure that progress has been sustained. However, the partnership will be visiting multi-agency actions from all safeguarding inspections across the partnership to ensure effective implementation and improved outcomes for children and their families.

11. Leadership and Governance

The Structure

11.1 The diagram below describes the new Haringey Safeguarding Children's Partnership structure.



11.2 The partners have agreed to appoint an Independent Chair for the first year who will undertake the chairing responsibility of the HSCP. The post of the Independent Chair and the Business Unit function for the HSCP will be hosted by the local authority. The Independent Chair is accountable to the three statutory partners. In order to ensure coordination with other partnership arrangements in Haringey, there will be at least an annual meeting between the Independent Chair and all other Haringey Boards with a safeguarding remit for vulnerable children and adults that operate across the council.

The Independent Chair will also develop and embed new multi-agency safeguarding arrangements that meet the requirements set out in WT 2018.

- 11.3 In an unlikely event where there is a performance or other issues with the Independent Chair, the local authority in consultation with the CCG and police will hold him/her to account and address the matter.
- 11.4 The three statutory partners will have equal and joint responsibility for safeguarding arrangements. They will also have responsibility to make safeguarding arrangements which allow all schools (including multi Academy Trusts), colleges and other educational providers in the local area to be fully engaged. The local authority also assumes responsibility for ensuring that Youth Offending Services and registered providers of residential provision for Looked After Children and Care Leavers are fully engaged in safeguarding. The CCG will have responsibility for overseeing the effectiveness of safeguarding arrangements across primary care, acute, mental health and community health services and health partners, secondary and NHS service providers.
- 11.5 The partners will report to their own internal management, quality and assurance processes to satisfy themselves of their own safeguarding responsibilities, evidence of which will be shared with the HSCP Executive group.
- 11.6 In supporting its working principles, Public Health exists as both a function to assist Haringey Safeguarding Children's Partnership and as a commissioning partner with relevant agencies to improve health and wellbeing outcomes for children. A public health approach will promote and encourage the partnership and its relevant agencies to maintain those working principles by remaining outcome focused, maximising prevention, promoting greater integration of services and utilising epidemiological and other forms of intelligence, research or evidence to support planning and decision-making.

12. Children and young people's voice and family/community involvement

- 12.1 HSCP is committed to engaging with children, young people and their families at an individual, service and strategic level. Our new approach will work with young people, developing into a more enduring model that focuses on understanding strengths and assets, as well as contextual safeguarding issues. The partnership's ambition is to engage with all children and young people who experience services, particularly those harder to engage.
- 12.2 Agencies and organisations will make sure that the information, help, protection and services are available at the right time and the right place leading to better outcomes where children and young people are resilient and safe. There will be a strengthened partnership approach to understanding the views and experiences of children, young people and families, particularly the most vulnerable. There will also be opportunities to further develop new and innovative ways of working collaboratively leading to co-production that builds on individuals' strengths and assets.
- 12.3 We will make use of the various systems, processes, groups and forums in place to gather the views of children, young people and families, either directly through services via independent voice representatives or via established groups and networks. There are forums where children and young people have their say, share their views and experiences, challenge and support local decision-makers and shape and influence strategic planning, commissioning and service provision at an individual, service and strategic level. These include:

- Youth Council
- Aspire group (LAC).

12.4 Through our MASA implementation we will further develop our engagement mechanisms with children and young people through the establishment of a Shadow Children's Board by September 2020. Children and young people will be consulted on the establishment of this Board to ensure that they are the driving force in this process.

12.5 Two lay members will be appointed as members of the HSCP Leadership Group to inform the work of the Partnership. They will support stronger public engagement in local child safety issues and contribute to an improved understanding of the partnership's Early Help and child protection work in the wider community and provide independent challenge to organisations on the effectiveness of their services in relation to safeguarding.

13. HSCP - Functional responsibilities

The Executive group

13.1 **Role:** The HSCP Executive group is the high level, overarching local governance for the partnership that will primarily focus on safeguarding systems, performance and resourcing. This Group will have the statutory accountability for children's safeguarding arrangements in Haringey. It will:

- a) Have strategic ownership of the safeguarding arrangements in Haringey, with stronger joint responsibility for the whole system;
- b) Be responsible for financial, strategic and reputational risk;
- c) Be responsible for ensuring cross-partnership collaboration and agency participation, convening and supporting participation in the HSCP Leadership group
- d) Have responsibility for ensuring that independent scrutiny of the partnership's effectiveness is regular and has impact; and
- e) Review progress of priorities work.

13.2 Part of this group's agenda will include assurance and challenge sessions where senior officers from partner agencies are invited to provide evidence regarding the effectiveness of their safeguarding arrangements for children and young people within their agency.

13.3 **Membership:** The membership of this group will be the strategic leads: Director of Children Services (DCS); Borough Commander, and Chief Operating Officer of the CCG. The group will be chaired by the Independent Chair and supported by the Strategic Safeguarding Partnership Manager. In an event where a statutory partner lacks specific expertise in child protection, arrangements for accessing this (for example through designated professionals) could be required via pre-meetings. However, where necessary, CCG designated professionals, Detective Superintendent and the Assistant Director of Social Care will be invited to attend this group, as and when required, for specific agenda items.

13.4 **Chair:** To be chaired by the Independent Chair for the first year with a review in September 2020.

13.5 **Frequency of meetings:** Quarterly with additional meetings to be convened if required.

13.6 The Leadership group

13.7 **Role:** This group will act as the 'engine room' of the partnership where senior officers from the statutory partners and the relevant agencies, including lay members, authorise the policy, process, strategy and guidance required to support partnership priorities and effective safeguarding. Meetings will be themed around agreed local and national safeguarding priorities, and areas identified through data and performance, focusing on outcomes. The group will be accountable to the HSCP Executive group and responsible for the progress of the two subgroups. The main focus for the HSCP Leadership group will be the management of risk to operational safeguarding and to the delivery of the work of the subgroups via a risk log. The HSCP Leadership group will:

- a) Drive the work of the partnership, delivering on priorities and ensuring learning from practice and development opportunities have an impact;
- b) Challenge evidence of agency contribution and impact against HSCP priorities
- c) Be driven by the management and mitigation of safeguarding risks in the community and understand the risks to operational delivery;
- d) Direct audit activity;
- e) Arrange Safeguarding Practice Learning events to learn lessons and develop increasingly effective frontline practice;
- f) Analyse relevant performance data to draw out themes and hold partners to account;
- g) Analyse relevant partner annual reports to measure the outcomes for children against set objectives;
- h) Analyse inspection reports to learn lessons, agree and monitor multiagency actions;
- i) Analyse audit information to learn lessons, agree and monitor actions; and
- j) Analyse MASH performance and interagency collaboration at the front door, including the effectiveness of Strategy Meetings, Child Protection Investigations, Child Protection Conferences and, most importantly, the voice of the child.

13.8 **Membership:** This Group will have a wide strategic membership of stakeholders and 'relevant agencies': Local Authority Assistant Directors (Social Care, Early Help, Community Safety); CCG designated leads (doctor, nurse); Assistant Director Public Health; Assistant Chief Officer (Probation); Detective Superintendent; Primary School Head representative; Secondary School Head rep; and Directors of health providers. Amongst this group will be the Cabinet Member for Children's services and two lay members.

13.9 **Chair:** To be Co-chaired by the Independent Chair and Director of Children Services for the first year with a review in September 2020.

13.10 **Frequency of Meeting:** quarterly

13.11 The Delivery Subgroups

13.12 The new arrangements are designed to reduce duplication and improve integration with other local partnerships. The number of subgroups forming the Partnership is significantly reduced and the new subgroups will focus strongly on improving practice and ensuring an emphasis on learning, enabling a feedback loop across partner agencies and the front line.

13.13 It has been decided that the HSCP will have two Delivery subgroups: Quality, Performance and Outcomes Subgroup; Practice, Learning and Workforce Development

subgroup. The previous subgroups, chaired by statutory leaders, were often cancelled (due to the burden of day jobs), seen as too time consuming and perceived as dominated by social care. In order to remain independent, both subgroups will be Chaired by the Strategic Safeguarding Partnership Manager with representation from a wider group of agencies including the private, voluntary and independent sectors. The HSCP Business Unit will support and co-ordinate the work of the subgroups, providing a mechanism for the members to meet regularly outside of normal scheduled meetings, undertake analysis, monitor plans and approve work completed by their task and finish groups. This will ensure that there is co-ordination and information-sharing between subgroups. Both subgroups will report to the HSCP Leadership group. These delivery subgroups will be assisted by smaller task and finish groups to develop and deliver specific outcomes. It is anticipated that the new subgroups will operate from 29th June 2019.

13.14 Quality, Performance & Outcomes Subgroup

13.15 **Role:** This Delivery Subgroup is central to changing and improving quality and effectiveness of multi-agency frontline practice. It will define operational impact of priorities work and new risks as well as identify the key areas of learning for dissemination. There is a need to ask key questions around how we know we are making a difference and to challenge agencies to gather feedback and evidence.

13.16 The subgroup will produce an annual work plan outlining the multi-agency audit and review activities scheduled for the next 12 months. This group will:

- a) Include analysis of early help data as well as data from safeguarding and specialist services;
- b) Conduct a series of multi-agency audits per year, informed by data intelligence, partnership priorities and findings from case reviews. It is expected that at least four major 'deep dive' audits will be conducted per year, in addition to smaller 'deep dive' audits which may be multi- or single-agency, depending on the identified need;
- c) Develop and monitor action plans, resulting from multi-agency audits or identified performance risks, and ensure that actions are completed in a timely manner (within six months);
- d) Identify whether practice has changed as a result of completed audits and action plans, through performance data review and re-auditing where necessary;
- e) Ensure that all relevant safeguarding partners are included in multi-agency performance data analysis and audits, including schools;
- f) Receive, analyse and challenge relevant single agency audit reports and performance reviews, and identify any significant issues that need to be monitored and/or raised to the partnership;
- g) Ensure clarity, high quality and consistency in practice in carrying out Safeguarding practice reviews and ensure that the partnership learn lessons can improve the response to children and families;
- h) Report findings and recommendations from audit and performance reviews to the HSCP Leadership group on a quarterly basis;
- i) Identify and analyse relevant trends and risk to performance.
- j) Be responsible for maintaining an up-to-date threshold document.

13.17 **Membership:** Membership of the group will include representatives from the safeguarding partners and relevant agencies that have responsibility for safeguarding performance and quality assurance within their organisation (Head of Services; Service managers; named leads; specialist Service managers from the local authority; health, NHS representatives and police). The local authority Assistant Director with portfolio for Children's Social Care and, the Detective Superintendent and the CCG designated professionals will be invited to participate when relevant.

13.18 **Frequency of Meeting:** quarterly

13.29 **Practice, Learning & Workforce Development Subgroup**

13.20 This subgroup will produce an annual work plan, outlining practice, learning and workforce activities scheduled for the next 12 months.

13.21 It will focus on developing a safeguarding development framework around effective working together, dissemination of learning from practice and innovative opportunities including practice learning events. Evaluation of the training delivered will test out how the early help and statutory systems are responding to needs across the continuum and the impact on lives of children and young people in Haringey. The subgroup will:

- a) Be responsible for planning and organising appropriate multi-agency safeguarding learning and development activities, as well as challenging or influencing the activities delivered by individual agencies;
- b) Ensure identified multi-agency safeguarding learning needs are addressed for the children's workforces;
- c) Deliver consistently high-quality multi-agency safeguarding learning and development activities that incorporate relevant research, national good practice and learning from case reviews and safeguarding adult reviews;
- d) Take ownership for maintaining and further developing the partnership training pool;
- e) Evaluate multi-agency learning and development activities to seek assurance that delivery is of high quality and has met requirements and to inform future planning;
- f) Report annually to the HSCP Leadership group on multi-agency training delivered through the training pool and monitored for impact, including how learning will be embedded across different agencies;
- g) Review learning and development for individuals, teams and organisations involved in safeguarding;
- h) Respond to specific training needs around the partnership priorities, identification of training needs across the partnership, ensuring the best practice standards, professional curiosity and creativity; and
- i) Manage partnership communications and the website.

13.22 **Membership:** Membership of this Subgroup will include representatives from the safeguarding partners and relevant agencies with responsibility for workforce development, learning and practice improvement (Head of Services; Service managers; NHS representatives, CCG named leads; specialist practitioners from the local authority; health; and police).

13.23 **Frequency of Meeting:** quarterly

13.24 **Quorum for the Executive Group, Leadership group and subgroups:**

13.25 The quorum for any multi-agency meeting is 100% attendance of three safeguarding partner at the time of the meeting. Relevant agencies must send representation and non-attendees (without valid reason) will be reported to their agency's line manager.

13.26 **Safeguarding Partnership Practice Learning Events & Multi-Agency Practice Week**

13.27 The aim of the Safeguarding Practice learning events will be to analyse lessons from practice locally and nationally, to improve practice and to achieve ambitious outcomes for all children. The events will develop and mature collaborative and authentic partnership relationships and find creative and innovative solutions to achieving better outcomes for children. Practitioners will take part in a series of talks and workshops

aimed at improving the outcomes for children and their families. The workshops will be led by a mixture of local experts, leading academics and national policy leads giving practitioners the chance to reflect on current thinking and practice to support their knowledge and skills.

- 13.28 The events will use service-user feedback, practice week feedback and the voice of the child in practice, to challenge and promote practice growth and continuous development. The HSCP Business Unit will gather information from a variety of sources and present this to the HSCP Leadership group in order to inform the first set of discussions about the practice issues/themes being considered. This will include analysis of current data and performance, evidence from self-assessments, multi-agency audits and peer challenge, S11 findings, success and impact measures and relevant statutory and other guidance. The HSCP Executive group will make the final decision on themes.
- 13.29 Findings from the local reviews undertaken in Haringey will be shared with relevant parties locally through large Partnership Practice Learning Events and there will be regular auditing to ascertain progress on the implementation of recommended improvements. The sustainability of these improvements will be monitored regularly and followed-up by the HSCP Business Unit to ensure that there is a real impact on improving outcomes for children. The events are aimed at providing interactive learning opportunities, building relationships and problem-solving.
- 13.30 Partners have agreed to use learning from the recent JTAI as the first theme and have tasked the current Independent Chair and the SSPM to lead this event. The Safeguarding Partnership Practice Learning events and the Multi-Agency Practice week will:
- a) Brief frontline staff across the partnership on emerging themes affecting our children and develop practitioner led interventions to reduce the impact.
 - b) Consult on, and contribute to, changes to policy and procedure.
 - c) Brief frontline practitioners on national policy, procedure and legal changes and develop local strategies to incorporate changes to practice.
 - d) Analyse collaborative working through multi-agency audit and service-user feedback, learn lessons, increase interagency review and assessment and agree creative and innovative ways of working to reduce the number of touch points for families.
 - e) Identify and celebrate good practice.
 - f) Identify barriers to good practice and develop innovative and creative solutions to break barriers down.
 - g) Learn from children, young people and their families to strengthen practice.
 - h) Own the learning of Child Safeguarding Practice Reviews and Domestic Homicide Reviews to change and strengthen authentic partnerships and further improve practice.
 - i) Evaluate the multi-agency 'front door' for child protection, when children at risk of harm first become known to local services.
 - j) Conduct 'deep dive' investigations in order to provide an opportunity to explore joint responses to children and young people.
 - k) Evaluate multi-agency arrangements for the response to all forms of child abuse, neglect and exploitation at the point of identification.
 - l) Evaluate multi-agency arrangements for the quality and impact of assessment, planning and decision-making in response to notifications and referrals.
- 13.31 Terms of reference for the Multi-Agency practice week will be developed by the current JTAI implementation group led by the DCS and the Independent Chair, supported by the SSPM.

13.32 Accountability and Reporting Arrangements

13.33 The Safeguarding Partnership Practice Learning event & the Multi-Agency Practice week are accountable to the HSCP Leadership group. The HSCP, alongside the Quality, Performance and Outcomes subgroup, will complete a child and family impact analysis following each learning event/practice week outlining key learning and actions to strengthen authentic safeguarding practices to address priorities and need. The Safeguarding Partnership Practice Learning Events will be led by the Independent Chair supported by the HSCP Business Unit. The multi-agency practice week will be led by the three statutory partners taking turns jointly with the Independent Chair. The next multi-agency practice week theme (Neglect, September 19) will be led by the local authority DCS.

13.34 Frequency:

13.35 One Safeguarding Partnership Practice Learning event and two Multi-Agency Practice week will take place every year.

14. The HSCP Business Unit

14.1 The Business Unit's primary focus will be to support the operation and ongoing development of the multi-agency safeguarding arrangements.

14.2 In consultation with the HSCP Leadership group and its subgroups, the Business Unit will prepare for approval an annual Business Plan in April of each year. This document will clearly set out the priorities for the HSCP on an annual basis, plan for multi-agency audit, scrutiny and workforce development, and specific actions to deliver on the priorities. Progress against delivery will be reviewed on a quarterly basis.

14.3 In addition, the HSCP Business Unit will prepare for approval an Annual Report in June/July of each year to be published on the HSCP website. This will clearly set out evidence of the impact of the work of the safeguarding partners and relevant agencies, including training, on outcomes for children and families from early help to looked-after children and care leavers. It will confirm delivery against agreed actions, findings from audits, scrutiny activity, child safety practice reviews and learning from local case reviews and engagement events. The annual report will also include an analysis of any areas where there has been little or no evidence of progress on agreed priorities. Based on local and national evidence it will also highlight the priorities which should feed into the next annual Business Plan.

14.4 The staff of the Business Unit will continue to be 'hosted' within an agency with regards to employment, leave, pension and so forth. For continuity and simplicity, it remains appropriate for that to be the local authority. It is important that the HSCP Business Unit serves the three statutory partners equally and is seen to be independent. This will be facilitated by retaining the Independent Chair, who will direct its work on behalf of the three statutory partners. However, in an unlikely event where there are staffing issues, the local authority will address the matter according to their internal procedures.

14.5 There may be a need for a review of the staffing structure when the new partnership arrangements are in place and have bedded in. Consideration will be given to opportunities for key officers in other agencies to be co-located in the HSCP Business Unit as an in-kind contribution resource.

15. Haringey threshold document

15.1 A new Threshold Document has been produced and published on our current LSCB website which aligns with the requirements of WT (2018) and is used in multi-agency training. This guide is aimed at all practitioners, and volunteers, supporting, or working with, children and / or their families within statutory, voluntary, private or independent organisations in Haringey. It aims to help professionals when wanting to access services or making a referral for services to ensure children and families get the right level of support at the right time. It should be read alongside the London Child Protection Procedures and the London Threshold: Continuum of Help and Support. As well as preventative measures, such as having a range of safeguarding policies, safe practice also involves safer recruitment and consistent procedures for dealing with abuse allegations against staff. Therefore, we support all areas of professional practice with a detailed resource of relevant documents, including:

- a. local and national guidance
- b. guidance on specific areas and contexts of child protection work
- c. Safeguarding and Child Protection practice is supported by the legal framework and both statutory and non-statutory guidance.
- d. The London Safeguarding Children Board issues guidance and London-wide child protection procedures to ensure consistency in the practice across the 32 London boroughs.

16. Inter-agency training and multi-agency audits

16.1 The HSCP will develop a partnership learning and development framework based identified needs to enable the partnership to deliver and reflect on priorities, assess partnership performance against the priorities, change and review practice accordingly. Given the current limited resources, the HSCP aims to deliver the core programme of activity with partners through a training pool identified by the partnership. All multi-agency training will be co-delivered by two trainers from partner agencies.

16.2 The HSCP will have oversight of the quality and provision of single and inter-agency safeguarding. In order to meet this responsibility, a practitioner Section 11 audit of single agency will be undertaken. In addition, the HSCP will set minimum standards which have to be met by all providers of single and interagency training.

16.3 Our evaluation method will be based on the London Training Evaluation and Impact Analysis Framework, which was developed by the Safeguarding Training Subgroup and endorsed by the London Board as good practice with the following:

- a. relevance, currency and accuracy of course content;
- b. quality of training delivery;
- c. short and longer term outcomes; and
- d. impact of working together and inter-professional relationships.

16.4 The HSCP will also develop a partnership performance management framework which will be aligned with Haringey's Children's Social Care quality assurance framework. It will consist of six levels:

1. Section 11 self-audits - undertaken by all statutory agencies within Haringey in compliance with the Children Act 2004
2. Safeguarding Practice Reviews (SPR) – undertaken where appropriate

3. Performance Reporting and Performance Indicators - on a range of safeguarding areas such as child protection conferencing data and a regular review of the comprehensive data set
 4. Single agency audits – both individual and themed.
 5. Multi-agency practice audits - looking together at individual cases and assessing the effectiveness and multi-agency practice (the current theme is neglect as per JTAI recommendation)
 6. Themed reviews - Providing detailed analysis of a broad area of safeguarding practice or process as identified by the HSCP such as neglect, core groups and thresholds. These reviews should consider evidence from a range of sources.
- 16.5 Reports will go to the Quality, Performance & Outcomes Subgroup before being taken to the Leadership group and a judgment made about which reports need to be tabled and which circulated for information only. The Leadership group will retain the right to request specific audit reports as and when it sees appropriate or in response to specific issues that may arise. Each of the above should be undertaken with a view to ensure that there is a culture of continuous learning and improvement across the organisations that work together to safeguard and promote the welfare of children, identifying opportunities to draw on what works and to promote good practice.

17. Responding to Serious Incidents of child health/serious harm

- 17.1 There is to be a two-tier system - local and national - for safeguarding practice review (SPR) (currently known as serious case reviews (SCR)). The responsibility for how the system learns lessons from SPR at a national level lies with the Child Safeguarding Practice Review Panel (the Panel) and at a local level with the safeguarding partners.
- 17.2 The safeguarding partners are required to make arrangements to identify and review serious child safeguarding cases which, in their view, raise issues of importance in relation to their area. They must commission and oversee the review of those cases, where they consider it appropriate for a review to be undertaken.
- 17.3 Where a case meets the criteria for a SPR - where, (a) the child dies or is seriously harmed in the local authority's area, or (b) while normally resident in the LA's area, the child dies or is seriously harmed outside England and the local authority knows or suspects that the child has been abused or neglected) - the local authority must notify the Panel within 5 working days of becoming aware of the incident. The authority should also notify its safeguarding partners. The Assistant Director of Children's Social Care will undertake this responsibility on behalf of the local authority.
- 17.4 The safeguarding partners are required to undertake a rapid review of serious safeguarding cases. The aim is to: a) gather the facts about the case; b) determine whether there is any immediate action needed to ensure children's safety and share any learning; c) consider the improvements to safeguard and promote the welfare of children; and d) decide the steps that should be taken next, including whether or not to undertake a child safeguarding practice review.
- 17.5 On being informed of a notifiable incident, the HSCP will undertake a Rapid Review in line with published guidance in Working Together 2018. The 'Rapid Review' will be undertaken within 15 days when a child dies or is seriously harmed and abuse or neglect is suspected. Any immediate action needed to ensure children's safety or share learning will be identified and the safeguarding partners will decide, in conjunction with other organisations that have been involved, if a more in-depth review is needed. The report on the rapid review will be shared with the national Panel including the decision on whether a local or national SPR is appropriate.

- 17.6 The responsibility for undertaking these tasks rests with the Learning Review/Rapid Review Group which will make a recommendation to the Executive Group. The Executive Group with support from the HSCP business unit will be responsible for commissioning a Safeguarding Practice review using regional and national information on known reviewers and their expertise. Reviews will be published as outlined in Chapter 4 of WT (2018) on the HSCP website.
- 17.7 The Learning Review/Rapid Review Group will work with the Practice, Learning & Workforce Development Subgroup to ensure that the lessons learned from the Learning Reviews/Rapid Reviews are well understood by the partnership workforce and embedded in practice. Actions may include:
- a) Revision of existing single or multi-agency training
 - b) Creation of a learning summary and arrange accompanying events to disseminate the learning from the review
 - c) Adding any completed / amended policies / protocols to the practitioner's toolkit and promoting their use
 - d) Commissioning / developing specialist training or e-learning
 - e) Focused evaluation of practitioner knowledge on a particular area of practice.
- 17.8 The Practice, Learning & Workforce Development Subgroup will take responsibility for the provision of training events and resources to support the dissemination of the lessons and changes to practice and the Leadership group will focus on assurance that the lessons have been embedded across the partnership and that these changes to practice are having an impact on outcomes for children and families in Haringey.

18. Relevant agencies

- 18.1 According to WT 2018, relevant agencies are those organisations and agencies whose involvement is considered by the safeguarding partners as a requirement to safeguard and promote the welfare of children with regard to local need. The list of relevant agencies is set out in the Child Safeguarding Practice Review and Relevant Agency (England) Regulations (2018). The safeguarding partners have agreed which relevant agencies can bring the targeted help and support that children and families need in Haringey (Appendix 3). However, it should be noted that the safeguarding partners may include any local or national organisation or agency in their arrangements, regardless of whether they are named within the regulations. Those organisations that are listed in the regulations have a statutory duty to act in accordance with the arrangements.
- 18.2 Acting in accordance with the safeguarding arrangements requires safeguarding partners and relevant agencies to work together and:
- a) Fully engage with Haringey's Safeguarding Children Partnership functions as set out within this document;
 - b) Provide information which enables and assists the safeguarding partners to perform their functions to safeguard and promote the welfare of children in their area, including as related to local and national child safeguarding practice reviews;
 - c) Ensure that their organisation works in accordance with the inter-agency safeguarding procedures approved by the partnership;
 - d) Have appropriate robust safeguarding policies and procedures in place specifically relevant to their organisation;
 - e) Provide evidence of the above to the Safeguarding Partnership Leadership Group.
- 18.3 All organisations that were previously members of Haringey LSCB at the point of the new safeguarding arrangements being implemented have been named as relevant agencies. Each relevant agency has been provided with details of their ongoing responsibilities and

the expectations placed on them by the new arrangements in Haringey. The local arrangements in Haringey have been developed in consultation with as wide a breadth of partner agencies as possible and the arrangements now adopted reflect their commitment to improving outcomes for children and young people. The safeguarding partners expect relevant agencies to co-operate with them in the same way as agencies have been co-operating with Haringey Safeguarding Children Board since its inception.

- 18.4 However, membership of the HSCP leadership group and its subgroups will be reviewed. This ensures that the valuable contribution of those organisations to safeguarding work will continue to be taken forward collaboratively. In addition to the three main statutory safeguarding partners, various other relevant agencies will work as part of the Partnership. These agencies will be members of the Partnership Leadership Group and participate in the Partnership Learning events and some will also be members of subgroups who have the decision-making authority for the safeguarding partner they represent. Anyone entrusted with attending in their place will need to have similar delegated authority.
- 18.5 As recommended by WT (2018), all schools (including independent schools, academies and free schools), colleges, early years and other educational providers in Haringey are designated as relevant agencies. The list of relevant agencies will be reviewed by the safeguarding partners at least annually. The intention will be to use the opportunity of introducing new arrangements to broaden the reach of the safeguarding arrangements and, in time, consider how sports clubs, religious institutions, armed forces, the voluntary sector, private providers of health services and children's homes, for example, can be further engaged.
- 18.6 Whilst the legislation and statutory guidance draws a distinction between safeguarding partners and relevant agencies to ensure clarity around accountability, it is clear that all members of Haringey's Safeguarding Children Partnership have a shared responsibility to work collaboratively to provide targeted support to children and families. Schools will be engaged as part of the partnership Leadership group and subgroups to ensure joint working to safeguard children within a multi-agency shared approach.
- 18.7 The Partnership will aim to build on established relationships with schools and education providers to ensure they remain a key partner agency when the landscape of school organisation is changing. There will also be a focus on exploring how schools can contribute to ensuring the voices of children and young people contribute to safeguarding developments and priorities. The termly Designated Safeguarding Leads forum led by Haringey Education Partnership will act as a mechanism for schools to learn and promote our safeguarding arrangements. The SSPM delivers regular presentations to this forum with safeguarding local and national updates and this will continue.

19. The role of Youth Offending and custody services, Children living away from home

- 19.1 The Youth Offending Service reports to the Youth Justice Partnership Board chaired by the DCS. Our new safeguarding arrangements will continue to actively support effective delivery of their services through the HSCP Leadership group and its subgroups. The Youth Offending service will continue to submit annual overview reports to the HSCP for scrutiny and promotion of their local offer across the partnership. The Youth Offending Service is directly represented on the HSCP Leadership Group and on other sub-groups.
- 19.2 The HSCP will also ensure that those responsible for looking after children in settings away from home, including residential homes for children, foster carers and youth custody settings, have effective safeguarding arrangements. Where there are incidents identified, use of HSCP escalation policy is triggered.

19.3 The Multi Agency Criminal Exploitation group (MACE) identifies the Child Sexual Exploitation profile of Haringey and oversees Haringey's CSE Strategy and Action Plan. It aims to reduce incidents of sexual exploitation through the delivery of an integrated strategy, sharing information and intelligence and producing data on current trends and threats. The MACE group will continue to produce an annual report to the HSCP for overview and scrutiny.

20. Use of data and intelligence

20.1 We will develop a new Performance Management Framework for the partnership setting out the way performance information is provided to the Leadership Group to inform its assessment of the effectiveness of the help being provided to children and families (including early help). Data relating to key safeguarding processes and particularly vulnerable groups of children will be provided each quarter with an analysis that provides an explanation of any trends and issues for attention of the group. This will be supplemented by specific reports on topics that have been identified by the Executive Group as requiring assurance monitoring.

20.2 The framework will be subject to regular review by the Leadership Group and therefore the issues covered may vary according to the needs of children in Haringey and risks identified.

21. Partnership Integration

21.1 The Independent Chair will take a strategic lead in developing partnership working with the three statutory partners, wider partners and stakeholders including across the voluntary and community sector to improve outcomes for children and young people in Haringey. The Strategic Safeguarding Partnership Manager will work closely with the designated health leads, directors of providers, social care leads and the DCI/Detective Superintendent to address barriers, problem solve and escalate as required to ensure that risks are managed and mitigated to remain on track. Their monthly meetings will support the development of key strategic relationships between the three organisations and wider senior partners in relation to the delivery of the new arrangement and the partnership priorities.

22. Independent Scrutiny

22.1 WT 2018 states that the new arrangements should include scrutiny of its effectiveness to safeguard and promote the welfare of children by an independent person. The scrutiny is intended to provide the necessary assurance in judging how effective the multi-agency arrangement is to safeguard children including arrangements to identify and review serious child safeguarding cases. The independent person will be objective, act as a constructive critical friend and promote reflection to drive continuous improvement.

22.2 Part of the role of the independent chair is to provide challenge and a level of scrutiny. In addition, the partnership will commission a scrutineer to provide independent evaluation of the effectiveness of local multi-agency arrangements to safeguard and promote the welfare of all children. The scrutineer will provide an assessment of the safeguarding partners' leadership of the arrangements for inclusion in the partnership's yearly report. He/she will focus on the impact of the partnership arrangements and working rather than processes. In effect, his/her role would be to find evidence that the partnership is making a positive difference to children and young people. The scrutineer will provide assurance to the Safeguarding Partners that organisations have strategies in place for addressing priorities, gaps and risks and how effective they are. The scrutineer will also

scrutinise the findings and outcomes of any safeguarding reviews and how agencies are held to account for the effective implementation of recommendations identified. He/she will report to the safeguarding partners any recommendations from their scrutiny and/or assurance activities. The scrutineer will be independent from the statutory partners and will have expertise in child safeguarding, an understanding of local need and effective partnerships.

22.3 The independent scrutiny arrangements will also include a wider system of scrutiny; peer reviews, the CYPS overview scrutiny panel, LA Departmental Management Team, independent inspectorates' single assessment of the individual safeguarding partners (for example, Ofsted, HM Inspectorate of Constabulary, Care Quality Commission inspection reports) and Joint Targeted Area Inspections.

23. Dispute Resolution

23.1 Haringey safeguarding partners and relevant agencies will proactively work together to resolve any disputes locally. In the event that dispute arises all staff, from partners and relevant agencies, will proactively work together to resolve any disputes locally through timely dialogue, discussion and where necessary escalation (see HSCP/LSCB escalation policy on the LSCB website). Any public bodies failing to comply with their obligations under law will be held to account through a variety of regulatory and inspection activity.

24. Geographical area

24.1 It is acknowledged that two statutory partners (Police and CCG) to these arrangements have responsibility for services outside Haringey due to their organisational boundaries overlapping other local authority areas. The new HSCP/ LSCB Escalation policy makes a reference to cross-borough boundaries, interagency safeguarding children procedures and includes operational guidance for circumstances where a child and or their family is living in another area or moving between areas. It may also be necessary for some partners to these arrangements to work with another area's arrangements, for example during a child safeguarding practice review commissioned by another area, and the HSCP Business Unit will help facilitate communication with other areas and engagement by partners.

25. Financial Consideration

25.1 The WT 2018 guidance makes it clear that safeguarding partners should agree the level of funding secured from each partner and relevant agency to support the new safeguarding arrangements. Decisions on funding are for local determination but contributions should be equitable and proportionate to meet local needs. In the absence of a nationally prescribed funding formula, local negotiations will need to reach agreement as to what is proportionate and equitable.

25.2 There is a concern about the cost of paying for independent authors and the inconsistent quality of the reports. There is also some concern about the restrictions regarding the methodology that can be used to carry out the reviews – the methodological approach is overseen nationally. Going forward, in the event of a child safeguarding practice review, funding will be met by the three safeguarding partners and, where necessary, each partner will contribute equitable and proportionate funding over and above the normal allocation in order to fulfil the full costs of any child safeguarding practice review arrangements.

25.3 The new safeguarding arrangements will commence with the continuation of the current levels of funding. Currently there is a total of £30,102 partnership contribution and £165,000 local authority contribution. Clearly the local authority makes the largest contribution to these arrangements, followed by health services, with the police/MOPAC making a small contribution. Currently, the local authority is the de-facto lead for these partnerships, and this is reflected in the local authority's commitment to the management and resourcing of this partnership. The Independent Chair will support the SSPM to manage the pooled budget for the HSCP ensuring its most effective deployment, adhere to Best Value principles, control cost and enhance value, within the context of the council's budget monitoring process and financial controls. The Independent Chair will also ensure that partner agencies contribute towards the running costs of the HSCP. The safeguarding partners have agreed that the current arrangement for funding will be kept under review.

26. Risk Assessment

26.1 There is a risk that the quality of scrutiny and quality assurance could be compromised if arrangements are changed in light of the Act. However, all partners have agreed that clear principles must be adhered to when considering any future changes. Any changes need to enhance and further strengthen partnership working and safeguarding practice and the priority will be on safety and protection at all times.

26.2 A second risk is the financial implication of setting up and operating a new model which is key to the effectiveness of the new arrangements. This will be mitigated by the three statutory partners addressing all financial matters so it is clear what the expectations would be on all partners who have safeguarding responsibility

27. Implications for Haringey Council's priorities

27.1 Ensuring that children and young people are safe from harm is a core statutory duty for the Council. It is essential that that elected members are informed and able to be assured of how effectively this duty is discharged via a robust performance and quality assurance framework.

28. Equalities

28.1 The Council, the Police, and the Clinical Commissioning Group have a Public Sector Equality Duty under the Equality Act (2010) to have due regard for 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.

28.2 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 apply to the first part of the duty.

28.3 It is not anticipated that these changes will have any direct or indirect negative effect on service users, residents or staff. It is therefore not foreseeable for any direct or indirect discrimination against any individual or group protected by the Equality Act 2010 to occur as a result of the change.

28.4 The strategic objective of the changes is to improve the effectiveness and sustainability of multi-agency frontline practice in order to improve outcomes for children, young people and their families in Haringey. It is therefore reasonable to anticipate that the changes will make the partnership more able to meet the specific needs of children, young people, and parents of young children, and to minimise or remove disadvantages they experience that are inherent to these characteristics and so the changes are also likely to help address known inequalities in Haringey.

29. Looking beyond Wood review and next Steps

29.1 The arrangements will enhance the scrutiny and monitoring role of the partnership and further enforce effective joint working arrangements within a context of trust and commitment to safeguarding. The overall effectiveness of the new arrangements will be reviewed in the summer 2020. Following this review, partners will agree the frequency, however, the intention is to review the governance arrangements at least every two years.

Appendix 2. The new child death review arrangements

1.1 The Act names as statutory child death review partners Local Authorities and CCGs. The Act enables child death review partners for two or more local authority areas to agree that their areas are treated as a single area and for one of them to carry out functions on behalf of the other.

The Council and Haringey CCG are responsible for a) making arrangements for the review of each death of a child normally resident in the area and, if they consider it appropriate, for any non-resident child who has died in their area; b) making arrangements for the analysis of information about deaths reviewed.

The new approach aims to support better learning from child deaths in order to improve care and outcomes, recognising that while the current process has its origin in safeguarding guidance, most preventable child deaths are not connected to safeguarding but largely medical in nature.

In October 2018, guidance was published by the Department of Health and Social Care² on the development of child death review systems across England, in large part evolving out of the current CDOP process.

1.2 A steering group (the North Central London Child Death Overview Process Transformation steering group (NCL CDOPT steering group)) comprising representatives from the Council, CCG, acute NHS Trusts across North Central London (NCL), LSCBs, Designated Doctors and chaired by the Assistant Director for Public Health in Camden and Islington and supported by the Assistant Directors/Consultants in Public Health from Barnet, Enfield and Haringey was formed to oversee the transition and proposals for the new arrangement.

The NCL CDOPT steering group has focussed on four areas:

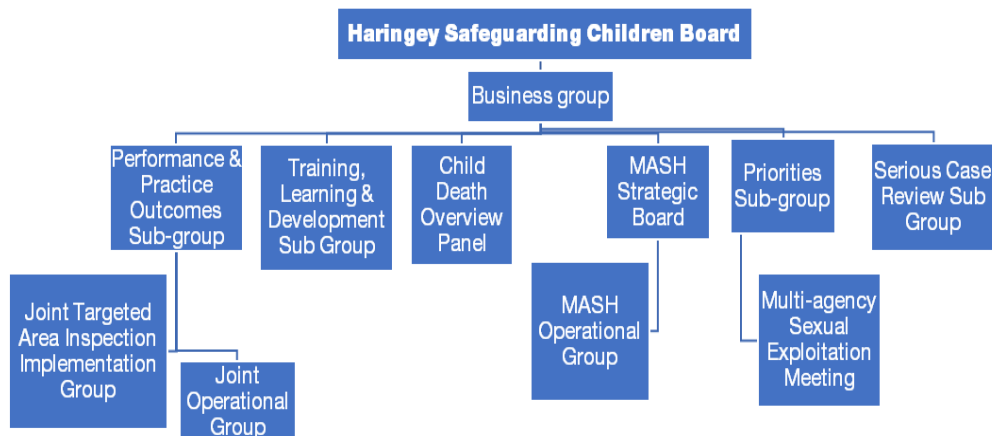
- Completed a review of existing system structures, staffing and resources within the local system.
- Mapped existing assets and their fit with the new statutory requirements
- Completed a 'case for change' for the new arrangements based on the key differences between the current and future systems.
- Supporting the acute NHS Trusts to establish the new system structures and staffing requirements.

1.3 The NCL CDOPT steering group members have agreed there is a need to a) strengthen administrative capacity to support the NCL CDOP, the joint agency response (JAR), the child death review meeting (CDRM) for deaths in settings such as hospice/ home, and support acute NHS Trusts with their CDRM; b) ensure excellent quality key worker and bereavement support for families; c) establish a single point of information regarding NCL CDOP; d) identify funding for the eCDOP system³ from April 2020 onwards and e) consider having an Independent Chair of NCL CDOP.

²Child Death Review Statutory and Operational Guidance (England), 2018, Department of Health and Social Care

³ The electronic data and information system introduced across London in April 2018 funded for one year by the Healthy London Partnership. In April 2019 the system was funded by NHS England (London Region) for one year.

1.4 The current Haringey Child Death Overview Panel (CDOP) arrangement;



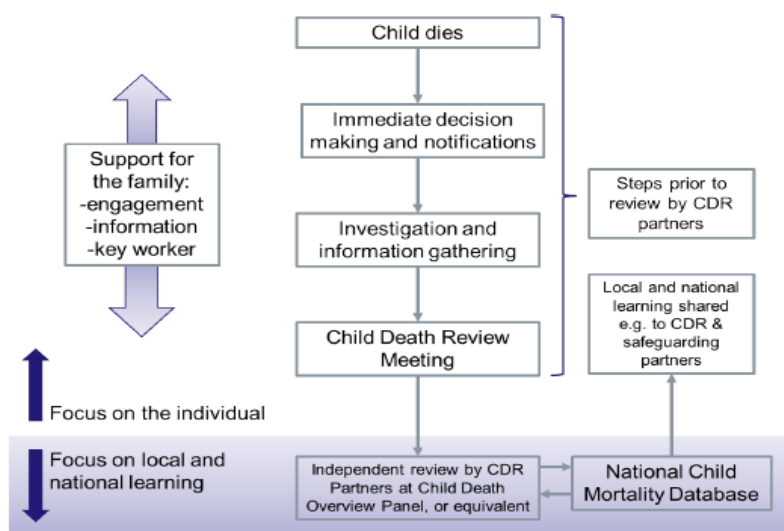
Haringey CDOP is a multi-agency sub-committee of the LSCB chaired by the Assistant Director of Public Health. Members include the police, the CCG, the Council's children's services, the LSCB, North Middlesex University NHS Trust and Whittington Health NHS Trust. The group meets four times a year and reports to the LSCB.

The current CDOP borough process is;

- A child dies, there is immediate decision making and notifications, if the death is from natural causes (expected death) information is collected and the death is reviewed at the CDOP.
- If the death is un-natural (unexpected) a Rapid Response meeting is held, decision making and notifications, information collected followed by the CDOP.

There will be a 4-month grace period for the CDOP (under the LSCB) to complete child death reviews before the new system starts.

1.5 The new child death overview process



1.5.1 Geographical Footprint

One of the significant changes is that the geographical and population 'footprint' of child death review partners should cover a child population, such that they typically review at least 60 child deaths per year. This footprint should consider networks of NHS care, and agency and organisational boundaries, in order to reflect the integrated care and social networks of the local area. It must extend to at least one Local Authority area or may overlap with more than one Local Authority area or CCG. Child death review partners should come together to develop clear plans outlining the administrative and logistical processes for these new review arrangements. The NCL CDOPT steering has recommended combining Barnet, Camden, Enfield, Haringey and Islington child death overview panels.

This geographical footprint meets the statutory requirements. Based on the last three years' data the average number of deaths across the five boroughs is 80 (Barnet, 20, Camden 11, Enfield 20, Haringey 20 and Islington 13).

The five areas are increasingly working together. It reflects integrated care and social networks as well and they already use eCDOP so could merge to one electronic system.

1.5.2 Immediate decision making and notifications

Several decisions need to be made by professionals in the hours immediately following the death of a child. This provides a focus on providing good clinical care. It aims to provide the family with compassionate care and support, signposting them to appropriate bereavement support, and ensuring that their voice is heard throughout.

This part of the process includes:

- how best to support the family;
- whether the death meets the criteria for a JAR;
- whether a Medical Certificate of Cause of Death (MCCD) can be issued, or whether a referral to the coroner is required;
- whether the death meets the criteria for a serious incident investigation by any agency.
- A number of notifications must also be made, via the 'Child death notification form' (formally Form A) to the child's GP and other professionals, to the Child Health Information System, the relevant CDOP, and (once operational) the National Child Mortality Database (this will be done automatically by eCDOP).
- Identification of a Key Worker. Supporting and engaging the family who have lost a child is of prime importance throughout the whole child death review process. Recognising the complexity of the process, and the state of total shock that bereavement can bring, families should be given a single, named point of contact (Key Worker) who they can turn to for information on the processes following their child's death, and who can signpost them to sources of support. In addition, they should be provided with a leaflet for parents, families and carers to help understand and navigate the child death review process.

The NCL CDOPT Steering Group has identified that this function can be supported by existing workers across the system, but they recommend that further training be offered for them to meet the responsibilities and competencies required.

1.5.3 Investigating and information gathering

There are no changes to this stage.

Information gathering will be through formal investigations and via a 'child death review form' (formally Form B)

The Key worker will provide overarching coordination alongside any investigation to facilitate the family voice and to keep them informed at all stages.

1.5.4 Child Death Review Meeting (CDRM)

This is a new stage

Although investigations following the death of a child will vary, every child's death should be discussed at a child death review meeting. This is the final multi-professional meeting involving the individuals *who were directly involved* in the case. The nature of this meeting will vary according to the circumstances of the child's death and the practitioners involved but has common aims and principles in all cases. The results of the meeting should be captured on a draft 'child death analysis form' (formally Form C) and uploaded to the eCDOP system. This will involve an increase in time commitment from all agencies.

The NCL CDOPT steering group has identified this could be balanced by using existing meetings within the acute NHS Trusts.

1.5.5 Child Death Overview Panel (CDOP)

It is required that all areas hold a multi-agency panel made up of senior professionals *who have had no involvement* in the cases under discussion (this will provide independent scrutiny of each child's death from a multi-agency perspective) and who can identify thematic system changes, in order to learn lessons for the prevention of future child deaths. At this meeting the draft 'child death analysis form' (formally Form C) received from the acute NHS Trusts will be considered, finalised and signed off. The CDOP will review the death of all children normally resident in the area, and where appropriate, the deaths of non-resident children. Local actions to modifiable factors identified will be taken. The frequency of the CDOP is to be confirmed but it is likely to be 3 or 4 times a year. It is recommended that these meetings will be chaired by Public Health or an independent chair. Core membership will be Designated Doctors, local authority Public Health and children's social care, the CCGs, acute NHS Trusts, Designated Doctors for Child Death, and the Coroner's Office. Depending on the theme of the meeting additional experts in that area will be invited.

The new multiagency panel will be the NCL CDOP (covering Barnet, Camden, Enfield, Haringey and Islington).

- 1.6 The proposed new arrangements have been presented in draft to the Council's Corporate Board, the CCG, the 4 Directors of Public Health (covering the 5 boroughs) and the Accountable Officer for NHS NCL CCGs.

In addition to monthly NCL CDOPT steering group meetings, and as part of preparing and consulting stakeholders for the new arrangements, two workshops were held in January 2019 and April 2019 with other leaders across the partnership.

- 1.7 The new arrangement is to be referred to as the 'North Central London Child Death Overview Partners (NCL CDOP)'. It includes the following:

1.7.1 Leadership and governance

The new arrangement will be led by the NCL CDOP. It is yet to be agreed where in NCL governance will be provided.

The NCL CDOPT steering group wants to see strong links between the new safeguarding partnerships, the CCG Quality and Safety Committees as well as an appropriate NCL group.

Information Governance - Under the data protection legislation, all data sharing and processing requires agreements between those sharing and processing data. Whilst by its nature the key subject of a child death review is not subject to the data protection law as it only applies to the living, the Common Law Duty of Confidentiality will still apply, and where others (e.g. parents, professionals) have their data recorded their information will be subject to the data protection law. There are certain exemptions for safeguarding. There is a North London Information Governance Working Group which was set up to deal with these issues. The NCL CDOPT steering group will request assistance with these information governance issues and arrange for a representative of the group to attend the steering group meetings.

1.7.2 Relevant agencies involved in the new arrangement;

- Local authorities: Barnet, Camden, Enfield, Haringey and Islington
- CCGs: Barnet: Camden, Enfield, Haringey and Islington
- NHS Trusts: North Middlesex University NHS Trust, Whittington Health NHS Trust, Royal Free Group NHS Trust, University College London NHS Trust and Great Ormond Street Hospital.

1.7.3 Geographical area;

- Barnet, Camden, Enfield, Haringey and Islington

1.7.4 Support for bereaved families

The new role of a 'key worker' will give bereaved families a single point of contact for information and support. The need for this role has been identified through national feedback from bereaved families who have requested further support. The NCL CDOPT steering group propose developing an NCL Bereavement Offer, this could be done through goodwill by the acute NHS Trusts. Steering group members from the acute NHS Trusts are addressing this task and are currently updating and sharing their bereavement support contacts.

1.7.5 Functional responsibilities:

Acute NHS Trusts

- Stage one - Immediate decision making and information gathering

At death a discussion and strategy planning session on the appropriate review with notification to relevant multi agency partners. Includes initial case strategy, rapid response and initiation of bereavement support

- Stage two: Investigation and information gathering

Depending on the specific process required. If the death is a sudden unexpected death in infancy or childhood related a joint visit or other process initiation

- Stage Three: Child death review meetings

Multi agency CDRM conducted by the NHS Trust (acute, community or mental health) with care responsibility for the deceased. This aims to establish chronology and causation, submitting local recommendations/actions to CDOP.

The NHS Trusts will need to ensure effective approaches are in place following child deaths, including a) procedures for timely notification of SPOC for child death; b) a process for determining whether to oversee a CDRM or refer for a JAR; c) processes to ensure child death review meetings engage those who have been involved with the care of the child whether they are from other NHS trusts or the community

Trusts will need to ensure they are adequately resourced, that they have confidence in appropriate challenge and that processes are well aligned with other process such as the perinatal mortality review tool, and LeDeR process.

NCL CDOP

- Stage Four: child death overview panel

Considers the CDRM input and identify local or regional learning. Submission to the Department of Health and National Child Mortality Database to inform national identification of trends to enable population-based interventions for the prevention of child deaths.

1.8 The key changes under the new arrangement include:

- In the new system each child's death will be reviewed at a multi-agency CDRM which is to be held by the agency which declares the death (many now will fall into the remit of the acute NHS trusts) as well as the NCL CDOP.
- In the case of unexpected deaths, a JAR is required. This will be similar but within shorter timescale than the current Rapid Response.
- Each family is allocated a Key Worker to act as a single point of contact.
- Across NCL all deaths will be reviewed thematically by independent review by Child Death Review Partners at the CDOP. Currently all deaths are reviewed within each borough at CDOP.
- Submission of data to the National Child Mortality Database (established 1st April 2019). Previously data was submitted to Department of Education.

1.9 Transition timeline

1.9.1 As indicated earlier in the report, the new CDOP arrangements must be agreed by the statutory partners, published by 29th June 2019, and implemented by 29th September 2019.

1.9.2 The transition from current LSCB Child Death Overview Panel (CDOP) to the new child death review arrangements began summer 2018 and must be completed by 29th September 2019. The current CDOP will continue until the child death review partner arrangements is in place.

1.9.3 There will be a 4-month grace period for borough based CDOPs (under the LSCB) to complete child death reviews.

1.10 Current position

The NCL CDOPT steering group continues to meet to finalise the requirements in the Act and to support acute NHS Trusts with setting up their new systems and responsibilities.

Glossary of new terminology for the new system

Child Death Review Meeting

The stage of the review process that precedes the independent multi-agency panel arranged by child death review (CDR) partners. This meeting should be a multi-professional meeting where all matters relating to an individual child's death are discussed. The Child Death Review Meeting (CDRM) should be attended by professionals who were directly involved in the care of the child during his or her life, *and* any professionals involved in the investigation into his or her death. The nature of this meeting will vary according to the circumstances of the child's death and the practitioners involved and should *not* be limited to medical staff.

For example, the CDRM could take the form of a final case discussion following a Joint Agency Response (JAR), a perinatal mortality review group meeting in the case of a baby who dies in a neonatal unit, or a hospital-based mortality meeting following the death of a child on a paediatric intensive care unit. These meetings could, as a way of standardising practice nationally, be known as a Child Death Review Meeting.

Outputs from CDRMs (draft Analysis Forms) should be shared with the group set up by CDR partners to conduct reviews, i.e. Child Death Overview Panel (CDOP).

Child Death Overview Panel, or equivalent

A multi-agency panel set up by CDR partners to review the deaths of all children normally resident in their area, and, if appropriate and agreed between CDR partners, the deaths in their area of non-resident children, in order to learn lessons and share any findings for the prevention of future deaths.

In all cases, legal responsibility for ensuring that arrangements are made to review the death of a child lies with the CDR Partners where the child is normally resident.

The CDOP should be informed by a standardised report from the CDRM, and ensures independent, multi-agency scrutiny by senior professionals with *no named responsibility* for the child's care during life. In practice, CDOPs will conduct the independent multi-agency scrutiny on behalf of the local CDR partners responsible for ensuring that the review of deaths of all children normally resident in that area takes place.

Designated doctor for child deaths

A senior paediatrician, appointed by the CDR partners, who will take a lead in co-ordinating responses and health input to the child death review process, across a specified locality or region.

Forms: Notification, Reporting, Analysis

Three standard forms should be used in the child death review process:

- Notification Form (previously "Form A") for initial notification of a death to CDR partners;
- Reporting Form (previously "Form B") for gathering information from agencies or professionals who have information relevant to the case. Reporting forms should be completed

by the relevant responsible officer and shared with the relevant CDOP. For certain child deaths, a supplementary Reporting Form should also be completed as required; and

- Analysis Form (previously “Form C”) initially drafted at the CDRM and completed at CDOP for evaluating information and identifying lessons to be learned. The Analysis Form is the final output of the child death review process. From 2020 this information should be shared with the National Child Mortality Database, when operational. Specified data to NHS Digital for the transitional period will be notified to Child Death Review Partners separately. The mechanism for collecting, and the content of, this data will evolve as the National Child Mortality Database becomes operational.

All forms and templates to be used for reporting child deaths can be found on GOV.UK. These forms should continue to be used until the introduction of the National Child Mortality Database, in 2019.

Joint Agency Response

A coordinated multi-agency response (on-call health professional, police investigator, duty social worker), should be triggered if a child’s death:

- is or could be due to external causes;
- is sudden and there is no immediately apparent cause (including SUDI/C);
- occurs in custody, or where the child was detained under the Mental Health Act;
- where the initial circumstances raise any suspicions that the death may not have been natural; or
- in the case of a stillbirth where no healthcare professional was in attendance.

The full process for a Joint Agency Response is set out in the SUDI/C Guidelines.

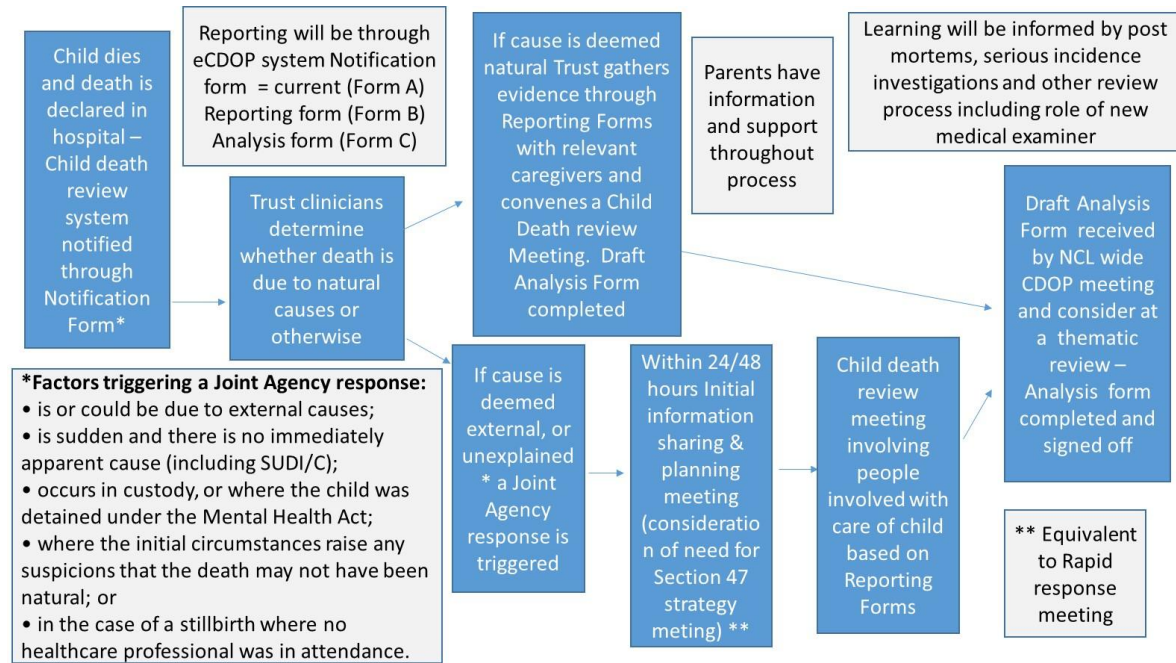
Key Worker

A person who acts as a single point of contact for the bereaved family, who they can turn to for information on the child death review process, and who can signpost them to sources of support. This person will usually be a healthcare professional.

Lead health professional

When a JAR is triggered, a lead health professional should be appointed, to coordinate the health response to that death. This person may be a doctor or senior nurse, with appropriate training and expertise. This person will ensure that all health responses are implemented and be responsible for ongoing liaison with the police and other agencies. Where no out-of-hours health rota for a JAR exists in a locality, the role of lead health professional should be taken by the senior attending paediatrician.

Summary of the new Child Death Review Process



Appendix 3

List of Relevant agencies

AGENCY
CAFCASS
HARINGEY COUNCIL (CYPS)
Haringey Education Partnership
<u>Health Services:</u>
Clinical Commissioning Group
North Middlesex University Hospital
Whittington Health
Barnet, Enfield & Haringey Mental Health Service
LA Housing Department
Public Health
LBH Legal Services
Police
National Probation Service (NPS)
London Community Rehabilitation Company (London CRC)
Lead Member CYPS
Primary School Head rep
Secondary School Head rep
London Ambulance Service (LAS)
Adult Social Services
General Practitioners
Haringey Association of Voluntary and Community Organisations (HAVCO) (Vol Sector)
The Bridge Renewal Trust (Vol Sector)

Appendix 4

GLOSSARY

AD – Assistant Director

BC – Borough Commander

CAFCASS – The Children and Family Court Advisory and Support Service

CCG – Clinical Commissioning Group

CCO - CCG Chief Operating Officer

CDOP – Child Death Overview Panel

CDR – Child Death Review arrangements

CRC – Community Rehabilitation Company

CSC – Children’s Social Care

CSP – Community Safety Partnership

CYP – Children and Young People

DCI – Detective Chief Inspector

DCS – Director of Children’s Services

HoS – Head of Service

HSCP – Haringey Safeguarding Children Partnership

ILAC – Inspecting Local Authority Children's Services

JTAI – Joint Targeted Area Inspection

LA – Local Authority

LAC - Looked After Children

LBH - London Borough of Haringey

LSCB – Local Safeguarding Children’s Board

HSCP – Haringey Safeguarding Children’s Partnership

MACE – Multi Agency (meeting for) Criminal Exploitation

MASA – Multi Agency Safeguarding Arrangements

MASH – Multi Agency Safeguarding Hub

MOPAC – Mayor’s Office for Policing and Community

MPS – Metropolitan Police Service

NCL – North Central London (Haringey/Enfield/Barnet/Camden/Islington)

NHS – National Health Service

Ofsted – Office for Standards in Education, Children's Services and Skills

SAB – Safeguarding Adults Board

SCR – Serious Case Review

SEND – Special Educational Needs and Disability

SOP – Standard Operating Procedure

SPR – Serious Practice Review

SSPM – Strategic Safeguarding Partnership Manager

WT 2015 – Working Together To Safeguard Children 2015

WT 2018 – Working Together To Safeguard Children 2018

YJB – Youth Justice Board

YOT – Youth Offending Team

Report for: Cabinet 18th June 2019

Title: **Physical Activity and Sport Strategy 2019 - 2023**

Report authorised by: Stephen McDonnell; Director for Environment and Neighbourhoods

Lead Officer: Andrea Keeble; Commissioning Manager for Active Communities
andrea.keeble@haringey.gov.uk 020 8489 5712

Ward(s) affected: All

**Report for Key/
Non Key Decision:** Key

1. Describe the issue under consideration

- 1.1 Cabinet is asked to approve the Haringey Physical Activity and Sport Strategy 2019 – 2023. This strategy sets out the borough’s vision, mission, aims and objectives for increasing rates of physical activity over the next four years.
- 1.2 The Physical Activity and Sport Strategy 2019-2023 is a refresh of the Physical Activity and Sport Framework 2015-2019. The new strategy has built on the original vision, aims and objectives and has been revised after consultation and consideration of the updated local, national and regional picture.
- 1.3 Two key actions arising from the outgoing 2015 – 2019 Framework were the need for an objective appraisal of the borough’s outdoor and indoor sport and play facilities. Thus, this report also asks Cabinet to approve two key documents that support the overall strategy. These are the Outdoor Sports and Play Facility Framework 2016 – 2026 and the Indoor Sports Facility Strategy 2018 – 2028. In summary, these documents outline the priority lists for capital investment into sport and play over the coming years and the evidence base to support these priorities.

2 Cabinet Member Introduction

- 2.1 I am delighted to ask Cabinet colleagues to support the adoption of the new Haringey Physical Activity and Sport Strategy. The strategy builds on the work that the Council and our wide range of partners and stakeholders have contributed to in recent years.
- 2.2. The vision of the Strategy sets out to create and embed a culture of activity so that Haringey becomes one of the most active and healthy London boroughs. This aspiration is echoed throughout our new Borough Plan. The work to increase physical activity rates and reduce inactivity is vitally important for the borough, as being sufficiently active contributes significantly to the physical and mental health of our residents and supports a vibrant and confident community.

This in turn improves the economy of the borough through savings on health and social care and improved skills, attendance and performance at work.

- 2.3** Achieving our vision requires a step change in the way that we do things across the borough. Creating a culture of physical activity requires us to transform attitudes, behaviours and opportunities. It also requires us to tackle some of the stark and deep-rooted inequalities that exist between different demographic groups and the east and west of our borough. Our success relies on all partners buying in and pushing together towards the same vision so that we are continuously thinking, planning and incorporating activity into all aspects of the everyday lives of our communities. By working collaboratively and cooperatively, together we can, and will, ensure that all our residents have the encouragement, opportunity and environment they need to lead healthy, active and fulfilling lives.

3 Recommendations

- 3.1** It is recommended that Cabinet approves:

- 1) The Physical Activity and Sport Strategy 2019 – 2023 as set out in Appendix 1;
- 2) The two supporting facility strategies; The Outdoor Sports and Play Facilities Framework 2016 – 2026 and the Indoor Sports Facility Strategy 2018 – 2028 as set out in Appendix 2 and Appendix 3;
- 3) The governance arrangements detailed in 6.24 and 6.25.

4 Reasons for decision

- 4.1** In approving the Physical Activity and Sport Strategy the Council sets out a positive vision and clear way forward to achieve much improved rates of physical activity amongst our residents.
- 4.2** Currently Haringey experiences average rates of physical activity compared to the rest of London. According to Sport England's annual Active Lives Survey rates of activity have improved since the development of the 2015 -19 strategy. However, we can do better, particularly in the east of the borough where rates tend to be much lower.
- 4.3** The clear correlation between meeting physical activity recommendations (a minimum of 150 minutes of moderate intensity physical activity weekly, along with strengthening activities) and good health cannot be emphasised enough. Not meeting physical activity recommendations increases an individual's chances of having a major long term condition and an early death.
- 4.4** Physical inactivity is the 4th leading risk factor for death in the world, according to the Lancet and recent scholarly articles have demonstrated evidence that it may be as dangerous as smoking. At present, over one fifth of Haringey adults are *inactive*, meaning they do less than 30 minutes of weekly activity at moderate intensity each week. It's critical that, as a borough and a place to live, we provide an offer that encourages and enables this cohort to build activity into their daily lives.

- 4.5 On the positive side if someone is physically active the benefits include improved academic achievement and a reduction in:
- The risk of Coronary Heart Disease and Stroke by 35%;
 - The risk of diabetes by 50%;
 - The risk of developing mental health conditions and dementia by 30%;
 - The likelihood of loneliness and social isolation;
 - Involvement in anti-social behaviour and crime.
- 4.6 Alongside having happier healthier residents, if physical activity increases, there is a substantial knock on to the public purse. It is estimated that the annual cost of physical inactivity in Haringey, related to just four long term health conditions, is £3.8M.
- 4.7 Placing physical activity at the heart of place shaping leads to safer more engaged communities. This can be achieved through ensuring people feel safe in public spaces through good design and open space activation as well as using sport as a positive diversionary tool amongst people vulnerable to risky behaviours through targeted interventions.
- 4.8 Sport England's 'Economic Model' demonstrates that physical activity and sport contribute significantly to our local economy through the 'Gross Value Added' measure. This measure, calculated in 2013, concluded that £87.5m per annum was added to economy through sports related activity. Included in this figure is the value of around 2,500 sport related jobs in Haringey and sports volunteering which contributes £42.7m to the Haringey economy.
- 4.9 Increasing physical activity also has direct benefits for the local environment. For example, increasing the number of journeys taken on foot and by bicycle will lead to reduced traffic and an improvement in air quality and the overall environment.
- 4.10 The overall refreshed strategy is the underlying document that supports the two facility strategies. All three documents need to be adopted to give visibility for residents and external funders to have confidence in the borough's ability to work collaboratively in a range of ways to increase physical activity.
- 4.11 The two supporting documents provide a sound policy and evidence base from which the borough can plan for and provide new and refurbished sport and play facilities over the next 5 to 10 years.
- 4.12 The Outdoor Sport and Play Facilities Framework and the Indoor Sports Facility Strategy also both substantially assist the borough to provide an evidence base to unlock external funding for facility developments. Indeed, without these documents, many external funding routes such as Sport England, would be closed to the Council and to community partners such as sports clubs.
- 4.13 These strategic documents are a requirement of the governments National Planning Policy Framework Paragraph 73 which states: 'Access to high quality open spaces and opportunities for sport and recreation can make an important

contribution to the health and well-being of communities. Planning policies should be based on robust and up-to-date assessments of the needs for open space, sports and recreation facilities and opportunities for new provision. The assessments should identify specific needs and quantitative or qualitative deficits or surpluses of open space, sports and recreational facilities in the local area. Information gained from the assessments should be used to determine what open space, sports and recreational provision is required’.

5. Alternative options considered

5.1 Do nothing

The only alternative option considered was not to have a Physical Activity and Sport Strategy and the accompanying documents. If this option was pursued, the borough would suffer from not having a clearly articulated strategic position around increasing physical activity.

5.2 Without this strategy and the accompanying documents the borough would also struggle to lever in external funding. For many external funders, such as Sport England and national governing bodies of sport, having a clear strategic position, evidence base and priority lists of facility projects that contribute to increasing physical activity, is a fundamental prerequisite before funding applications will be considered.

5.3 While there is no magic bullet to improving rates of physical activity, we can be certain that without a policy to give direction to the Council, partners and stakeholders, activity rates will not increase and indeed are likely to worsen.

5.4 As detailed in section 4, increasing physical activity delivers a multitude of health, social, environment and economic benefits and it is therefore imperative that the borough approaches this challenge in a robust and coordinated manner.

6. Background information

Outgoing Strategy and Achievements

6.1 The outgoing strategy was developed after significant consultation exercise. Three key aims and ten objectives set the framework for subsequent annual Action Plans.

6.2 Achievements of the outgoing strategy can be summarised as;

- Better and more opportunities for older people to be active e.g. Silverfit at Lordship Recreation Ground;
- Resources and efforts committed to improving rates of both recreational walking and walking for travel purposes. Walking is the most egalitarian form of exercise and may account for some of the borough’s improving rates of physical activity;
- Leisure centre participation has increased by almost 55% to well over a million visits per annum. This includes significant increase in target group participation, on the back of the £20M+ facility investment by the operator, Fusion Lifestyle;

- More schools committing to and achieving better active travel to school rates (68 School Travel Plans of which 38 are Gold);
- Adoption by Planners and Regeneration of the principles of Healthy Streets for future urban development in Haringey;
- Refurbished playgrounds and improved facilities for sport developed or in development e.g. Finsbury Park Anniversary Playground and Stationers under 8's Playground;
- More park activation e.g. Junior Park Run at Priory Park;
- A greater focus on children's play e.g. the Weekend of Play campaigns.

Haringey Physical Activity Rates

- 6.3 As can be noted in Table 1 below, in Haringey we have both reduced inactivity and increased physical activity over the period of the last strategy. Clearly, this is to be celebrated but of concern is that Haringey is ranked only 15th out of the 33 London boroughs in terms of adult activity and inactivity rates. Further to this, in the east where deprivation is greatest in the borough, there is a clear correlation with low rates of physical activity.
- 6.4 The new strategy looks to tackle these disparities through the adoption of the Whole Systems Approach with an emphasis for resources to be focussed in the east of the borough.

Table 1: Key Performance Indicators

KPI	2014 Benchmark	2019 Target	Latest Data	Variance
Reduce the % of physically inactive adults who do not meet 30mins PA p/w target by 1% per annum	29%	24%	21.9%	- 7.1%
Increase the rate of physical activity (150+ mins per week)	58%	63%	65.3%	+ 7.3%
Increase the rate of 1x30 sports participation	38.4%	43%	44.4% (15/16)	+ 6%
Increase the rate of sports volunteering x 2 pa	8.3% (May 16)	N/A	12.2% (May 17)	+ 3.9%
Reduce children's obesity levels in Reception and Year 6	22.7% (R) 39.4% (Y6)	N/A	22% (R) 36.7% (Y6)	- 0.7% (R) - 2.7% (Y6)

National and Regional Context

- 6.5 Since the last strategy was developed the Department of Culture Media and Sport (DCMS), Sport England and the Mayor of London have released new strategies. Nationally, the most fundamental shift in strategic direction can be summarised as a move away from a 'sport for all' approach to developing a

more productive, sustainable and responsible sports sector that works to ensure that people from every background regularly and meaningfully engage in sport and physical activity. In ensuring this, behaviour change is seen as fundamental, positive contributions must be demonstrated to the five outcomes the government is seeking from the physical activity sector:

- Physical wellbeing
- Mental wellbeing
- Individual development
- Social and community development
- Economic development.

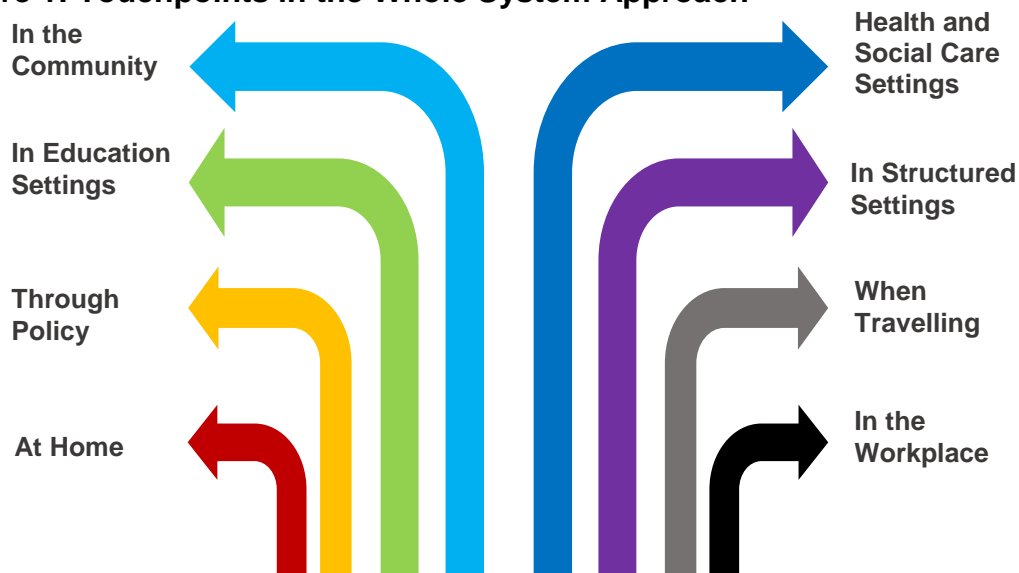
- 6.6 The Mayor of London's strategy – Sport for All of Us – supports his long-term vision to make London the most active and socially integrated city in the world. There is a strong component within the strategy to use sport for social change. This is demonstrated most clearly here in Haringey with our selection as one of only three London boroughs to be part of the 'Laureus Sport for Good Foundation's; Model City Project'. Model City is a key project within the Mayor's Sports Unites Programme. This project focusses on reducing inactivity levels in the east of the borough, through a community led collaborative approach.
- 6.7 There has also been a stronger emphasis in recent strategies around getting everybody active every day through design. By looking to 'design in' opportunities for physical activity within our communities and built environments it is hoped that moving more will naturally become part of the routine of everyday life.
- 6.8 Furthermore, the evidence base around the benefits of physical activity has increased substantially since 2014 and the wider benefits of physical activity for good mental and physical health, as well as substantial evidence that undoubtedly proves the wide ranging social benefits that regular physical activity and sport delivers.
- 6.9 Changes to the Governments National Planning Policy Framework (NPPF), places a greater emphasis on access to high quality open spaces and opportunities for sport and recreation making an important contribution to the health and well-being of communities. Thus, planning policies should be based on robust and up-to-date assessments of the needs for open space, sports and recreation facilities and opportunities for new provision.

Whole Systems Approach

- 6.10 As the Physical Activity and Sport Strategy describes, to achieve sustained improved rates of physical activity, will require a Whole Systems Approach with initiatives that set out to tackle the underlying behaviour patterns that contribute to people not being active.
- 6.11 The Whole Systems Approach recognises that tackling inactivity and raising activity levels requires changing the culture, opportunities, infrastructure and policies of our borough. We need all parts of the system, from home, school, health care settings, the workplace, and the built environment, to provide opportunities for physical activity. To support this, action needs to be multi-agency and co-ordinated.

- 6.12 Figure 1 succinctly illustrates this approach. The activity levels of any given individual are influenced by lots of different factors that surround them. It is beyond the control of their own motivation, a single policy or a sports programme.
- 6.13 To really change how active a person, or a community is, all those influencing factors need to work coherently as a ‘system’ around that person or community.
- 6.14 The physical activity and sport sector has spent a lot of time trying to understand why residents are not active. We have spent less time analysing whether the system that surrounds them is failing to normalise activity and build it into the fabric of everyday life.
- 6.15 In truth – we need to understand and work with individuals (tapping into their motivations and removing barriers) and improving the support and the opportunities available from the ‘systems’ that impact on their everyday lives.
- 6.16 Below we have identified the different touchpoints – the parts of the overall system that can influence behaviour and activity – whether incidentally or deliberately.

Figure 1: Touchpoints in the Whole System Approach



Financial Context

- 6.17 The funding to support this strategy is contained within several different budgets across the Council. The work is further supported by external stakeholders such as the NHS as well as a substantial amount of external funding drawn down by both the Council and our stakeholder and partners. There are no plans to alter this substantially.
- 6.18 Council Revenue:

Within the Environment and Neighbourhoods Directorate, revenue budgets support the Leisure Contract as well as community physical activity enabling and intervention programmes and work to increase active travel. This is complemented by Public Health budgets for the 'Active for Life' programme and other interventions. Other budgets across the Council e.g. the CYPS holiday programme funding, also play an important part to increase physical activity.

6.19 Capital:

There is an ongoing commitment of £230k per annum capital for 'Active Life in Parks' programme to upgrade play and sport facilities. Where possible the Council's allocation is supplemented by external funds. Since 2016 the borough's outdoor sports and play facilities have profited from improvements financed by c£1M of external funds and event income as well as £500K of internal capital.

6.20 Additionally, there are currently specific project approvals for the Bull Lane Football Development Project for £3.6m (£1.3M from the Council and the balance potentially from the Football Foundation) and the Down Lane Park multi-use games area project (£420k from Section 106 and Section 278 funding) which have been agreed and are separate capital allocations to the 'Active Life in Parks' capital budget.

6.21 Capital funding for sports infrastructure projects, over and above those in the allocations outlined above, are subject to separate financial applications and other due diligence. For example, a very high priority for the borough as evidenced in the Indoor Sports Facility Strategy is the building of Leisure Centre in Wood Green. This project will be considered by Cabinet in due course in a separate report detailing the health and social benefits of this project as well as the financial considerations.

Consultation

6.22 The views gathered as part of both consultation exercises have shaped the vision, mission, aims, objectives and goals set out within the new Strategy. The recent consultation exercise that informed the development of the Strategy included the following elements:

6.23 The views gathered as part of both consultation exercises have shaped the vision, aims, objectives and actions set out within the new Strategy. The recent consultation exercise that informed the development of the Strategy included the following elements:

- In depth conversations with four individuals (NHS, Children's Services, Community Safety and Regeneration) who were identified as key partners and stakeholders in the delivery of physical activity;
- Distribution of an online survey to sport/physical activity clubs and community organisations, national governing bodies of sport (NGBs), schools, education providers (schools and FE colleges) and public health professionals. In total, 25 sport/physical activity clubs and community organisations, 11 national governing bodies for sport, 11 education providers and 2 public health professionals responded to these surveys;

- A workshop to check and challenge the emerging vision, aims, objectives and actions and identify areas they thought would have the greatest impact. Around 50 individuals representing a wide range of organisations attended this event.

Governance

- 6.24 The two facility documents are reviewed annually by the two associated Steering Groups (made up of key stakeholders including Property, Public Health, Parks, Active Communities, Homes for Haringey, Sport England and relevant national governing bodies of sport). The Cabinet Member for Environment signs off annual priorities for investment regarding outdoor sports and play facilities. Likewise, any relevant changes to the priority list for indoor sports facility investment is signed off by the Cabinet Member for Civic Services.
- 6.25 Implementation planning for the Physical Activity and Sport Strategy takes place annually and is owned by the Haringey Active Network (HAN). The HAN is a cross cutting partnership body. This is in line with the Whole System Approach adopted in the Strategy, and the wide ranging actions that arise from this. The HAN reports on an annual basis to the Health and Wellbeing Board and as required to the Place, Economy and People Theme Boards of the Council.

7. Contribution to strategic outcomes

- 7.1 The Haringey Physical Activity and Sport Strategy 2019 -2023 supports three Themes within the Borough Plan 2019-2023 – People, Place and Economy.
- 7.2 People Theme: *Our vision is a Haringey where strong families, strong networks and strong communities nurture all residents to live well and achieve their potential.* The Physical Activity and Sport Strategy will contribute to specific Outcomes within this Theme including;
- Ensuring children have the best start in life e.g. attractive playground facilities;
 - All children in the borough will be happy and healthy as they grow up e.g. an accessible and fun holiday programme;
 - All adults are able to live healthy and fulfilling lives, with dignity, staying active and connected in their communities e.g. concession pricing to the leisure centres and community programmes such as Silverfit.
- 7.3 Place Theme: *A place with strong, resilient & connected communities where people can lead active and healthy lives in an environment that is safe, clean and green.* The Physical Activity and Sport Strategy will contribute to specific Outcomes within this Theme including;
- A healthier, active and greener place e.g. more activation of parks spaces through programmes such as Park Run;
 - A cleaner, accessible and attractive place e.g. capital improvements to play and sport areas such as the Brunswick Park upgrade;
 - A proud resilient, connected and confident place e.g. working with the Laureus Model City Project in east Haringey to develop community led and community based sports programmes.

- 7.4 Economy Theme; A growing economy which provides opportunities for all our residents and supports our businesses to thrive. The Physical Activity and Sport Strategy will contribute to specific Outcomes within this Theme including;
- A borough where all residents have access to training and skills development opportunities and more people are supported into work e.g. enable sports coaching qualification training, work with Fusion to ensure local people access leisure centre jobs;
 - Investment with local people at its heart, focussed on Tottenham and Wood Green e.g. investment in the Bull Lane Football Centre Project and the Wood Green Leisure Centre.

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

8.1 Finance

The adoption of the strategies in the recommendation does not have any direct financial implications.

The current capital programme has elements that support this strategy. There is an ongoing commitment of £230k p.a. for Active Life in Parks. Additionally, there are specific project approvals like Bull Lane MUGA for £3.6m and Down Lane MUGA £420k which are agreed on a case by case basis.

The monitoring of the financial expenditure for agreed capital projects supporting these strategies is included in the regular council wide capital monitoring procedures.

8.2 Procurement

Procurement notes that the reports seeks approval of the Haringey Physical Activity and Sport Strategy 2019 – 2023.

Consideration should be given how the strategy will be implemented with external suppliers and ensure that spend is compliant with contract Standing Orders.

Procurement does not have any concerns over this strategy.

8.3 Legal

The Assistant Director of Corporate Governance notes the contents of the report.

The Council has a duty under section 2B of the National Health Service Act 2006 to take such steps as it considers appropriate for improving the health of the people in its area. These steps include providing information, advice, services, facilities, financial incentives, grants and loans.

Pursuant to section 19 of the Local Government (Miscellaneous Provisions) Act 1976 the Council has power to provide such recreational facilities as it thinks fit, including indoor and outdoor facilities, buildings, equipment, supplies and assistance of any kind.

The Assistant Director of Corporate Governance sees no legal reasons preventing Cabinet from approving the recommendations in the report

8.4 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 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.

The decision is to approve the Haringey Physical Activity and Sport Strategy 2019 – 2023, the overarching objective of which is to increase rates of physical activity in the borough over the next four years. We know that there are inequalities around physical activity. For instance, we know that women, older people, BAME residents, transgender people, and parents of young children are less active on average than other residents.

Moreover, we know that physical inactivity has disproportionately negative impacts on certain groups. For instance, physical inactivity is more likely to have long-term effects for children and may worsen health outcomes for older people and those with some long-term health conditions and/or disabilities.

Conversely, we know that physical activity has positive impacts in relation to equalities. Participation in sport and physical activity can help prevent and reduce health inequalities experienced by those with protected characteristics and, where participation is characterised by interaction between diverse social groups, can help foster good relations between communities.

By seeking to increase physical activity in Haringey, the strategy enables the Council to meet its Public Sector Equality Duty by eliminating discrimination in terms of health outcomes and access to opportunities to participate in physical activity; by advancing equality of opportunity to participate in physical activity by taking an inclusive approach that meets the needs of all residents; and by fostering good relations between communities through shared facilities.

The full equality impacts of the decision are set out in an Equalities Impact Assessment.

9. Use of Appendices

Appendix 1: Haringey Physical Activity and Sport Strategy 2019-2023

Appendix 2: Haringey Outdoor Sports and Play Facilities Framework Summary 2016 – 2026

Appendix 3: Haringey Indoor Sports Facility Strategy Summary 2018 - 2028

10. **Local Government (Access to Information) Act 1985**

Background Documents

10.1 Haringey Physical Activity and Sport Framework 2014 – 2019

10.2 Haringey Outdoor Sports and Play Facilities Framework 2016 – 2026, incorporating the Haringey Playing Pitch Strategy

10.3 Haringey Indoor Sports Facilities Needs Assessment and Strategy 2018 -2028

10.4 Equalities Impact Assessment for the Physical Activity and Sport Strategy 2019 -2023.

'Active Together'

A Physical Activity & Sport Strategy for Haringey

2019 - 2023



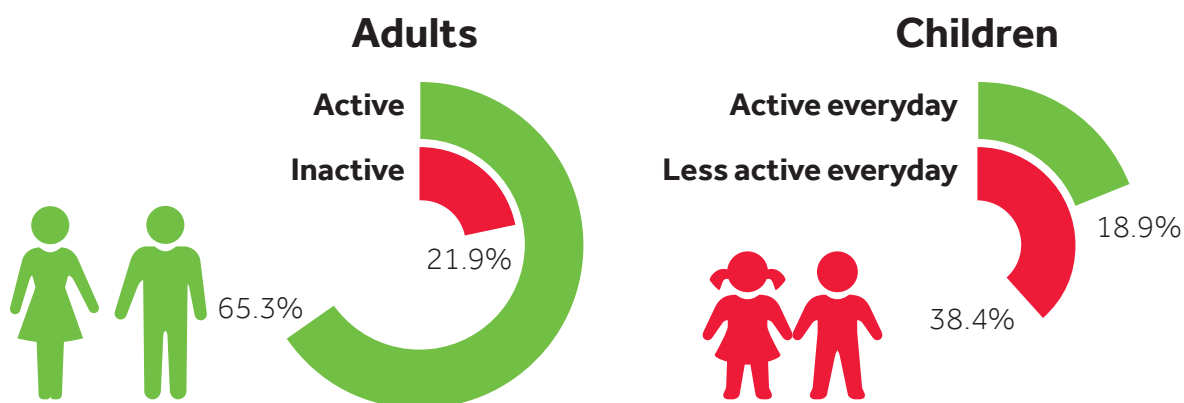
Our vision

is to create and embed a culture of activity so that Haringey becomes one of the most physically active and healthy London boroughs.

Our mission

is to ensure that all of Haringey's residents have the encouragement, opportunity and environment they need to lead active, healthy and fulfilling lives. By working collaboratively and cooperatively, as a whole system, we will seek to transform attitudes and behaviours and make it easier for residents to embed physical activity into their everyday lives.

Sport England's Active Lives Survey results tell us that:



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1. Introduction

Haringey is a growing, diverse and constantly evolving borough. We are a borough that's determined to succeed. We have exciting and ambitious plans for the future and great ambitions for the people who live here.

This strategy builds on the success of our previous strategy. It sets out our aspirations to get more people, of all ages and backgrounds, to be more active with the view to making Haringey one of the most physically active and healthy London boroughs. We recognise that this is ambitious. We know that tackling inactivity and changing behaviours is no small challenge. But it is one that we are both committed to and ready for.

Achieving our vision requires a step change in the way that we do things across the borough. Creating a culture of physical activity requires us to transform attitudes, behaviours and opportunities. It also requires us to tackle some of the stark and deep-rooted inequalities that exist between different demographic groups and the east and west of our borough. Our success relies on all partners buying in and pushing together towards the same vision so that we are continuously thinking, planning and incorporating activity into all aspects of the everyday lives of our communities. By working collaboratively and cooperatively, together we can, and will, ensure that all of our residents have the encouragement, opportunity and environment they need to lead healthy, active and fulfilling lives.

Message from Cllr Kaushika Amin, Cabinet Member for Civic Services

I am delighted to endorse this strategy. As the Cabinet Member for Civic Services, as well as a parent and resident of the borough, I have seen first-hand the positive impact that physical activity and sport can have on our people, place and economy.

This strategy is underpinned by local insight, stakeholder engagement and buy in. It will make a valuable contribution towards a wide range of the priority outcomes that underpin our Borough Plan:

- ➔ Encouraging and supporting activity from a young age will help to ensure our children have the best start in life and can enjoy a happy and healthy childhood.
- ➔ Promoting and providing opportunities for people to be active throughout the life-course will play a significant part in ensuring all adults are able to live healthy and fulfilling lives, with dignity, staying active and connected in their communities.
- ➔ Strengthening and growing our extensive network of voluntary and community sector organisations who provide opportunities to be active will help create strong communities where people look out and care for one another.

- ➔ Championing Haringey as a destination for sector businesses, events and investment will ensure the borough has a growing economy and thriving local businesses, supported by a community wealth building approach, and more quality jobs with opportunities for progression.



- ➔ Using physical activity and sport as a tool to divert people away from risky behaviours, encourage personal development and improve confidence and skills will help to ensure Haringey is a safer borough, a place where all young people have pathways to success, all residents have access to training and skills development opportunities and more people are supported into work.

Many of the stakeholders involved in the planning and delivery of health, education, facilities infrastructure, physical activity and sport across the borough have been instrumental to this strategy's development and will continue to play an active role in implementing the changes we need to make. I invite everyone with an interest to join us and get involved. Together we are stronger and together we can achieve the change we want to see.

2. Our priorities for 2019-2023

Our long term vision is to create and embed a culture of activity so that Haringey becomes one of the most physically active and healthy London boroughs.

Our mission is to ensure that all of Haringey's residents have the encouragement, opportunity and environment they need to lead active, healthy and fulfilling lives. By working collaboratively and cooperatively, as a whole system, we will seek to transform attitudes and behaviours and make it easier for residents to embed physical activity into their everyday lives'.

Priorities for 2019 – 2023

Our priority aims and objectives for the next 4 years are:

<p>Active People: To get more people, of all ages, backgrounds and abilities, regularly active; and use physical activity, active play and sport to connect communities and improve health and well-being.</p>	<ul style="list-style-type: none"> → Active Mindsets: People are motivated and empowered to change their behaviours and physical activity is considered a normal part of everyday life. → Children, Young People and Families: Every child, young person and family, whatever their background, will be engaged, confident and able to be active every day. → Opportunities to be Active: A wide range of partners provide and promote high quality opportunities to engage residents and sustain activity across the life-course. → Care Pathways: Physical activity is visible and pro-actively used in health and social care pathways to improve physical and mental health and well-being.
<p>Active Place: To position physical activity at the heart of place shaping and ensure a network of high quality, safe and accessible environments exist to make it easier for people to be active.</p>	<ul style="list-style-type: none"> → Accessible and Active Environments: Protect, enhance and provide a network of well-planned and accessible environments for formal and informal physical activity, active play and sport. → Walking and Cycling: Improve air quality and increase the number of people walking, cycling and scooting via continued promotion and public realm improvements. → Safer Communities: Ensure more people feel safe being active in public spaces and use physical activity and sport as a positive diversionary tool amongst people vulnerable to risky behaviours. → Animated Places: Activate the community by making activity more engaging and visible in community settings.
<p>Active Economy: To maximise the sector's contribution to economic growth through training, skills development, employment and the creation of more healthy, productive work environments.</p>	<ul style="list-style-type: none"> → Strong, Resilient Workforce: Strengthen, grow and diversify the sector's paid and volunteer workforce to ensure they are equipped to promote and deliver physical activity and sport at all levels. → Training, Skills and Jobs: Use physical activity and sport as a tool to enhance self-efficacy, training, skills development and routes into employment. → Active Workplaces: Create active workplaces and promote the benefits of a more active, healthy and productive workforce. → Open for Business: Support Haringey's talent and champion the borough as a destination for sector businesses, providers, events and investment.

Principles

We will apply the following principles to all aspects of planning and implementing the strategy:

- Working in partnership to tackle the root causes of inactivity through a 'systems change' approach.
- Promoting equality and reducing inequality to make Haringey fairer and more equal.
- Investing in prevention and early help.
- Engaging and empowering our communities to find solutions.
- Protecting children and adults who are at risk of harm and abuse.

3. Building on our success

This strategy builds on the success of its predecessor, 'It's time to get moving!'.

Over the course of the outgoing strategy (2014-2018) there was a:

- **7.1% reduction in inactivity amongst adults.**
- **7.3% increase in the number of active adults.**
- **3.9% increase in the number of adults volunteering to support physical activity and sport.**



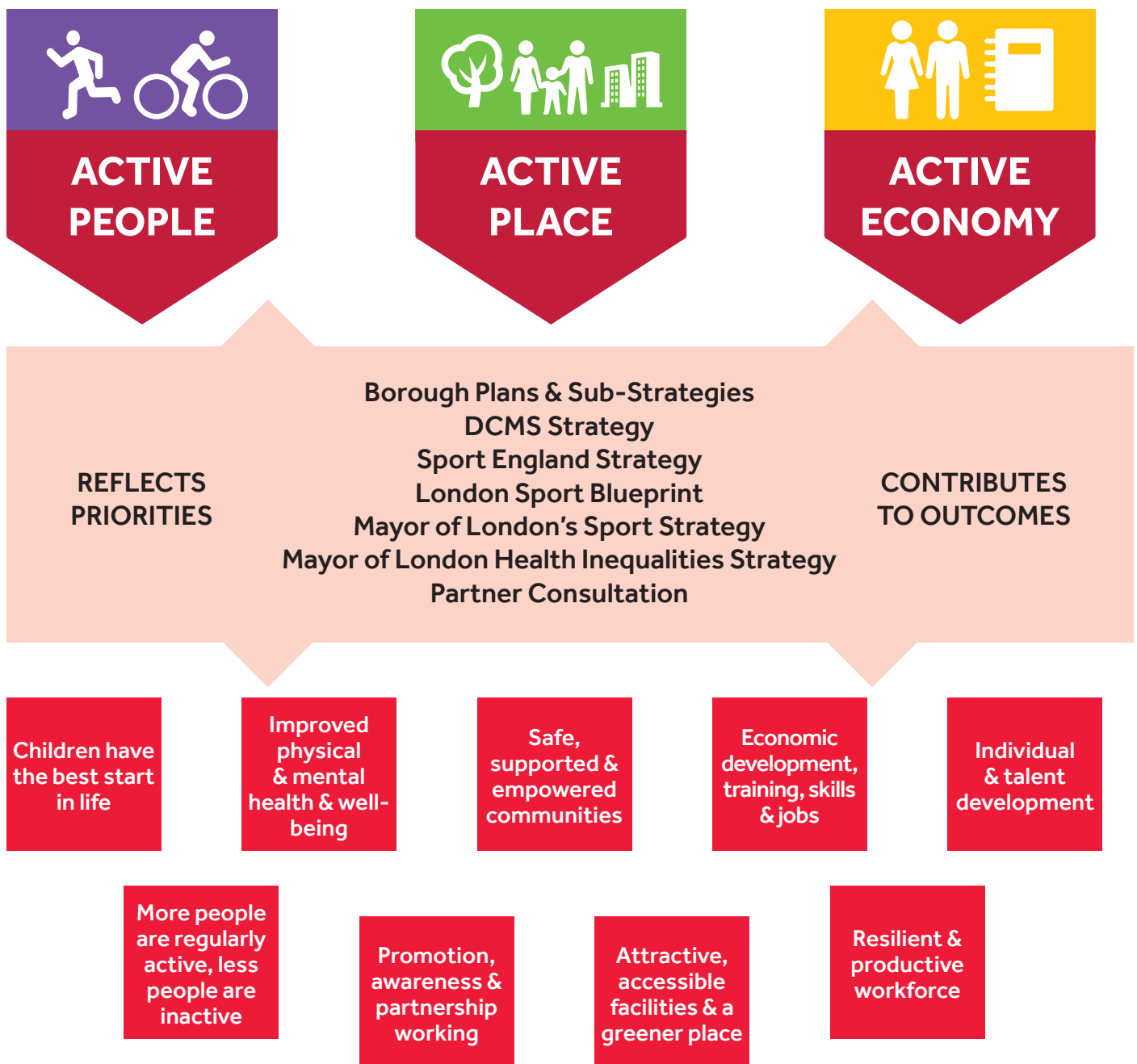
Top 10 achievements

- ➔ Forming a new, multi-agency network of experts, the 'Haringey Active Network', to guide physical activity and sport.
- ➔ More and better opportunities for older people to be active have been created including Silverfit sessions at Lordship Recreation Ground.
- ➔ Securing a £20 million investment into the Council's leisure centres and a further £1.6m into sport and play facilities in parks.
- ➔ The inclusion of increasing walking and active play as recognised work strands for the Haringey Obesity Alliance.
- ➔ Significant efforts to get more residents walking and a greater focus activating our parks and encouraging active play.
- ➔ Increasing leisure centre usage by almost 55% to well over a million visits per year.
- ➔ More schools committing to providing healthy, active environments: 44 have achieved Healthy Schools status (11 have gold status and 22 have silver) and 68 have Active Travel Plans (38 are gold standard).
- ➔ The Council's adoption of the principles of Healthy Streets to ensure future urban development encourages activity.
- ➔ Haringey was chosen to be a Laureus Sport for Good Model City Project, this will help us tackle inactivity in the east of the borough.
- ➔ The Council has produced an Outdoor Sports and Play Facilities Framework and an Indoor Sports Facilities Strategy to guide future investment.

We are exceptionally proud of our collective achievements. However, we know we can and must do better, particularly in the east of the borough where inactivity rates remain stubbornly and disproportionately high.

4. Links to other strategies and partner priorities.

The vision, mission, aims and objectives set out in this strategy are closely aligned with the strategic priorities from Haringey's Borough Plan and a range of local through to national strategies. They have been carefully shaped through consultation with a wide range of partners and stakeholders who are actively involved in both planning and providing services, facilities and opportunities for physical activity and sport across Haringey.



We will produce an Annual Implementation Plan to accompany the strategy and will regularly review our aims and objectives to ensure their ongoing alignment with local, regional and national priorities.

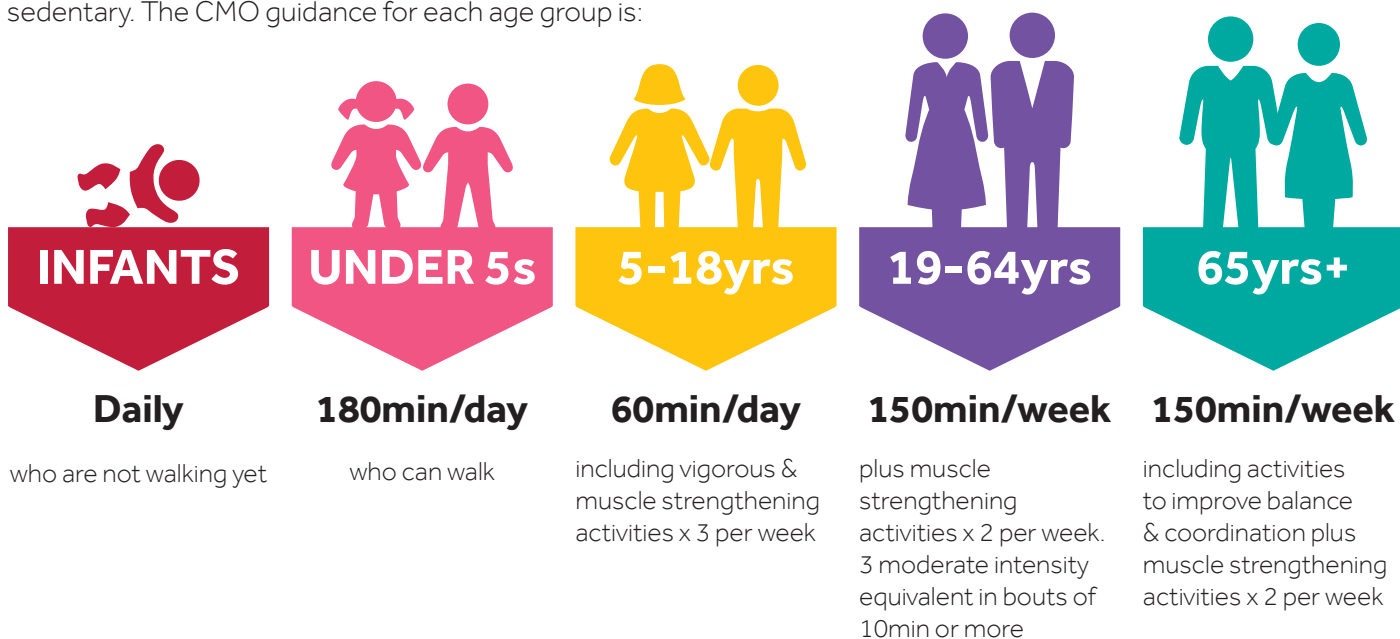
5. How active should we be and why?

Physical Activity

For the purpose of this strategy the term physical activity is used in its broadest sense. It encompasses: active living, active travel, active recreation and active sport. It includes anything from everyday activities such as housework, gardening, active play, cycling, scooting and walking from place to place through to going to the gym, going for a jog, dancing, casually or competitively taking part in different sports.

Activity levels across the lifecourse

The Chief Medical Officer (CMO) sets national guidelines on the recommended levels of physical activity at different stages of the life-course. People of all ages are encouraged to spend as little time as possible being sedentary. The CMO guidance for each age group is:



At every age doing something is better than doing nothing

Benefits of being active:

Physical activity and sport can contribute towards a wide range of socio-economic outcomes. The health and well-being benefits associated with being physically active are both wide-reaching and irrefutable:

- Reducing the risk of coronary heart disease and stroke by 35%.
- Reducing the risk of developing diabetes and colon cancer by 50% and breast cancer by 20%.
- Reducing the risk of an early death by 30%.
- Tackling obesity and overweight and maintaining a healthy weight.
- Reducing the risk of developing depression, dementia, stress and anxiety by 30%.
- Reducing loneliness and social isolation.
- Improving mobility and balance, reducing the risk of osteoarthritis by 83% and falls by 30%.
- Enhancing confidence, self-efficacy, transferable skills and employment opportunities.
- Offering effective diversionary activities for young people vulnerable to risky behaviours.

6. Haringey in context



Haringey has a total population of 271,224. Our population will increase by about 10% to 300,000 by 2029.



Haringey is the 30th most deprived area in England and the 5th most deprived London Borough. 7 of our 19 wards are within the 10% most deprived areas in England.

Haringey is a highly diverse, multi-cultural borough. Over 100 different languages are spoken in the borough.



65.3% of Haringey's adults are active enough to meet the CMO guidelines for physical activity, more than both the London and national average. We rank 15th of all London Borough's for adult activity levels.



Over 1 in 5 adults (21.9%) are inactive and do less than 30 minutes of activity per week. Inactivity rates are more pronounced in the east of the borough (peak of 35.7%) compared to the west (lows of 9.2%). The cost of inactivity in Haringey is over £3.8million a year.



18.9% of Haringey's children are active enough to meet the CMO guidance for their age. 38.4% of our children are less active which is 5% more than the London average.



Healthy life expectancy is 65 years for men and 64.5 for women. Healthy life expectancy reduces by 15 years for women and 17 years for men living in our most deprived areas compared to those living in the most affluent parts of the borough.



Over 1 in 5 children and young people (21.3%) in Haringey come from Low Income Families. This is higher than both London (18.8%) and National averages (17%).



11.6% of 16-17 year olds are Not in Education, Employment or Training or their activity is unknown. This is more than double the London average (5%).

Haringey in context



Over 3 in 4 adults (78.1%) walk or cycle once per week. Higher than both the London (75.1%) and National (71.8%) averages.



Haringey has a strong network of places where people can be active including green spaces, water spaces, parks and built sports facilities including 3 public leisure centres and 25 Green Flag parks. We are also home to Tottenham Hotspur FC.



19.3% of our residents use outdoor spaces for health and exercise reasons. Apart from our location, our parks and open spaces are the feature that our residents most like about our borough (38%).



Over 41,000 adults aged 16-74 have a common mental health condition. This is predicted to rise by 26% by 2021. 5.8% of Haringey's adults are in contact with secondary mental health services, higher than the London average (5.4%). The risk factors associated with mental health conditions are greater in the east of the borough.



Almost 1 in 2 adults are overweight or obese (49.9%). In addition to this, over 1 in 5 children (22%) aged 4-5 and over 1 in 3 children aged 10-11 are obese or overweight (36.7%).



94% of our residents feel safe during the day and 69% do after dark. This varies massively at the ward level. 49% of residents feel unsafe in North Tottenham compared to just 3% in Muswell Hill.



Things our residents most dislike about Haringey are crime, parking, congestion, litter and run down areas.



12.2% of adults and 25.5% of children volunteer to support sport and physical activity. Volunteering levels among adults are higher than the London and national average, but levels among children are lower.



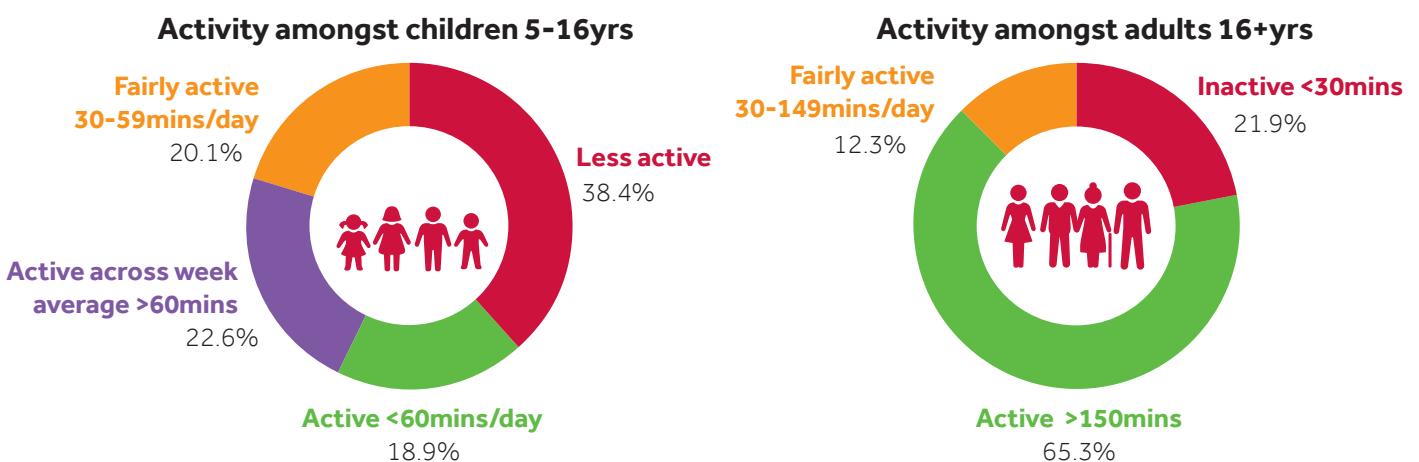
Sport and physical activity directly contributes over £87.5m and 2,351 jobs to the local economy. Participation is the largest contributor to the economy with a value of £60.9m.

7. The behaviour change challenge

Underpinning this strategy is a shared vision to make **'Haringey one of the most physically active and healthy London boroughs'**. To achieve this, we need to get more people, of all ages and from all sections of our communities, to change their behaviours, develop resilient activity habits and lead more active lives.

Insight tells us that the majority of the population enjoy physical activity, active play and sport and recognise the

importance of being active. However, when it comes to actually doing physical activity, the picture is quite different. Our population's activity levels fall broadly into three categories: those who are active and meet the CMO Guidelines for cardiovascular activity, those who are fairly active but not active enough to meet the guidelines and those who are inactive and have sedentary behaviour.



With a large proportion of Haringey's population currently not meeting CMO guidelines for their age, influencing and supporting people to change their physical activity habits is an ongoing challenge but one that partners across Haringey believe is well worth taking on.

The Behaviour Change Journey

Tackling inactivity, increasing the number of people with a regular activity habit and sustaining participation among those who are already active will undoubtedly deliver multiple benefits to health, well-being, social and economic outcomes. **But behaviours are hard to change and the behaviour change journey is multi-faceted.** People dip in and out of being active at different stages in their lives. Some have negative associations with physical activity and sport and are harder to engage than others. People move through the journey at different paces, face different challenges and require different levels of support.

Our ambition is to ensure that everyone in Haringey feels motivated, able and supported to change their behaviours and lead active lives.



Capability, motivation and opportunity

Sport England’s research shows that people’s behaviours are driven by their perceived capability (physical and psychological), motivation and the opportunities they feel they have to be active. It illustrates that:

- ➔ Amongst active people, enjoyment is their single biggest motivation.
- ➔ Amongst inactive people, perceptions of their own capability (physical and psychological abilities) is the main barrier to activity.
- ➔ Active people are more likely than inactive people to feel they have opportunities to be active.

Masked inequalities

We know that understanding activity levels is complex. There are many different factors that contribute towards how active a person is. Looking at activity rates on a borough wide basis alone, masks a number of stark inequalities that exist between different demographic groups. From national datasets, we know that some groups are much more likely to be inactive than others:

We also know that most of these groups are more likely to feel that they do not have the capability or opportunity to be active. They are also the least likely to think of sport and exercise as enjoyable. It is therefore essential that we motivate people, emphasise their capabilities, promote how attainable being active can be and provide varied, accessible opportunities which are delivered in the right way, at the right time, by the right people, in the right places.

Women and girls

Older adults

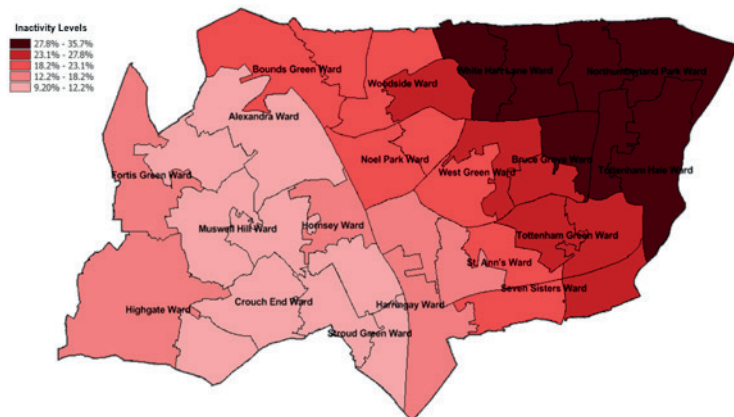
People with disability or long term health condition

People from lower socio-economic groups

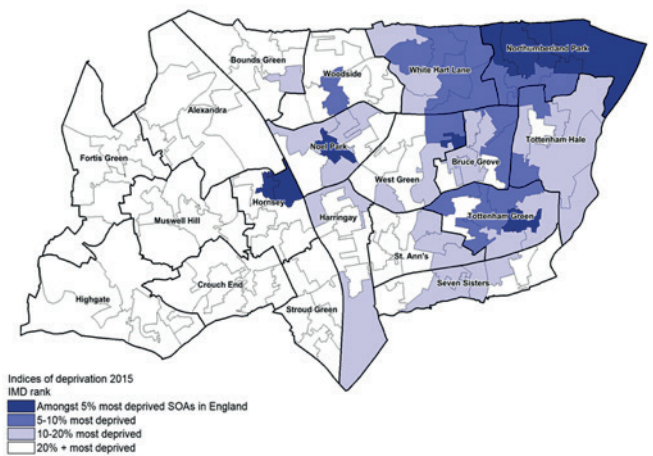
People not in work or education

Some ethnic groups

Physical inactivity in Haringey by ward



Deprivation in Haringey by ward



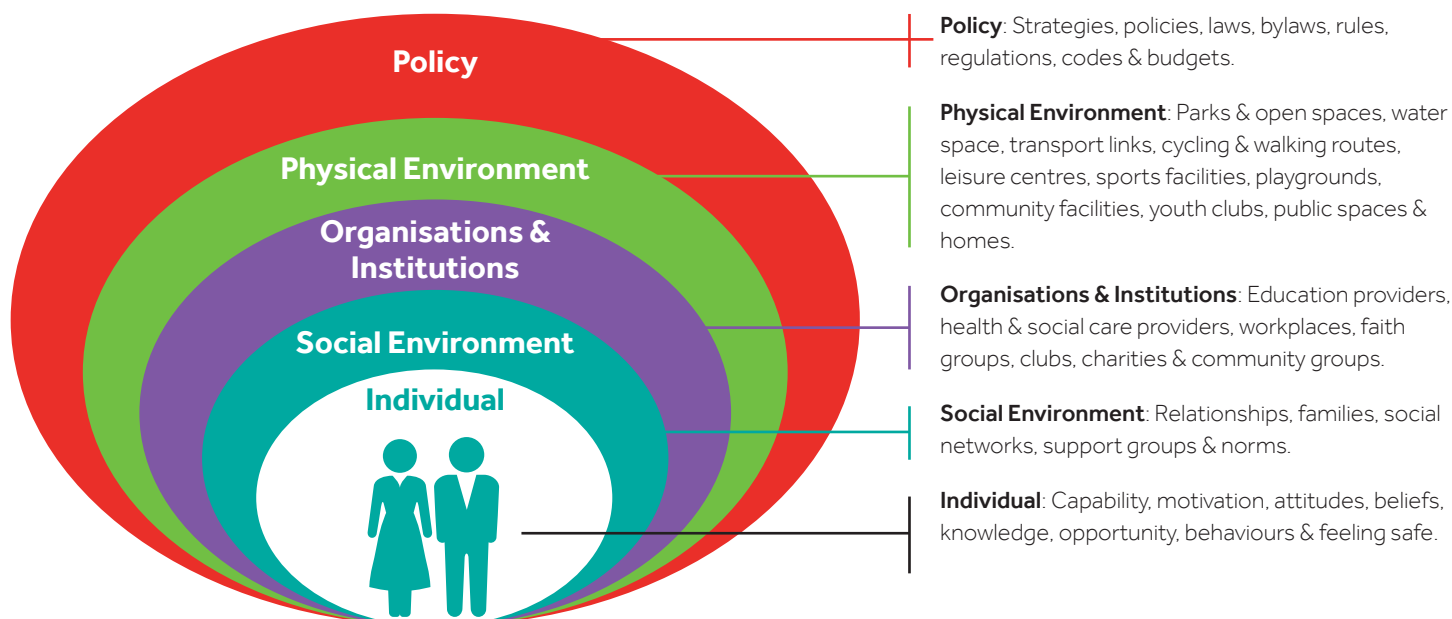
(Source: Sport England, Active Lives 2017/18 and IMD 2015)

As a diverse borough with stark contrasts in both wealth and health, we will work proactively to reduce inequality and target support at those that need the most help, in particular, those living in the east of the borough.

8. A whole system approach

People’s activity habits are heavily influenced by a myriad of different factors. Some of these are person-centred. Others are a reflection of the social, physical and economic environments they live and work in, the organisations and institutions they engage with and the policies that shape them.

Tackling inactivity and raising activity levels at scale requires a multi-agency, multi-disciplinary approach to changing the culture, opportunities, infrastructure and policies of our borough. We need all elements to work together as a whole system to make living an active lifestyle the normal, easy and natural choice.

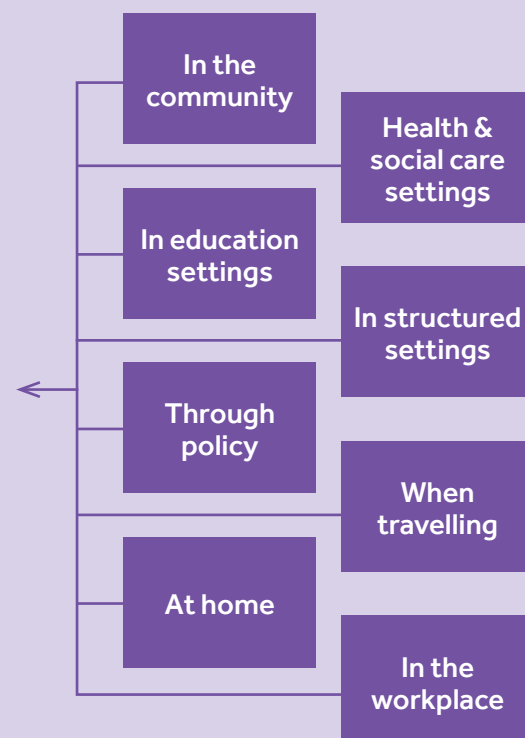


Adapted from Sport England social, ecological model.

Touchpoints in ‘the system’

In producing this strategy, we have worked with our partners and stakeholders to identify the key touchpoints (points of contact, shown adjacent) where we have the biggest and best opportunities to engage with large numbers of residents in ways that will meaningfully and positively impact on their deliberate and incidental activity levels. Representatives from each of these touchpoints will be fully embedded within the membership of the Haringey Active Network. Over the next 4 years we will work through the Network to focus on creating a coordinated, multi-agency approach to thinking, planning and taking action against inactivity. In doing this, we intend to build a coherent and comprehensive system that can influence change at a population level.

Tackling physical inactivity - incidental / deliberate



9. Aims, objectives and goals 2019 -2023

Our priority aims are:



To get more people, of all ages, backgrounds and abilities, regularly active; and use physical activity and sport to connect communities and improve health and wellbeing.



To position physical activity at the heart of place shaping and ensure a network of high quality, safe and accessible environments exist to make it easier for people to be active.



To maximise the sector's contribution to economic growth through training, skills development, employment and the creation of more healthy, productive work environments.

We will take a multi-agency, multi disciplinary approach to achieving these aims by focussing on a series of related outcomes and goals in order to create and embed a culture of activity so that Haringey becomes one of the most physically active and healthy London boroughs.





Aim:

To get more people, of all ages, backgrounds and abilities, regularly active; and use physical activity, active play and sport to connect communities and improve health and wellbeing.

Objectives:

1. **Active Mindsets:** People are motivated and empowered to change their behaviours and physical activity is considered a normal part of everyday life.
2. **Children, Young People and Families:** Every child, young person and family, whatever their background, will be engaged, confident and able to be active every day.
3. **Opportunities to be Active:** A wide range of partners provide and promote high quality opportunities to engage residents and sustain activity across the life-course.
4. **Care Pathways:** Physical activity is visible and pro-actively used in health and social care pathways to improve physical and mental health and wellbeing.

Goals:

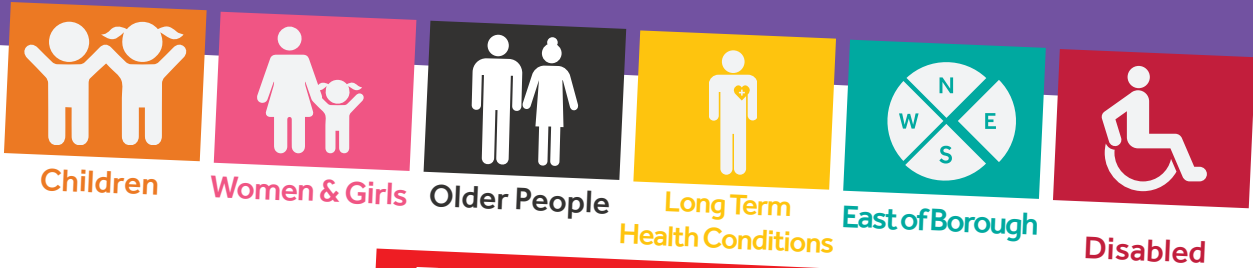
1. Communities are involved in designing interventions to tackle the stark inequalities in health and physical activity levels between different demographic groups and the east and west of the borough.
2. Ensure additional support is available for those that need the most help to be active.
3. Use physical activity to prevent and manage key health conditions and tackle loneliness.
4. Support schools and colleges to create a healthy and active culture by promoting Healthy Schools, Active Travel Plans and structured initiatives such as the Active Mile.
5. Create a Communications Plan to promote opportunities and celebrate successes.
6. Strengthen the capacity and resilience of delivery organisations to support their ongoing sustainability and growth.
7. Gather insight and evaluate outcomes.

Active People



More people, more active

- It is imperative that more people are active to not only improve overall health but also reduce the gap in health inequalities within the borough.
- The gap in life expectancy between the richest 10% & poorest 10% in Haringey is 15 years for women & 17 years for men.
- Currently over 4 in 5 (c28,800) children and 1 in 3 (c75,000) adults do not meet physical activity guidelines for having & maintaining good health (more detail on physical activity guidelines see page 8).
- From national datasets we know some people in our borough are more likely to be inactive & therefore in poorer health now & likely to be so in the future.



TO:

- Improve physical & mental health & wellbeing
- Reduce health inequalities
- Improve healthy life expectancy
- Reduce overweight & obesity
- Strengthen community connectiveness
- Reduce social isolation & loneliness

OUR AMBITION MUST BE TO:

- Ensure physical activity is more visible & used more proactively in health & social care pathways
- Create a culture where everyone in Haringey values physical activity, sport & play



TO ENSURE THIS:

- There must be appealing, accessible opportunities for all residents to feel confident, motivated & supported enough to change their behaviours
- We must raise awareness
- Get our communities involved in designing solutions
- Provide extra support for those who need it
- Strengthen capacity & resilience of the agencies involved in delivering activities



Aim:

To position physical activity at the heart of place shaping and ensure a network of high quality, safe and accessible environments exist to make it easier for people to be active.



**ACTIVE
PLACE**

Objectives:

- 1. Accessible and Active Environments:** Protect, enhance and provide a network of well-planned and accessible environments for formal and informal physical activity, active play and sport.
- 2. Walking and Cycling:** Improve air quality and increase the number of people walking, cycling and scooting via continued promotion and public realm improvements.
- 3. Safer Communities:** Ensure more people feel safe being active in public spaces and use physical activity and sport as a positive diversionary tool amongst people vulnerable to risky behaviours.
- 4. Animated Places:** Activate the community by making activity more engaging and visible in community settings.

Goals:

1. Physical activity is embedded into local policies and Haringey is designed to make incidental and deliberate activity easier.
2. Address the priorities set out in Haringey's Playing Pitch, Sport and Play Facilities and Open Space Strategies including developing a new leisure centre in Wood Green.
3. More organisations have Active Travel policies.
4. More people regularly use the borough's leisure centres, parks and open spaces.
5. Increase community run activities in parks and open spaces in order to improve perceptions of safety and user confidence.
6. Increase targeted interventions to tackle crime and anti-social behaviour and increase civic pride.

Active Place



Physical activity at the heart of place shaping

The environments that our residents live, work, play & spend their free time can significantly influence activity levels:

Environments



Where we Work



Where we Play & Spend Free Time



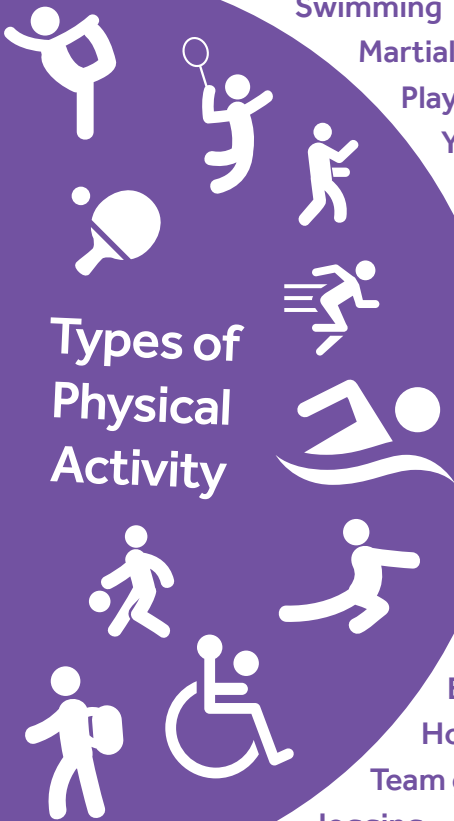
Where we Live



Where we Travel

- Swimming
- Martial Arts
- Playing
- Yoga
- Boxing
- Gardening
- Golf
- Cycling
- Dancing
- Running
- Tennis
- Rambling
- Gym
- Walking
- Orienteering
- Exercise classes
- Housework
- Team games
- Jogging
- Active play

Types of Physical Activity



Need:
Safe, Attractive, Well Located Facilities & Public Realm

Improve & build on current assets that make it easier for people to be active:

- Leisure centres
- Parks, open spaces, rivers & canals
- Public realm, cycling & walking routes
- Community centres
- Playgrounds

For formal & informal activity built into normal life

Benefits



- ➔ Utilise regeneration plans.
- ➔ Utilise Indoor and Outdoor Sports Facilities Strategies.
- ➔ Consider rapidly rising population.
- ➔ Aim to secure investment for a leisure centre with swimming provision in Wood Green.

- ➔ Consider that residents in North Tottenham are 16 x more likely to feel unsafe than those living in Muswell Hill.
- ➔ Consider that 78.1% of adults walk or cycle at least x1 a week but the number drops dramatically to 42% when frequency increases to 5 x a week.



ACTIVE ECONOMY

Aim:

To maximise the sector's contribution to economic growth through training, skills development, employment and the creation of more healthy, productive work environments.

Objectives:

- 1. Strong, Resilient Workforce:** Strengthen, grow and diversify the sector's paid and volunteer workforce to ensure they are equipped to promote and deliver physical activity and sport at all levels.
- 2. Training, Skills and Jobs:** Use sport and physical activity as tools to enhance self-efficacy, training, skills development and routes into employment.
- 3. Active Workplaces:** Create Active Workplaces and promote the benefits of a more active, healthy and productive workforce.
- 4. Open for Business:** Support Haringey's talent and champion the borough as a destination for sector businesses, providers, events and investment.

Goals:

1. More people, from all ages and backgrounds, regularly volunteer to support physical activity and sport.
2. More employers create environments and policies to reduce sedentary behaviour and encourage physical activity.
3. More residents are engaged in training, apprenticeships and employment within the sector.
4. The direct economic impact of physical activity and sport in Haringey increases.
5. Pathways are in place to ensure talented athletes, coaches and officials reach their full potential and inspire others.

Active Economy



Maximise the sector's contribution to Haringey's economy:

Training

Skills & Jobs

Talent Development

Wider Economic Benefit

Active Workplace Culture

Simple changes to daily routines e.g. walk up the stairs, lunch walks = big impacts on inactivity levels.

- Less sickness (sitting at a desk for 8 hours a day = 60% increase in the risk of premature death)
- Happier workforce
- Higher productivity
- Raise money for charity
- Team building



Jobs & Volunteers

Paid & volunteer workforce has to be diverse, strong, skilled and resilient = a better experience for those being active.



Volunteers add value to the local economy of £42.7m
2,350 sports related jobs In Haringey. Volunteers of all ages strengthen communities.

Sports Business

Sports jobs, apprenticeships and volunteering opportunities = Tackle local challenges such as unemployment, alienation and disadvantage.

Adults sports volunteering – 12.2%
Young people sports volunteering – 25.5%

(Young people's levels of volunteering are much less than the London average (34.9%).)

Tottenham Hotspur Football Club, Finsbury Park and New River attract millions of visitors.

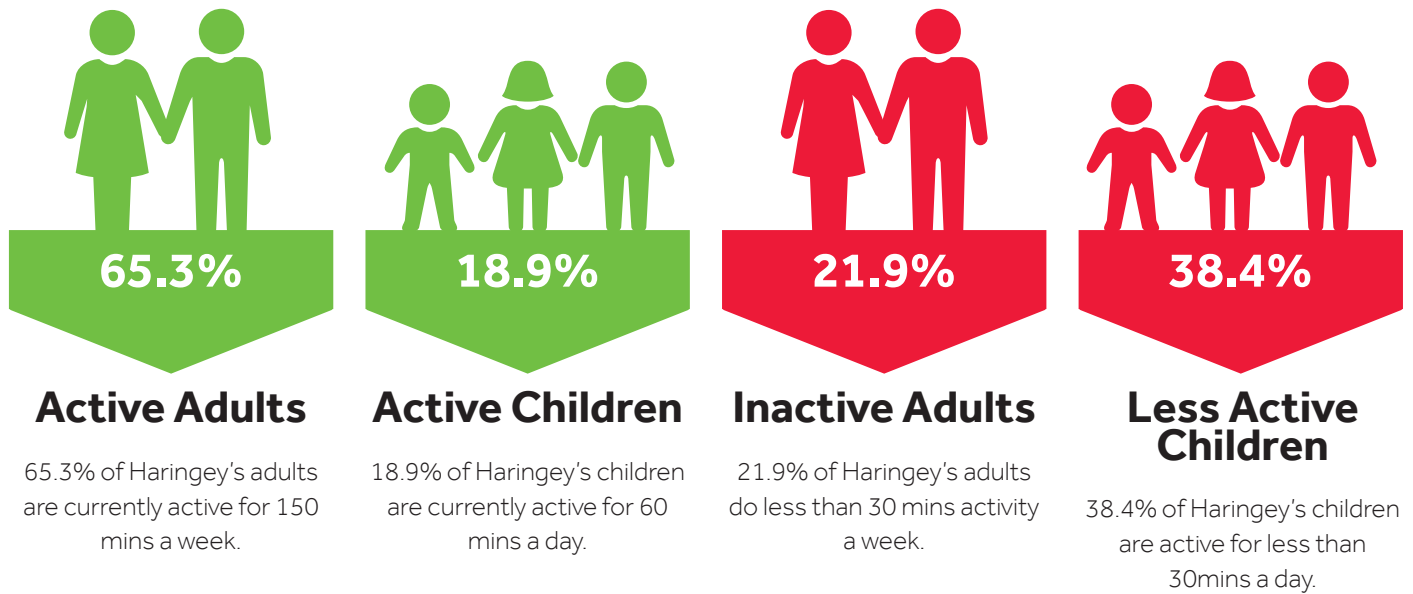
Haringey provides an excellent opportunity for sports businesses to locate and invest in facilities, behaviour change and programmed activity.



10. Measuring our success

The driving force behind this strategy is to create and embed culture of physical activity in Haringey. This means getting more people, from all sections of the community, more active and reducing levels of inactivity.

We will measure our success by regularly reviewing our progress against our 4 priority key performance indicators. **We will seek to achieve a 2% improvement against each priority over the lifespan of the strategy.**



Obese or overweight children:
 in reception year: **22%**
 in year 6 :**36.7%**
 Obese & overweight adults:
49.9%
 Attitudes around capability, motivation & opportunities to be active.



Adults walking and cycling each week: **78.1%**
 Adults using outdoor space for exercise & health reasons: **19.3%**

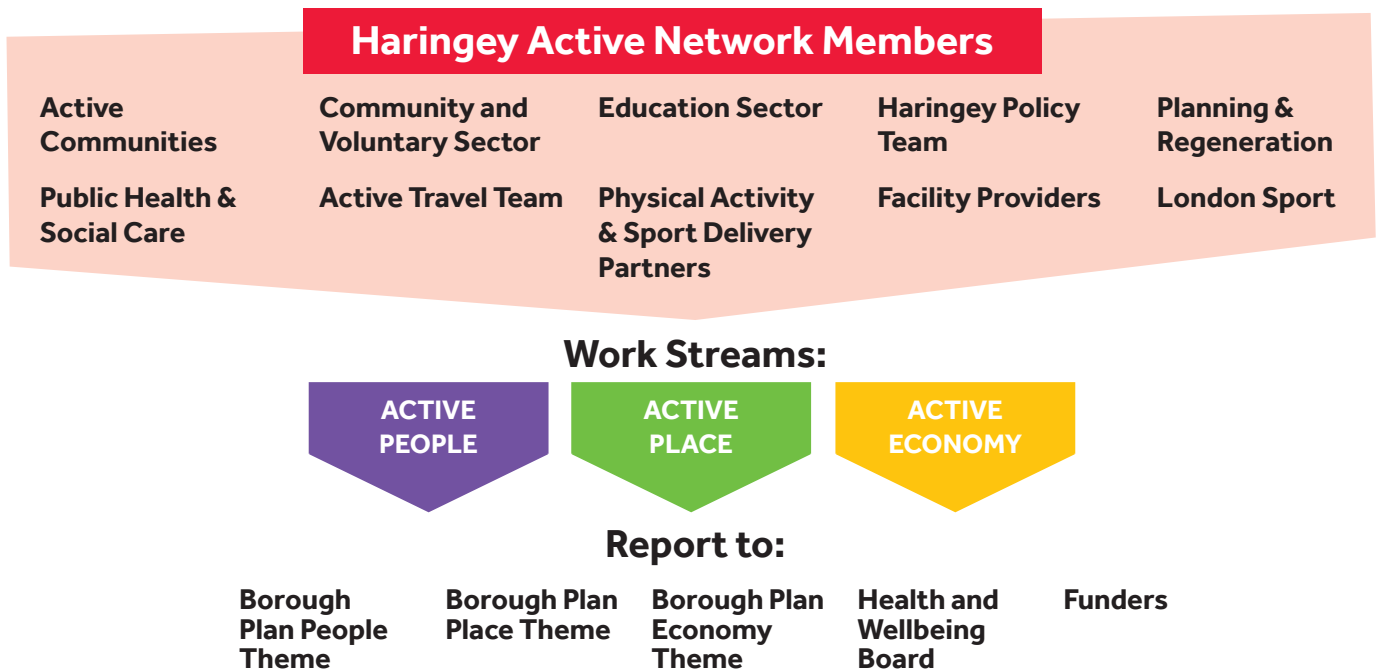


The direct value of physical activity & sport to Haringey's economy: **£87.5m p/a**
 Children volunteering in sport & physical activity: **25.5%**
 Adults volunteering in sport & physical activity: **12.2%**

11. Implementing the strategy

The strategy will be led, owned, governed and implemented by the Haringey Active Network (HAN) who will be accountable to the borough's People, Place and Economy Theme Boards and the Health and Wellbeing Board. The HAN will be made up of representatives from a wide range of partner organisations that represent the touchpoints in the

system. This will ensure we have the greatest influence on deliberate and unintentional physical activity in the borough. Through strong leadership, partnership working and targeted delivery planning, we will work collaboratively to transform the way we do things and make it easier for residents to embed physical activity into their everyday lives.



Throughout the lifespan of this strategy, the Haringey Active Network will:

- ➔ Work together to develop an Annual Implementation Plan.
- ➔ Champion & promote the strategy to partners across the borough.
- ➔ Influence, motivate and coordinate input from local partners & council services.
- ➔ Act as the lead body for the commissioning of physical activity & sport across Haringey.
- ➔ Determine the priorities for coordinated & individual bids to external funding bodies.
- ➔ Gather, interpret & share insight on physical activity & sport.
- ➔ Measure & report on our progress.
- ➔ Review the strategy & implementation plan on an annual basis.

Join in

Achieving population wide change requires a long term commitment to working collaboratively to change and improve all of the touchpoints within the systems that directly influence our resident's physical activity habits. This strategy provides a clear direction of travel for the next 4 years and should be used as a reference guide so that everyone in the borough can check, challenge and refine their approach. Our Annual Implementation Plan will detail the priority actions for each year. We ask all partners to see this strategy as a call to action to get involved and play a part in planning and delivering change.

We look forward to working with you to make Haringey one of the most physically active & healthy London boroughs.

12. Free and affordable ways to get active in Haringey

Affordable Leisure Centres

- Discounts available for concessions who are Haringey residents including free access for 65+. Monday to Friday 9am to 5pm.
- Also free for registered carers accompanying the person they are caring for.

www.haringey.co.uk/leisurecentres

Tennis

- Tennis for Free: coached session, Saturdays 11am to 1pm in Priory Park.
- Turn up and play for free in these parks: Priory Park, Stationers Park, Downhills Park, Down Lane Park, Chapmans Green and Chestnuts Park.
- Haringey Adult Tennis League

www.localtennisleagues.com/haringey

Free Guided Health Walks

- Variety of start times and places. Walks approximately 30 minutes of a fairly easy pace around your local area.

More information at afl@fusion-lifestyle.com
020 8885 7307

One You Haringey

- One You Haringey provides a free lifestyle and wellbeing service that helps residents manage their weight, stop smoking, drink more moderately, become more physically active and have a health check-up.

020 8885 9095
info@oneyouharingey.org
www.oneyouharingey.org

FREE Outdoor Gyms

- FREE outdoor gyms at Ducketts Common, Finsbury Park, Downhills Park, Chestnuts Park, Somerford Grove, Brunswick Park, Downhills Park, Markfield Park and Lordship Rec and Lordship Rec.

Silverfit

- Silverfit provides fitness sessions for over 45s. Sessions take place on Tuesdays at 10.30am at Lordship Hub, Lordship Rec Off Higham Road, Tottenham London, N17 6NU. You can choose from yoga, badminton, cheerleading and Nordic walking.

www.silverfit.org.uk

Need more information?
Email: get.active@haringey.gov.uk

For further information please contact

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Outdoor Sports and Play Facilities Framework

2016 - 2026

Summary

(Updated April 2019)

Introduction

Given the notable changes to Haringey in terms of significant population growth, regeneration and housing development as well as the advent of changing national planning policy, there was a pressing need for the Council to undertake a robust, evidence based review of the outdoor sporting and play needs in Haringey including the policy implications and associated investment needs that this review would make evident. The previous review of outdoor sports and play facilities was contained within the Atkins Report of 2004.

The Outdoor Sports and Play Facilities Framework (OSPFF) set out to achieve:

- The production of an up to date assessment of needs and opportunities for all formal sport and play facilities across the borough
- The provision of an evidence base to inform future revenue and capital expenditure decisions.
- The development of a priority list of deliverable capital projects with a view that they will attract significant external funding support (where the evidence supports supply shortfalls)
- The evidence to inform the corporate Asset Management Plan
- The provision of a core document to inform and underpin the Council's 'Infrastructure Delivery Plan' supporting the preparation of the Local Development Plan and future alterations to the Community Infrastructure Levy
- The basis to ensure that outdoor sport and play provision is as good as possible in order for it to contribute to reducing inactivity across the borough

In considering the need for such an extensive piece of work, it should be noted that external funding bodies such as Sport England (SE) and the Football Association (FA) are indicating that they would like to invest in Haringey but this Framework would be a prerequisite for them to consider funding applications.

The outputs arising from the work to develop the OSPFF are:

- The Outdoor Sports and Play Facility Framework
- The above documents key appendix:
 - The Playing Pitch Strategy
- Appendices to these documents are:
 - Tennis Needs Assessment
 - Cricket Needs Assessment
 - Football Needs Assessment
 - Rugby Union Needs Assessment
 - Rugby League Needs Assessment

Specific Drivers for the Strategy

Strategic Document	Strategic Priority
Building A Stronger Haringey Together: Corporate Plan 2015-18	<ul style="list-style-type: none"> We will instigate prevention in all areas of council activity, including smarter travel and fewer journeys by car to reduce congestion and increase physical activity, and greater use of parks and leisure to improve health and wellbeing.
Haringey's Health and Wellbeing Strategy 2015-18	<ul style="list-style-type: none"> Fewer children and young people will be overweight or obese. More adults will be physically active. Haringey is a healthy place to live.
Haringey Physical Activity and Sport Framework 2015-19	<ul style="list-style-type: none"> More people regularly taking part in physical activity and sport. Provide a range of accessible, high quality and well used facilities, parks and open spaces that encourage people to be physically active.
Haringey Outdoor Sports & Play Facilities Framework 2016-26 (including PPS)	<ul style="list-style-type: none"> Ensure that there is a range of accessible, high quality and well used outdoor sports and play facilities across Haringey, which encourage people to participate in outdoor sports and physical activity.

The Process

The process is dictated by the guidance provided by Sport England;

- Playing Pitch Strategy Methodology
- Assessing Needs and Opportunities Guidance

For the Play Assessment the methodology was informed by:

- Guidance for Outdoor Sport and Play – Beyond the Six Acre Standard (Fields in Trust 2015)
- Shaping Neighbourhoods: Play and Informal Recreation (Mayor of London's 2012 Supplementary Planning Guidance)

Key to ensuring buy in from interested parties is the consultative approach adopted; lead by a Steering Group made up of officers from:

- Parks & Leisure
- Property
- Planning
- Regeneration
- Homes for Haringey
- Sport England
- National Governing Bodies of Sport
- Fusion

Following the methodology, the supply and demand information was collected.

From the information gathered the current and potential future picture of provision was developed and key findings and issues were identified. Scenario testing was also undertaken to establish the likely results if certain recommendations were taken forward. This testing provided further evidence for the adoption of the policy recommendations and priority projects.

This analysis of the information and views gathered from the extensive consultation underpins the development of a priority capital project list and policy recommendations around asset management and related matters.

OSPFF: Main Findings

General

- Physical activity and sport participation levels are measured by Sport England's annual Active People Survey. Generally, Haringey's activity levels are slightly above average compared to other London boroughs and the rest of England. However, in the east of the borough activity levels are in the lowest quartile and a great cause for concern considering the health impacts of inactivity and the resultant human, social and economic costs.
- Regrettably, in line with national trends activity levels also tend to be lower for women, older people and disabled people. Women from certain BME groups such as Asian women have significantly lower activity levels than other groups.
- One of the most popular sports in the borough is football. Running and jogging are also popular.
- Current trends in sport are for people to participate in more informal settings (i.e. casually and not part of a sports club and a formal competitive structure)

Cricket

- Bull Lane Playing Fields a priority site for development as there is no cricket provision in the east of the borough.

Football

- Over use of grass pitches and issues such as poor drainage and water logging
- Supply not meeting the significant actual and latent demand

Rugby League and Rugby Union

- Lack of quality grass pitches

Other Outdoor Sports

- Increasing demand, particularly in the east of the borough.
- A need for continuing investment in Multi Use Games Areas (MUGAs) and tennis courts, particularly in areas of regeneration/housing renewal and where there is an open space shortfall.

- The popularity of Outdoor Gyms is also noted

- Play

- A good range of provision particularly in the east of the Borough but of varying quality.
- An ongoing need for investment to ensure play areas remain safe and attractive to use.

Conclusions

- To meet current and future football demand within the fixed envelop of land available there is a need to migrate demand to high quality artificial pitches (3G) with floodlights that have very high carrying capacities for both games and training. The FA supports this view.
- General recreation use of parks and open space (rather than just being used for football) which is more attractive to women and girls should be sought where possible when football usage is migrated onto 3G.
- Available parks capital allocations should be used proactively to attract external match funding and synergy with regeneration developments should be sought (where possible) and this invested over the next ten years.
- Assets should be utilised where possible to reduce subsidy and attract more women and girls into active leisure e.g:
 - Tennis on line booking and charging
 - More netball line markings
 - Grass utilised for general recreation rather than organised football
 - New developments as a result of regeneration and housing renewal should include multi use games areas and children's play areas.

OS&PFF: Policy Recommendations

- Maintain and improve standards of play and sports facilities particularly in areas of housing renewal and regeneration
- Support the development of new strategically located full size floodlit Third Generation (3G) Artificial Grass Pitches (AGPs)
- When the supply of 3G AGP's is sufficient; take some grass pitches out of supply and re -provision these areas to allow for more informal recreation, including casual football, jogging, volleyball, small games, family picnics etc
- Aim to lease playing pitch assets to a suitable and sustainable community organisations where possible
- Strategically support other providers of sports and play facilities to fund and carry out improvement works.

- Introduce on line booking, more focussed tennis development and charging at tennis courts under Council control
- Improvement works to parks for the purposes of sport and play should include where possible more general works to ensure the environment is as attractive as possible for general recreation purposes (e.g. better walking and cycling) and the general amenity value improved.

Contribution to the Corporate Plan and Health and Wellbeing Strategy

All five Priority Boards have been consulted with and views sought around the development of the OSPFF.

In doing so, the key question asked was:

- ‘How can the OSPFF add value to the outcomes you are seeking?’

	Corporate Plan Priority 2015 - 18	OSPFF
1	Enable every child and young person to have the best start in life, with high quality education	Physical literacy, physical fitness and reductions in obesity from children playing/moving more
2	Enable all adults live healthy, long and fulfilling lives	Good play and sport facilities in our parks that are easy and welcoming to access will contribute to increasing rates of physical activity and will thus reduce the amount of people having to cope with long term conditions and assist people to self manage existing conditions.
3	A clean, well maintained and safe borough where people are proud to live and work	Clean, well maintained and safe parks with outstanding outdoor sports and play facilities contributing to efficiencies, strong partnerships and community resilience
4	Sustainable housing, growth and employment	Inward investment of circa £8M over 10 years to improve outdoor sports and play facilities and make places such as Tottenham even better. Including opportunities to seek synergy around other infrastructure development, business and job creation and community development.
5	Create homes and communities where people chose to live and are able to thrive	Good sport and play facilities make up part of the transformation of communities where there is regeneration and estate renewal; and help people connect better to their communities.

	Health and Wellbeing Strategy 2015-18	OSPFF
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1	Reducing obesity	Haringey is a healthy place to live with more people physically active in our parks contributing to reductions in obesity rates
2	Increasing healthy life expectancy	More people can do more to look after themselves by accessing good quality outdoor sport and play facilities.
3	Improving mental health and wellbeing	Interaction with green space and physical activity, particularly outdoors has a positive impact on mental well being

OSPFF: Council Priority Projects

Note: all projects are subject to change related to external funding opportunities, regeneration/developer activity, safety considerations and the availability of other opportunities that can be exploited to improve outdoor play and sports facilities.

Wards not covered

1. Bruce Grove – currently no suitable open space/park
2. Crouch End – currently no suitable open space/park
3. Highgate – currently no suitable open space/park
4. Hornsey – note refurbishments planned for Priory Park
5. Northumberland Park - currently no suitable open space/park

Criteria for Project Selection

- 1 Safety considerations
- 2 OSPFF findings
- 3 Corporate Plan Priorities - e.g impact on reducing inequalities
- 4 Ability to achieve external funding – note:
 - Areas of deprivation generally score higher with external funders;
 - Certain sports e.g. football and tennis have more funds available
 - Developer contributions are important to realise many projects
- 5 A fit with a regeneration project/estate renewal/development
- 6 Resident and member engagement/Ward priority
- 7 Opportunity to be exploited for the benefit of a potential project e.g. private financial backing
- 8 Potential of a project to save expenditure and/or generate income for the Council

Project List Updated April 2019

Project	Ward	Likely Year of delivery
Brunswick Park – Upgrade MUGA, install Outdoor Gym and landscape works	Tottenham Green	2017 Completed
Stationers Park – Refurbish under 8's play provision	Stroud Green	2017 Completed
Muswell Hill Playing Fields – upgrade grass pitches (Stage 1)	Fortis Green	2017 Completed
Lordship Rec – Upgrade MUGA	West Green	2017 Completed
Markfield Bowling Green converted to all weather 5V5, netball & other. Install a small Outdoor Gym	Seven Sisters	2018 To be completed 2019
Gladesmore Community School – upgrade all weather AGP to 3G with lighting	Seven Sisters	Project no longer viable
Springfield Park N11 – Refurbish Play – surface works	Bounds Green	2018 Completed

Perth Rd – upgrade rugby pitch with training lights	Woodside	2018 Completed by Rhinos Rugby Club 2019
Finsbury Park Tennis Court upgrade to be carried out by our partner Access to Sports who lease the courts	Harringay	2017-18 To be completed 2019
Finsbury Park – Resurface & refurbish/replace play provision (probably spread over a number of years)	Harringay	2018/19/20 Over 8's and Hope Space to be completed 2019
Finsbury Park – Netball Court improvements	Harringay	2018 Completed 2019
Sturrock CI Estate (HfH) – Refurbish Play	St Ann's	2018/19 Completed
Rheola Close Estate (HfH) – Replacement of play equipment	Tottenham Hale	2018/19 Completed
Kenneth Robbins House (HfH) – Replacement of play equipment and cycle rack installation	Northumberland Park	2018/19 Completed
Acacia Road Estate, Winkfield Road (HfH) – Under 5's play area upgrade	Woodside	2019 completed
Down Lane Park – All weather MUGA, floodlit	Tottenham Hale	2018 – 2019 Out to tender
Downhills Park – Refurbish play - replace equipment and resurface. Install an outdoor gym.	West Green	2019 Outdoor gym completed 2019. Other – 2019/20
Stanley/Culcross - Play area upgrade	St Ann's	Subject to S106 2019/20
Stamford PI Open Space (HfH) – Replacement/redesign of play area and outdoor gym installation	Tottenham Green	S106 2019/20
Craven Park Rd (HfH) – New play equipment	Seven Sisters	Consultation 2019
White Hart Lane Rec – Install Outdoor Gym	Woodside	Master Planning 2019/20
White Hart Lane Rec – Install Play Area	Woodside	Master Planning 2019/20
White Hart Lane Rec – Install Non Turf cricket wickets	Woodside	Subject to discussions with cricket

		authorities
Tower Gardens – Refurbish Play – surface works	White Hart Lane	Planning 2019/20
Woodside Park – Replace over 8’s playground	Woodside	2019/20
18 Green Flag parks with play facilities. Uplift play facilities appropriate to the site and budget constraints	Various at 18 locations	2019/20
Paignton Park – surface works to play area	Seven Sisters	2019/20
Albert Rd Rec – Upgrade Play – surface works and equipment replacement	Alexandra	Planning 2019 Works 2020
Hartington Park – Refurbish play - replace equipment and resurface, refurbish the MUGA and install small outdoor gym	Tottenham Hale	Subject to Developer contributions 2019/20
Elizabeth Place – Refurbish Play – replace surface and equipment	Tottenham Green	MUGA 2018 - Play upgrade 2019/20 subject to S106
Bruce Castle Park – Refurbish Ball Court and install an Outdoor Gym	White Hart Lane	Subject to funding 2020/21
Stationers Park – Refurbish Tennis Courts and MUGA	Stroud Green	Subject to funding 2020/21
Chestnuts Park – Upgrade MUGA and tennis courts. Tree roots a problem – may look to refurbish half the MUGA to reduce issue for the future.	St Ann’s	Subject to funding 2020/21
Priory Park – Upgrade ball courts/MUGA. Difficulties with upgrading existing ball courts due to location over reservoir. We are awaiting trials over a hybrid grass solution for the bowling green, which will improve informal football offer.	Muswell Hill	Subject to pilots in other boroughs and funding 2020/21
Wood Green Common – Refurbish Play – surface and equipment	Noel Park	Subject to funding 2020/21
Finsbury Park – small sided artificial football pitch on old MUGA adjacent to the tennis courts	Harringay	Subject to planning and funding 2020/21
Albert Road Recreation Ground – Upgrade pitches & potential outdoor gym	Alexandra	Subject to funding 2020/21

Downhills Park – major pitch upgrade	West Green	Subject to funding 2022/23
Finsbury Gardens – upgrades to ball court and play area	Bounds Green	Subject to funding date TBC
Fairland Park – resurface play area	Harringay	Subject to funding date TBC
Priory Park – refurbish older tennis courts	Muswell Hill	Subject to funding date TBC
Russell Park – upgrade MUGA and play	Noel Park	Subject to funding date TBC
Belmont Park – upgrade play	West Green	Subject to funding date TBC
Bull Lane Playing Fields – football 3G, grass, cricket facilities & pavilion (adjacent to the White Hart Lane Ward – behind the Selby Centre) This project is now part of a joint master planning exercise with the Selby Centre Project	Adjacent to White Hart Lane Ward	Master Planning 2019/20 Completion 2022/23
Chapmans Green – refurbish tennis courts	Woodside	Subject to funding date TBC
Muswell Hill Playing Fields – football 3G, & pavilion Note the Council and funding partners have concluded that full sized 3G is not suitable for this location. Pavilion project still a potential.	Fortis Green	Subject to funding date TBC
Areas of Regeneration – ensure there are suitable, attractive and accessible Play areas and MUGAs	Northumberland Park and other relevant Wards	ongoing

Summary

This OSPFF will guide strategic planning and investment decisions relating to outdoor sports and play facilities during the 2016-2026 period. A Steering Group of key partners and stakeholders governed the development of this Framework. These partners and stakeholders, together with wider sport and community partners, will work together to implement the Framework.

The overarching aim of the OSPFF is to ***ensure that there is a range of accessible, high quality and well used outdoor sports facilities across Haringey***. The Equalities Impact Assessment supports this for the Outdoor Sport & Play Facilities Framework. The London Borough of Haringey has a long and successful history of participation and success in outdoor sports, from the professional down to the local level.

The Council is supportive of working with partners to protect and attract investment to improve outdoor sports and play facilities across the borough and this strategy provides the blueprint for this work up to 2026.

9.3 Appendix 3



**London Borough of Haringey
Indoor Sports Facilities Strategy 2018 - 2028
Summary**

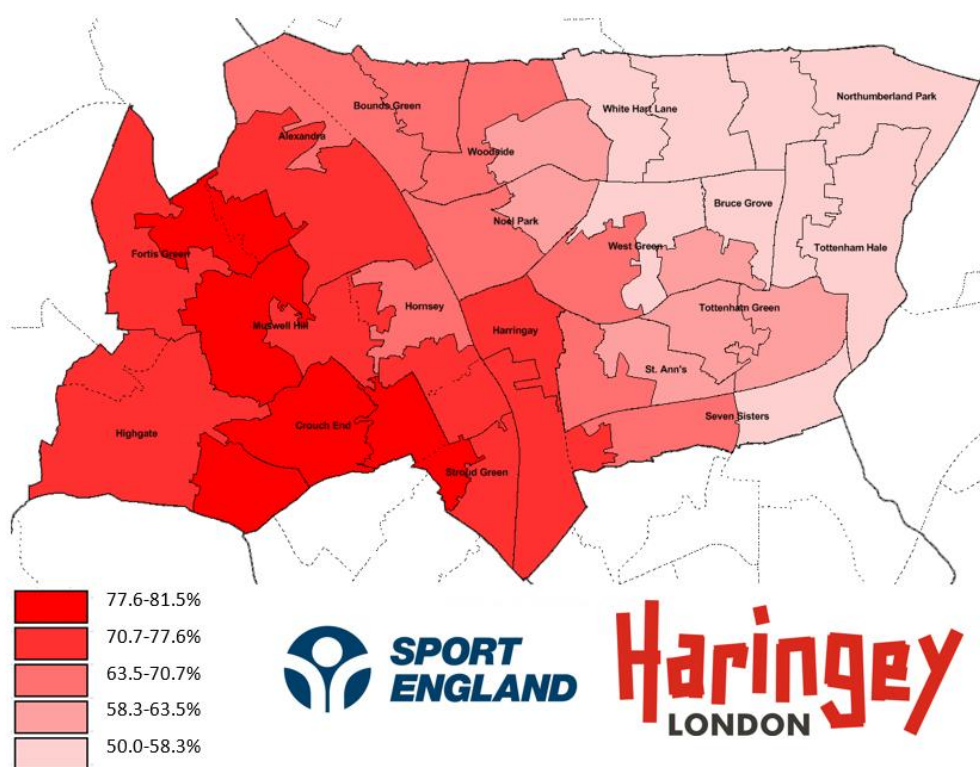
1. Introduction and Purpose of the Study

1.1 Introduction

Haringey is continuing to grow, evolve and change against a backdrop of stretched resources, an increasing population, pressure on land and the ever present need to protect and enhance community sports facilities in the face of such growth and change. The borough's focus is to increase housing as part of ongoing commercial and social development. This growth and development offers huge potential and opportunity and means the time is right to ensure physical activity and sports infrastructure (in the right location and of the optimum amount) is integral to the changing landscape.

As can be noted in figure 1.1 physical activity rates are much poorer in the east and middle of the borough. A key component to improve physical activity and therefore overall health and wellbeing rates in these areas is attractive facilities.

Figure 1.1: Activity Rates in Haringey



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Source: Sport England Active Lives Survey Small Area Estimates, 2016

1.2 Report Purpose

Sport and recreation facilities are essential components of the borough's built infrastructure. These facilities both drive and respond to growth and improvement across Haringey. The Council acknowledges that sport and physical activity make a wider contribution to society than a narrow focus on sports participation might suggest.

This assessment of indoor sports facility needs in Haringey is a vital part of the Council's wider aim of developing and delivering sound policies to ensure effective prioritisation and provides a complete

picture for sport and physical activity facility needs to accompany the Outdoor Sport and Play Facilities Framework 2016.

The Local Plan states that the Council will safeguard and foster the borough's existing recreational and sporting facilities through:

- The protection and enhancement of sporting and leisure facilities in areas of deficiency; and
- The dual use of the borough's cultural assets, such as land and buildings to meet the needs of local communities, for example meeting space, arts and leisure activities, opportunities for recreation and sport.

Haringey is set for significant change and development over the coming years and this clear, complete and coherent investment plan for indoor sport and allied with the plans for outdoor sport provides the sound basis for sports facility planning for the coming 10-15 years.

2 Methodology and Process

2.1 Introduction

Sport England's Assessing Needs and Opportunities Guide (ANOG) for Indoor and Outdoor Sports Facilities provides the recommended approach to undertaking a robust assessment of need for indoor and outdoor sports facilities to meet the requirements of the Government's National Planning Policy Framework.

Haringey is following Sport England guidance with regard to forward planning and the priorities set out in this study are based on a meticulously assembled local picture. The priorities identified are specific to each of the leading indoor facility types that have been assessed and are categorised under the Protect, Enhance and Provide headings:

- **PROTECT** sports facilities from loss as a result of redevelopment.
- **ENHANCE** existing facilities through improving their quality, accessibility and management.
- **PROVIDE** new facilities that are fit for purpose to meet demands for participation now and in the future.

2.2 Prepare and Tailor the Approach

In line with Sport England's guidance the Consultant Team worked with Haringey to ensure the indoor facility assessment was agreed and focused on the needs of the Council. This included:

- Establishment of a Project Steering Group to oversee the study process.
- Detailed review of the specific needs for Haringey.
- Agreement of indoor and outdoor sites for inclusion in study with Haringey.
- Agreement of parameters of the study with Haringey and Sport England, including facility types to be included within the assessment and specifications.
- Consultation with Sport England regarding the use of national planning tools.

2.3 Gather Information

2.3.1 Desk Based Research

The Consultant Team analysed the available data held by Haringey and other agencies on sports facilities, including:

- Haringey Local Plan (2015)
- Open Space and Indoor Sports Assessment (Atkins, 2004).
- Joint Strategic Needs Assessment.

- Sport England's: Active Places Power Database.
- Council Leisure/Commissioning and Planning Team Datasets
- National Governing Body Facilities Data.
- Sport England FPM data.
- GIS Maps and Ordnance Survey Maps.
- Outdoor Sports and Play Facilities Framework (OSPFF).
- Facilities strategy work from Barnet, Islington, Camden and Enfield
- Usage data for all available facilities
- Audits/ Condition Surveys / maintenance plans main leisure facilities

2.3.2 Strategic and Policy Overview

In order to ensure that the Indoor Sports Facilities Strategy takes account of relevant local, regional and national policies and priorities the Consultant Team reviewed a range of strategies, policies and plans. The focus of this element of the methodology is to identify the notable change to sport and physical activity policy in the last few years (especially since Haringey's Outdoor Sport and Play Facilities Framework). And any specific corporate priorities for Haringey which both influence and can be influenced by improved sports facility provision. Moreover, the strategy and policy review identifies how Haringey's sports facility stock impacts on regional and national policy agendas, as well as how this impact can be enhanced in the future.

2.3.3 Consultation

The Indoor Sports Facilities Strategy is underpinned by a thorough and robust consultation process to ensure that the conclusions and recommendations are sound and firmly grounded in local need and demand. The consultation process consisted of the following key elements:

- Face to face meetings with key departments and partners within Haringey from Planning, Regeneration (for Wood Green and Tottenham), Active Communities, Policy, Property, Education, Public Health and Fusion (operators of the Council's leisure centres).
- Detailed telephone interviews with relevant National Governing Bodies of Sport (NGBs), Sport England and London Sport.
- Site visits with key facility providers including schools.
- An online survey of local sports clubs and community groups.
- Steering Group meetings – the Steering Group is made up of Haringey colleagues from Active Communities, Planning, Regeneration, Property, Education, Public Health, Fusion, Sport England and lead National Governing Body of Sports representatives.

The focus of this element of the methodology was to canvas the views of a wide range of partners, stakeholders, facility users and local people on the quantity, quality and accessibility of indoor and built sport and recreation provision in Haringey. The process also ensured that the research and review process kept in line with the pace of change within Haringey for the regeneration and redevelopment.

2.4 Bring Information Together

Following completion of stages 2.2 and 2.3 of the methodology the Consultant Team was in a position to draw conclusions and make recommendations based on a large, detailed and robust evidence base. The key findings of the review process are presented in sports facility specific sections which present the following information for each facility type under review:

The priorities identified for each facility type are based on a detailed assessment of needs and opportunities through multiple planning tools, research techniques and consultation methods. The priorities identified for the different indoor sports facility types relate to:

- Quantitative Standards

- Qualitative Standards
- Accessibility Standards

This process culminates in a clear and reasoned set of priorities for Haringey which are rooted in a thorough and robust assessment of needs and opportunities related to sport and physical activity facilities provision in the borough.

3 Findings and Recommendations

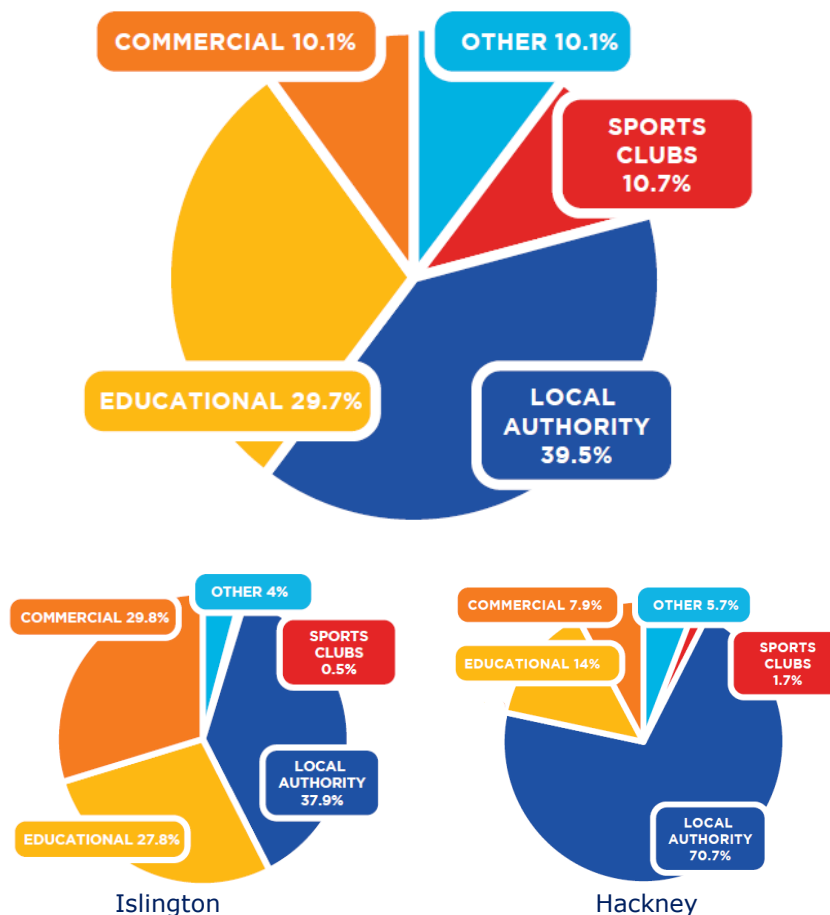
3.1 Introduction

This section of the report summarises the current supply and demand factors and considers the potential impact of forecast population growth on future facility needs.

3.2 Facility Provision

The majority of Haringey’s facilities are owned by the local authority itself (39.5%), however a large proportion fall within the education sector at 29.7% which is higher than both Islington and Hackney. Hackney has a much higher proportion of facilities within the local authority ownership at just over 70% as demonstrated in Figure 3.1.

Figure 3.1: Facility Ownership Overview

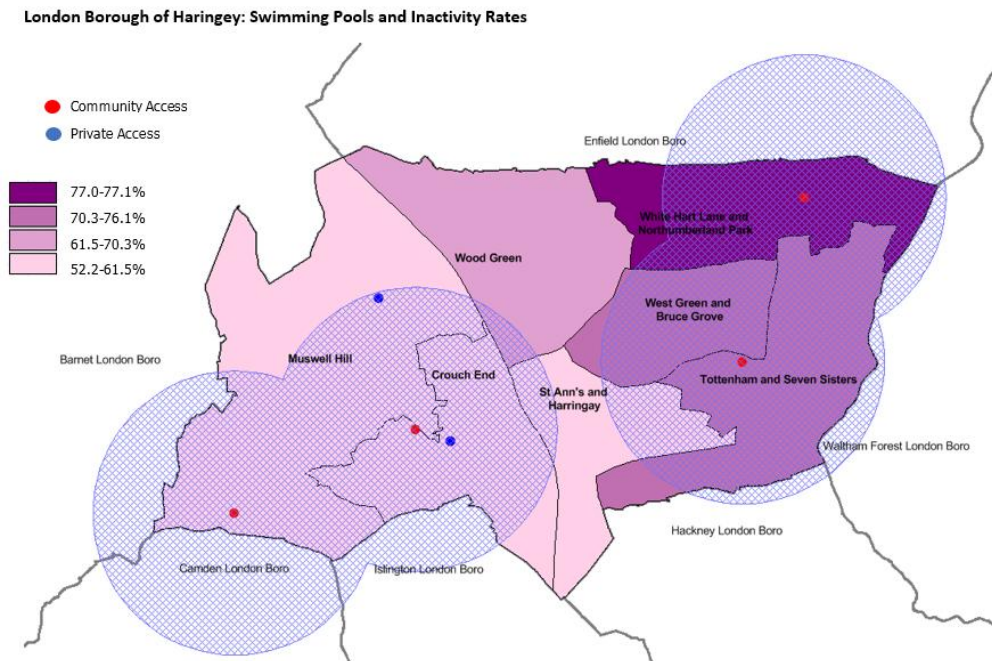


Source London Sport – Physical Activity and Sport Borough Profile 2016

The key findings of the Indoor Sports Facilities Strategy by facility type are summarised below. The policy recommendations and detailed analysis of each facility types can be found in the full Needs Assessment and Strategy document.

Swimming Pools

Figure 3.2: Map of Audited Swimming Pool Sites in Haringey (1 mile walk to catchments marked)

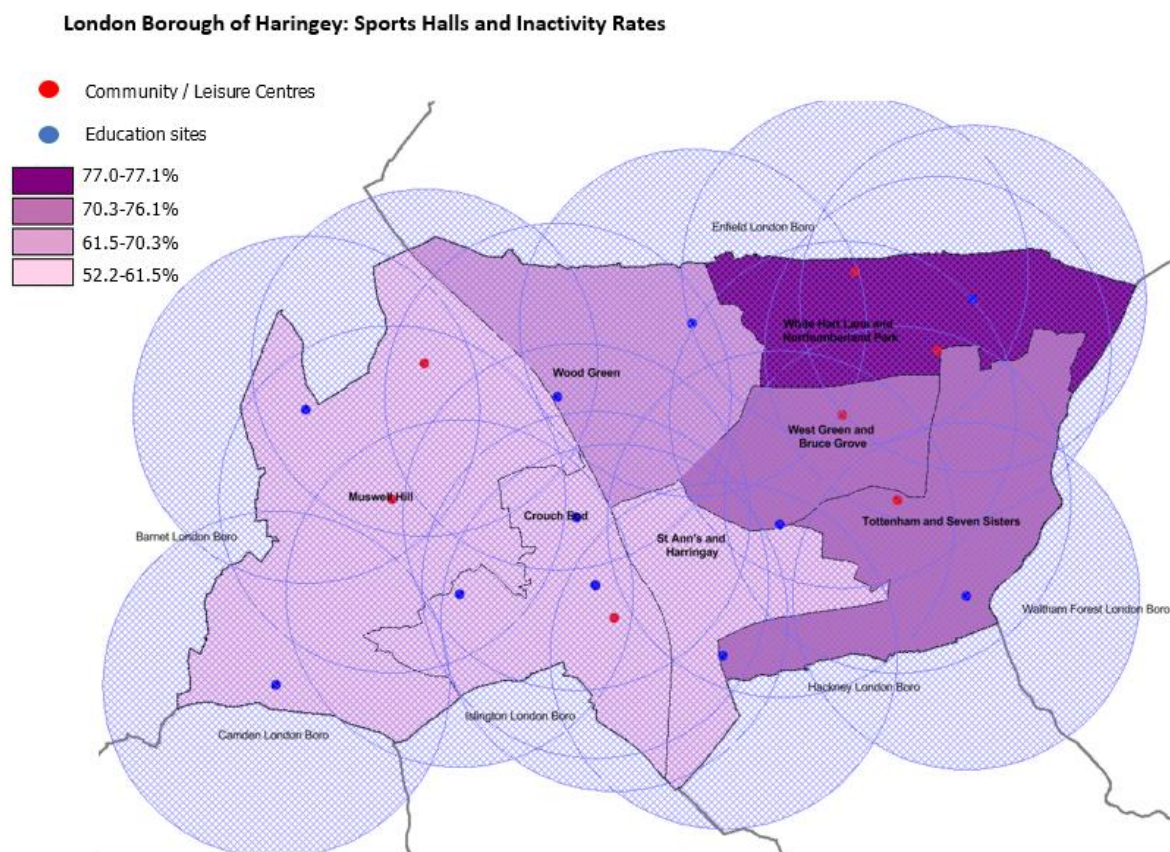


- There are five sites across Haringey which offer swimming pools which meet the criteria for inclusion within this study (community accessible pools at least 20m in length and 160m² in area). Learner/teaching/training pools and leisure pools located at sites which also offer a main pool, which meets the inclusion criteria, have also been included within the supply and demand analysis, as per Sport England's FPM modelling. The FPM modelling excludes private facilities and lidos from its analysis.
- Currently there is 6.8m² of water space in Haringey per 1,000 of the population. This is a significantly lower per capita supply than most London boroughs and all north London boroughs for example: Barnet (10.5m²), Waltham Forest (10.3m²), Camden (14.6m²), Hackney (11.2m²) and Islington (13.4m²).
- In simple terms Haringey residents on average have a third less pool water space than other Londoners
- Swim England and Sport England have identified Haringey as a key priority local authority in London to assist in securing investment into swimming pool provision in Haringey.
- The Wood Green Area Action Plan consultation has provided strong support for additional swimming provision within Wood Green.
- Haringey Aquatics Club is a vibrant club with good governance and resident profile yet is unable to grow due to restrictions on pool water space
- Fusion, the leisure centre operator, reports that demand is strong for swimming lessons and pool based activities
- Taking account of population increases projected up to 2028 and to achieve a minimum per capita pool water supply; a new 25m 6 lane pool in Haringey will achieve 8.61m² of pool water space. More detail around the calculations for this are within the main report.

- o This minimum per capita pool water figure will still mean Haringey residents are not as well served as many other Londoners, but careful placement of a new pool in the area of greatest water deficit and health need will, to a degree, deal with this.

Sports Halls

Figure 3.3: Map of Audited Sports Hall Sites in Haringey (1 mile walk to catchments marked)



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- o There are seventeen sites across Haringey which offer sports halls which are at least three badminton courts in size and are community accessible.
- o The seventeen sports hall sites provide a combined total of 75 badminton courts (when activity halls at 3+ court hall sites are taken into account).
- o Currently there are 2.75 badminton courts in Haringey per 10,000 of the population. This is lower than the London average of 3 courts per 10,000 and supply in Greater London is considerably lower than the national rate of 4.3.
- o Sport England have identified Haringey as a key priority local authority in London to assist in securing future investment into new indoor provision in Haringey.
- o Club responses to the priorities for investment within Haringey for indoor sport highlighted a number of key findings. Increasing the number of sports halls was a clear priority (53.6%) closely followed by improving the quality of changing rooms (50%).

Health and Fitness Suites

- There are 31 sites with health and fitness facilities within Haringey and 18 of which offer health and fitness suites with 20+ stations. The 31 health and fitness suites provide a combined total of 2,006 stations.
- Haringey has 73 stations per 10,000 population, a lower rate than neighbouring Camden (132) and Islington (110)
- The health and fitness market is continuing to evolve and change to meet market needs. At the time of this report the market is moving away from heavily kitted out gyms with machines with the emphasis on training spaces and resistance activities.

Indoor Tennis Facilities

- There is only one centre within Haringey that provides indoor tennis all year round at New River Sports Centre. The indoor site provides 4 tarmac courts within the inflatable dome.
- Coolhurst Tennis and Squash Club provides two indoor courts during the winter months with a temporary dome
- LTA Are keen to retain as much indoor provision as possible to ensure year round tennis with a strategic focus on increasing the number of covered tennis courts where possible. Consideration is being given by the LTA to providing additional court coverage at Finsbury Park.

Squash Courts

- There are four sites across Haringey which offer squash courts and provide a combined total of 14 squash courts.
- The two leading clubs in Haringey have identified some facility improvements that they are keen to undertake. Coolhurst are looking to enhance their wider offer and add to the sustainability of their club with enhance fitness and exercise space, which in the longer term is beneficial for the continued development of squash.
- Stormont are looking to upgrade their current squash courts given the age and their very regular use. The squash building however is landlocked on the boundary and boxed in with the recently upgraded outdoor tennis. This represents a key challenge for them to improve on the current offer.

Boxing Facilities

- There are three dedicated boxing facilities in Haringey that are accessible to the community at the Selby Centre, Tottenham Community Sports Centre and Total Boxer.
- All three provide a range of exercise and activity alongside the boxing club itself. All clubs use the multifunctional space at their sites for training and to host a dedicated ring.
- The ABA sees Haringey as a key priority area with the need to engage young people at risk from crime and involvement in crime. The NGB are looking to develop daytime programmes at dedicated club sites where there is capacity

Martial Arts Facilities

- Whilst there is no single dedicated martial arts facility in Haringey a number of the providers have been able to provide matted dojos within community space and studios which provide semi-permanent training and club spaces across the borough.
- Tottenham Community Sports Centre provides a very important resource for martial arts with a number of clubs operating out of the sports centre facility.
- It should be noted that the majority of martial arts provision in Haringey would appear to be in community buildings or industrial / employment buildings within key regeneration areas. These sites should be recognised and their value to sport and physical activity should be recognised when the regeneration plans are being considered and any changes taking place that would impact on the continuation of the provision for martial arts in these key locations in Haringey.

Gymnastics Facilities

- o Gymnastics in Haringey is delivered across a number of sites within the borough, sites include Alexandra Park School, Muswell Hill Youth Centre, Heartlands High School, Park View School, and a number of primary schools.
- o The two main providers within the borough are London Academy of Gymnastics and Dance and Kingfisher Gymnastics Club.
- o There is only one dedicated gymnastics facility at North London YMCA which is the home to Kingfisher Gymnastics Club

3.3 Priority Projects

Figure 3.4 summarises the priority projects across the different categories. Figure 3.5 highlights the spread and distribution of the proposed priority investments into indoor sport within Haringey. The projects have arisen from the well-developed evidence base with more detail of this available in the main report. The range of projects presented are primarily based within the priority regeneration areas of Wood Green and Tottenham and reflect the borough's ambition to reduce health inequalities through better physical activity rates. Improved and more indoor sports facilities will make a significant contribution to increasing rates of physical activity participation.

Figure 3.4 Priority Projects

Sports Facilities Site	Proposed Development	Context / Next Stages	Funding and Financing
A. REGENERATION AND LEISURE LED PROJECTS			
A1. Wood Green New Swimming and Health and Fitness Provision	New Swimming Pool Provision Possible facility mix: 25m 6/8 lane pool 20m learner pool and splash zone 80-100 station gym area 2/3 studios for group exercise Dedicated martial arts / dojo 4 court sports hall (if feasible) Café / reception / admin and meeting room space	Options and Cost Benefit Analysis Autumn 2018 Wood Green Area Action Plan end of 2018. Project Development Phase 2019	Potential Developer Agreement Sport England Haringey Council Capital LMCT
A2. Selby Centre / Bull Lane	New Sports Hall Provision. Sports Hall provision not to be lost as part of any Selby Centre redevelopment Boxing to be retained as part of the new indoor provision either within Selby or on Bull Lane.	Joint high level Master and Viability Plan for both the Selby Centre and Bull Lane to ensure sports hall and boxing facilities are retained within the overall footprint of both sites	Development agreement for Selby as part of the wider regeneration. FA Parklife for Bull Lane Haringey Council capital
A3. Dukes Aldridge Academy (formerly Northumberland Park Community School) – If proposed site relocation occurs provision will need to be relocated.	New Swimming Pool – re-provision minimum current – opportunity to expand offer at the new site and increase water space to meet the on-going unmet demand (even accounting for new provision in Wood Green) Sports halls part of core education offer but both to be re-provided given indoor sports hall needs for Haringey.	Unclear on current status given the regeneration plans being reviewed and renewed.	Funded as part of the regeneration plans for the school – clarity on the swimming provision funding (given it's not core education).
A4. Tottenham Community Sports Centre	Options to be considered for the future of TCSC. Either: Redeveloped TCSC on current ground or new	Clarity on forward costs for TCSC and options for refurbishment as opposed to new build. The HRW plans are clearly a challenge in terms of	Funding via S106 as part of HRW development is to be considered for refurb / redevelopment on current

Haringey Indoor Sports Facilities Strategy 2018 - 2028
Summary

Sports Facilities Site	Proposed Development	Context / Next Stages	Funding and Financing
	development as part of wider regeneration plans. TCSC retained or re-provided in all scenarios.	overall affordability at this current stage	site. Exploration of whether there is a development led opportunity that retains the community status and TCSC is protected within this.
B. EDUCATION LED PROJECTS			
B1. Highgate Wood School (Haringey Council School)	New build sports hall on site.	Haringey Council putting business case forward which has been added to in terms of these leading schools and their position and delivery of community sport. Awaiting direction from education team.	Haringey Council School Capital
B2. Parkview ((Haringey Council School)	Sports Hall refurb, including roof and changing rooms.	Haringey Council putting business case forward which has been added to in terms of these leading schools and their position and delivery of community sport. Awaiting direction from education team.	Haringey Council School Capital
B3. Hornsey School for Girls (Haringey Council School)	Activity Hall refurbishment – lower priority but given need to increase community access in general.	Haringey Council putting business case forward which has been added to in terms of these leading schools and their position and delivery of community sport. Awaiting direction from education team.	Haringey Council School Capital
B4. Woodside High Schools (non-maintained)	New sports hall replacement for current (no need to replace indoor sprint straight).	A further discussion with the school is required given its non-maintained status and any further external funding opportunities.	Unclear given academy school and non-maintained status. Further consultation with the school to be undertaken.
C. COMMUNITY ORGANISATION LED PROJECTS			
C1. Expanded Dedicated	Improved and expanded dedicated	Investigation with British Gymnastics and	British Gymnastics new

Haringey Indoor Sports Facilities Strategy 2018 - 2028
Summary

Sports Facilities Site	Proposed Development	Context / Next Stages	Funding and Financing
Gymnastics Facility	gymnastics facility for Haringey.	Kingfisher GC the opportunities to expand the dedicated offer to incorporate all club activity at one site. Working also with the YMCA and any expansion plans they have. Opportunities to be investigated at either the current site or new provision within Haringey.	funding opportunities (to be clarified at time of this report). Funding opportunities with YMCA to be discussed.
C2. Leading Community Venues that deliver sport identified within this strategy especially for martial arts – including Cypriot Community Centre, the Chocolate Factory and Cypress House.	Where regeneration plans in Wood Green, North and South Tottenham and Northumberland Park have an impact on future provision of community sport in these venues the re-provision of these spaces and facilities needs to be considered in future development plans and provision for community venues and space.	Ensure planning department and regeneration teams are aware of the facilities listed within this strategy and influences on future facility provision within masterplans.	S106 / CIL or re-provision within future plans
C3. Chestnuts Hall	Larger activity hall to expand offer for physical activity.	Review of the capacity of the building to extend offer and the footprint within the park. The opportunity to develop indoor and outdoor sporting offer in a priority area of the borough linked to the health programmes run by BRT would be a very positive outcome.	CIL/S106 funding. Other funding opportunities to be explored once viability / options are explored further.

4. Conclusion

This is an exciting time for Haringey as the borough now has a complete and coherent overall investment plan for sport and leisure. The development of this new Indoor Sports Facilities strategy provides a real opportunity for Haringey Council to present the current facility stock in relation to the identified needs of the local community, partners and stakeholders. The strategy has also determined a clear set of facility priorities and an investment action plan by facility type over the short, medium and long term based on the findings of the assessment of needs and the evidence collated.

Alongside the priority sports facility opportunities and investments identified within this strategy there are a number of leading Community Venues that deliver sport identified, especially for martial arts. The strategy supports the need to ensure that where regeneration plans have an impact on future provision of community sport in particular venues, the re-provision of these spaces and facilities needs to be considered in development plans and provision for community venues and space as identified in the report.

The central challenge for Haringey, in times of continuing budget pressure for local authorities, is to address both the current identified facility shortfall (in both quality and quantity) as well as continuing to keep pace with community provision for the borough's ever increasing population. The Council must now, ensure that this strategy and the policies, standards and recommendations presented therein, become embedded within both the Local Plan evidence base and the emerging regeneration plans to ensure that sport, leisure and recreation can continue to get the investment it needs to make the lasting and positive impact on the lives of the residents of Haringey.

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Report for: Cabinet Meeting 18th June 2019

Title: Sustainable Transport Works Plan (STWP) 2019/20

Report authorised by: Stephen McDonnell, Director of Environment and Neighbourhoods

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Ward(s) affected: All

**Report for Key/
Non Key Decision:** Key Decision

1 Describe the issue under consideration

- 1.1 Haringey is a place of great opportunity with enormous potential for growth – a growing economy, more and better housing and flourishing communities. The Council has set clear ambitions through its draft Borough Plan to make Haringey a better place to live, through encouraging investment and creating opportunities that all can share in.
- 1.2 Transport has a key role to play in enabling the achievement of our wider aspirations for the borough. The Sustainable Transport Works Plan (STWP) for 2019/20 sets out the Council's approach to managing the highways infrastructure, delivering the Borough Plan priorities as well as the Council's strategies as set out in the Local Implementation Plan (LIP3) and in the Transport Strategy. Investment is targeted at measures that:
 - improve road safety, including tackling stretches of roads and junctions with accident problems;
 - encouraging walking and cycling and the use of sustainable alternatives to private car use;
 - reducing congestion and delay that impact on public transport services;
 - contributes to Haringey's preventative maintenance strategy to improve the overall condition of our road network; and
 - improves air quality.
- 1.3 The report also sets out the various funding streams for 2019/20, a Ward by Ward Breakdown of the works attached as Appendix 1; Highlights of 2018/19

programme attached as Appendix 2; and tables setting out the allocation of funds under each objective attached as Appendix 3.

- 1.4 The Council currently utilises the LoHAC framework to support the works contained in the STWP; however, this framework does not provide best value for the Council. Therefore, alternative contractual arrangements will be presented to Cabinet for approval in July 2019, this will include a reduction in the use to the current LoHAC framework and migration to alternative commercial arrangements

2 Cabinet Member Introduction

- 2.1 Transport plays a pivotal role in our daily lives. Haringey is one of London's best-connected boroughs and the transport network is used by our residents, businesses and by people from across the City and beyond; either passing through or interchanging at a station or bus stop.
- 2.2 Our aim is to ensure that Haringey has a high quality, resilient highway network and a reliable public transport system that everyone can access. This year in line with our draft Borough Plan 2019-2023, we are investing over £14,400,000 into a range of highways improvement schemes, making our streets safer, identifying and improving locations with high accident levels, improving the overall quality of our road network and encouraging walking and cycling.
- 2.3 Challenges created by the reducing funding being made available to us by Transport for London do have to be considered to make sure that we have sustainable funding mechanisms in place longer term to enable us to be able to deliver our transport objectives.
- 2.4 We will continue to tackle congestion and delay and improve bus service reliability. Where appropriate we will declutter and remove guardrails and renew street furniture. We will promote alternatives to private car use, including car clubs and car sharing and will manage the increasing demand for road space by managing parking capacity in a balanced way.
- 2.5 The key highlights of next year's programme include the delivery of a series of major structures projects in the borough including the replacement of Station Road Bridge and the introduction of anti-suicide measures on Hornsey Lane Bridge. Progression of the Liveable Neighbourhoods project in Crouch End and the Parking Transformation project. The investment of over £2m for measures to promote more Sustainable modes of transport across the borough. Along with the investment of over £5m in improvements to our roads, footways and street lighting.
- 2.6 We will continue to engage with residents, traders and other interested parties when developing transport schemes and programmes, allowing them to contribute to design solutions to traffic issues in their areas as far as possible.

3 Recommendations

3.1 That Cabinet:

- a) Approves the Sustainable Transport Works Plan for 2019/20 financial year as set out in the attached Appendix 1 – Ward by Ward breakdown:
- b) Authorises the Head of Operations to consider any objections and representations to statutory consultation on schemes and to report back to the Cabinet Member for Environment if there are significant or substantial objections or concerns raised:
- c) Delegates decisions relating to scheme design to the Head of Operations.

4. Reasons for Decision

- 4.1 The annual STWP sets out the Council's Highways, Traffic and Parking projects for the coming financial year and how they align with the council's strategic objectives.
- 4.2 The report provides detail of the funding arrangements for the various projects and programmes and seeks authority to proceed with the development and delivery of these projects subject to appropriate consultation.

5. Alternative options considered

- 5.1 There are no other relevant options as the Council has a statutory obligation to maintain the public highway network. The 2019/20 work plan has been informed by engagement undertaken by Transport Planning with Members and other key stakeholders through the development of LIP3; highway condition surveys & visual highways inspections, and concerns raised by members of the wider community.
- 5.2 The programme includes transport schemes previously agreed by Cabinet in November 2018 via the LIP3 and Annual Spending Submission and funded by Transport for London (TfL).
- 5.3 Council funded capital projects included within the programme were approved by Cabinet on the 20th February 2019 as part of the Capital Strategy and 10-year Capital Programme.

Background Information

6. Strategic Context

- 6.1 The programmes and schemes in the STWP 2019/20 supports the delivery of the Borough Plan 2019-2023 Place priority. Helping to create a place with strong, resilient & connected communities where people can lead active and healthy lives in an environment that is safe, clean and green.

Increase the levels of physical activity across the borough

- 6.2 Projects will create healthier places, in line with the Mayor of London's Healthy Streets plan, to support people to be active by cycling, walking. Bringing about a shift from car use to walking and cycling by promoting the concept of "active travel".

Improve air quality and reduce CO₂, especially around schools

- 6.3 Take measures to reduce the impact of road vehicles on air pollution including through parking controls. Help encouraging residents to make choices that minimise air pollution such as such as travelling through measures to support walking, cycling and public transport
- 6.4 Promote Ultra Low Emission Vehicles, such as electric cars, and where required work with partners to install electric charging points.

Provide safer and accessible public spaces for everyone

- 6.5 Projects will invest £4.3m in maintaining and improving the highways network condition. £1.3 will be spent on our street lighting, continuing the expansion of LED lighting, reducing road accidents, discouraging crime and reducing fear of crime.
- 6.6 Invest £630k in highways improvement schemes improving walking and cycling facilities across the borough, including improvements to major signal junction.
- 6.7 Implementing Controlled Parking Zones (CPZs) where residents want them and Investing £590k to reduce flooding, and the risk of flooding, through measures that will also enhance the public realm.

Local Plan - Strategic Policy 7

- 6.8 Our adopted Local Plan sets out the key strategic planning policies. Strategic Policy 7 (SP7) focuses on the promotion of sustainable transport. It supports regeneration in Tottenham and Wood Green through a range of infrastructure proposals and measures. This includes travel demand management schemes, tackling climate change, improving local place shaping and environmental and transport quality. A number of schemes in the 2019/20 STWP, in particular walking, cycling and road safety schemes support the delivery of SP7.

Transport Strategy

- 6.9 The 2018 Transport Strategy sets out the strategic vision, objectives and priorities on the future of transport in Haringey over the next 10 years. The strategy outlines how the priorities in the Haringey Corporate Plan will be achieved and the role that STWP projects and programmes play in achieving this.

- 6.10 Transport has a key role in enabling growth and regeneration by supporting projects to increase public transport capacity and road network efficiency. The projects and programmes in the STWP play an important role in maximising the capacity of the road network, by supporting measures that will reduce car use, such as the active travel programmes and cycling and walking projects and schemes, including those being implemented through the Borough Cycling programme.
- 6.11 The Mayor of London's new Transport Strategy and LIP3 guidance was published in 2018. The draft Haringey LIP3 was reported to Cabinet in November 2018 and submitted to TfL for comment in December 2018. Public consultation on the draft closed was undertaken in January 2019. The final LIP3 will be submitted to TfL during 2019.

General

- 6.12 The total confirmed funding for projects within the STWP for 2019/20 is £14,419,500 and the breakdown is set out in paragraph 6.1 of this report. Further, in year funding approvals from TfL are expected in regard to bus priority, Cycle Quietway routes and highways structures. It is also expected that there will be additional investment associated with regeneration projects.
- 6.13 The amount of funding available within each financial year through many areas of the LiP tends to be predetermined. However, when the borough submitted its 3-year Spending Plan (ASP) to TfL following approval by Cabinet in November 2018, TfL has not confirmed the exact amount of funding it would make available during the 3 financial years 2019/20 to 2021/22. The ASP was therefore based on the expected level of funding from historic allocations. However, at the time of award, TfL announced allocations to be lower than expected meaning that programmes agreed at Cabinet within the ASP will need to be adjusted. Whilst the level of the changes within 2019/20 are small, a reduction of £1.5k. This increases to £225.5k in 2020/21 and £153.5k in 2021/22.
- 6.14 The suspension of TfL funding for maintenance of the Principal Road Network (PRN) introduced in 2018/19 remains in place for 2019/20. TfL had not as yet confirmed whether they will reinstate this programme from 2020/21 onwards. Or as to whether they will make a small amount of emergency funding available in 2019/20 as they did on 2018/19. As with 2018/19 it is proposed to utilise the £100k discretionary Local Transport Funded provided by TfL through the LIP to undertake essential principal road planned maintenance improvement.
- 6.15 Principal roads are the main thoroughfares transporting the highest number of vehicles and pedestrians. This network is highly visible and has a significant impact on businesses, public transport and residents on a day to day basis. Haringey's PRN is made up of Green Lanes, Tottenham High Road (Bruce Grove to borough boundary with Enfield), West Green Road, Bounds Green Road, Ferry Lane, Fortis Green, Lordship Lane, Fortis Green Road, The Roundway (west), Priory Road, Hornsey High Street, Tottenham Lane, Watermead Way, Westbury Avenue, Turnpike Lane, The Broadway (Muswell

Hill), The Broadway (Crouch End), Crouch End Hill, Crouch Hill, Queens Avenue, High Road (Wood Green), Park Road, Church Lane, Muswell Hill.

- 6.16 Due to an under investment in the Principal Road Network (PRN) by TfL in recent years and the suspension of the funding in 2018/19, the condition of Haringey PRN is rapidly deteriorating. Condition surveys undertaken in 2018 identified that 26% of the PRN is now in need of planned maintenance. Putting Haringey in the lower quartile within Greater London. Use of the PRN is important in meeting the Council's transport objectives, and therefore one-off arrangements have been put in place during 2019/20 for £500k of Council Capital funding to undertake essential works.
- 6.17 The trend of TfL in reducing transport funding has ramifications for Haringey as a borough at a time when greater investment is required to achieve the challenging targets being set by the GLA as part of the Mayor's Transport Strategy. Particularly in terms of the condition of the PRN, should TfL decide not to reinstate funding in 2020/21. We need to consider our options for putting sustainable funding mechanisms in place longer term to enable us to be able to deliver our transport objectives.
- 6.18 The works programme is divided into sections to demonstrate how it delivers the Council's transport objectives, as set out in the LiP and the Transport Strategy. The key objectives within the Transport Strategy are as follows;
- A public transport network that is better connected, has greater capacity and is more accessible, supporting our growth ambitions
 - A well-maintained road network that is less congested and safer.
 - Active travel the easier choice, with more people choosing to travel by walking or cycling
 - Improved air quality and a reduction in carbon emissions from transport

Improving bus facilities and services

- 6.19 Improving reliability is essential to increasing bus usage and passenger satisfaction. Officers will continue to work with TfL and Operators to identify bus "pinch points" and local service issues. These measures will deliver benefits to passengers allowing buses to move more freely. TfL have previously funded improvements on the W4 routes, and implementation of the final stage of works should take place in 2019/20. Officers are awaiting confirmation from TfL on funding via an in year allocation. In addition, Officers will seek further opportunities for funding via TfL's Enabling Budget and Bus Reliability Programmes. Investigation will also take place in 2019/20 with TfL into potential improvements for the low emissions bus route on Green Lanes.

Planned Carriageway Maintenance

- 6.20 The Council has a budget of £4,289,000 in 2019/20 to improve the condition of its roads, making them safe and more pedestrian and cyclist friendly. TfL has funded £100,000 through the LIP LTF settlement. The remaining £4,189,000 comes from Council Capital.

- 6.21 £600,000 has been set aside for essential resurfacing on the PRN. In relation to the resurfacing of borough roads and renewal of footways £882,000 and £1,900,000 respectively is being spent.
- 6.22 A further £362,000 has been allocated for delivering “short section” route improvements. This is where a section of a route is in poor condition, but the overall corridor is in a reasonable structural or surface condition. Officers will not define a fixed programme for this budget, but will instead seek to identify and repair lengths of road and footways, where there are a significant number of defects requiring repair. In this way, resurfacing of a ‘short section’ would be more effective than continual pothole or pavement repairs. This short section programme may also be used for emergencies, such as where extreme weather significantly damages a section of road and a localised repair would not be sufficient.
- 6.23 £465,000 has been set aside for undertaking response improvements to the footways and carriageways. £80,000 has also be allocated to a planned white lining maintenance programme to address safety critical markings, like pedestrian crossings, give way & stop lines, hatching etc.
- 6.24 A 3-year programme of structural and preventative maintenance is now being identified within the STWP. This forward planning anticipating needs over a 3-year period allows the best whole life options to be identified and raises awareness on future years priorities.
- 6.25 The annual STWP will present a fixed programme for one year (2019/20) and provisional programmes for the following two years (2020-22). This identifies the best whole life option, while allowing for any emerging issues to be considered.
- 6.26 Roads will be prioritised for maintenance using the results of condition surveys of the network. The process will take account of customer and councillor requests, although the core programme will be based on an analytical assessment of condition and relative risk consistent with the code of practice for the maintenance of highways.

Planned Footway Maintenance

- 6.27 The greatest level of planned maintenance investment will be in footway maintenance, reflecting the significant percentage of the footway network (some 56%) that need maintenance. A higher level of investment is planned to reduce the large maintenance backlog and address areas where clusters of defects are identified, and hence where a full repaving scheme would be more effective than a series of individual defect repairs.
- 6.28 The level of future investment determines the extent to which performance indicators (PI) are improved, and the backlog reduced. The proposed annual capital investment programme for carriageways will allow target upper quartile PI's to be achieved for carriageway condition within a 10-year period, if

investment levels are maintained at or above the current proposed spend per annum.

- 6.29 However, the substantial backlog in footway maintenance means that while significant improvements can be made with current investment, upper quartile status would require additional investment over and above the current budget.
- 6.30 The short section repair programme will be particularly helpful in improving footway condition and reducing reactive maintenance pressures. It will provide an investment budget each year to target lengths of footways that have multiple defects, but where the whole length of the footway may be generally in good condition, and as such would not be prioritised for investment through the planned maintenance programme. The targeting of maintenance in this fashion will also help reduce the risk of future insurance claims in relation to highway defects.
- 6.31 Highways Marginal Land is land that is part of the highway but not footway, carriageway or grass verge. Often it is treated as an amenity having grass, trees and shrubs. For many years this land has been rather neglected and many of these sites present problems of fly tipping, litter, dog fouling, drug paraphernalia, crime and anti-social behaviour. An allocation of up to £25,000 has been made available to target improvements in these areas as part of the short sections programme.

Highway Structures/Bridges

- 6.32 TfL, via the London Bridges Engineering Group (LoBEG), funded a project for the replacement of Station Road Bridge N22. Design was commenced during 2017/18 and utility diversion works, and procurement of a specialist contractor took place during 2018/19. Implementation of the bridge replacement commenced in March 2019 for completion within 2019/20. The total cost of the project is estimated to be £2,060,000, which will be fully funded by TfL. The estimated cost for 2019/20 are £1,067,000 via in year allocation from TfL.
- 6.33 Haringey, Islington and TfL jointly agreed to fund the implementation of anti-suicide measures on Hornsey Lane Bridge to the value of £1,344,000. Following many revisions, the design of the fence has now been signed off by all three stakeholders with planning permissions in place from Islington and Haringey. Fabrication of the new measures was undertaken in 2018/19 with £540,782 in place to undertake the implementation early in 2019/20. The funding of the implementation comes from TfL and Haringey & Islington 2018/19 LIP settlements which TfL have agreed to carry forward into 2019/20.
- 6.34 A total of £1,665,000 was allocated to improve and make safe retaining walls on Highgate Hill and North Hill during 2018/19 (£1,261,000) and 2019/20 (£394,000). However due to unforeseen utilities issues, the North Hill retain wall project has been delayed. With £1,075,000 being carried forward from 2018/19 into 2019/20. Procurement of works is expected to commence in March 2019 which would mean a start of the 8 month programme no sooner than August 2019. Replacement of the North Hill retaining wall will have a significant impact

of traffic through the Highgate area including bus services. This means that works could not take place during the Christmas moratorium period. Demobilising and subsequently remobilising the works would increase costs and inconvenience a significant number of local residents. It has therefore been agreed with the Cabinet Member for Environment to delay commencement of the works until January 2020. This will require a further re-profiling of spend on the project.

6.35 A series of bridges sit along the Parkland walk, several of which are in urgent need of maintenance. The bridges over Stanhope Road, Stapleton Hall Road and Upper Tollington Road are of particular concern. Interim measures have been introduced to remove risks to the roads running underneath them allowing them to be maintained open whilst permanent repairs are developed and undertaken. A total of £3m has been allocated to this project, with £1m allocated in the 2019/20 financial year.

Street Lighting

6.36 There are approximately 18,600 lighting columns along the public highway under the responsibility of Haringey Council. In 2002 the Council adopted a “white light” policy and have since delivered a rolling programme of lighting column replacement to meet EU standards. The three main objectives through this programme are to improve our lighting stock, to reduce the risk of crime through improved lighting conditions, and to reduce CO2 emissions.

6.37 The life expectancy for columns is about 30 years and at present approximately 4000 columns have exceeded this. The columns considered most at risk from failure are our aluminium and concrete columns. Many of our concrete columns have previously had steel sleeves fitted to extend their life expectancy. These columns are being prioritised for replacement. We are however also spending £100,000 on surveys and testing of the steel columns to make sure all high risk ones are replaced in a timely manner to reduce the risk of unexpected failure.

6.38 The programmed number of columns to be replaced in 2019/20 is 274 and a budget of £610,000 has been allocated for this work.

6.39 A fund of £260,000 has been allocated to continue the LED (light-emitting diode) replacement programme, which will replace approximately 570 lanterns.

6.40 In addition to this, £105,000 has also been set aside for Festive lighting that will include a rolling programme of maintenance and replacement of the infrastructure. £225,000 has been allocated to undertake response improvements to the street lighting throughout the year.

6.41 A 3-year column and LED replacement programmes are proposed. Each year’s STWP will present a fixed programme for the first year and provisional programmes for subsequent two years. This will allow for the best whole life options to be identified, while allowing for any emerging issues to be considered.

Local Road Safety Schemes

- 6.42 LIP funding for accident reduction and road safety in 2019/20 is £465,000. This will complete the delivery of measures identified out of the Green Lanes study as well as to deliver remedial measures at identified casualty hot spots and speed reduction locations.
- 6.43 A study will be undertaken on the Ferme Park Road to identify measures to reduce casualties and improve pedestrian facilities, the outcomes of which will be implemented in subsequent years.
- 6.44 A budget of £55,000 is set aside for further investigations and reactive road safety measures identified during the year.

Parking Plan and Strategy

- 6.45 As part of the wider transformation of the parking service, significant investment is being made in the parking plan. The main objective of the parking plan is to address community parking pressure across the borough, through the introduction of controlled parking zones (CPZ's), the review of existing CPZ's, the ongoing assessment of waiting and loading activity and disabled bay provision. An additional £822,000 will be invested in extending parking controls in areas experiencing parking pressure, reviewing Event Day parking controls and £500,000 will be invested in extending the CCTV enforcement of moving traffic contraventions to assist in improving road safety at key junctions and to keep traffic moving freely. The measures are in line with the Councils Transport Strategy.
- 6.46 This will improve conditions for all road users, but in particular residents, and other key stakeholders who rely on parking facilities for access. While allowing access.

Drainage

- 6.47 A budget of £590,000 has been allocated for drainage; the drainage budget will be used to alleviate flood risk and flood hazards in the borough. The outcome will be to seek a reduction in the number of locations in the borough where there are repeat incidents of flooding after heavy or persistent rainfall. Improvements in the future resilience of the network are vital to maintain public satisfaction and to ensure that the borough remains a vibrant, diverse and attractive place for people to live and work.

Cycling Schemes

- 6.48 Officers have also been working with TfL and Sustrans in the development of the Haringey section of the Farringdon to Bowes Park and Hornsey to North Hill cycle Quietways Routes. During 2017/18 and 2018/19 design took place. However due to funding constraints, TfL have delayed consultation and implementation until 2019/20. Costs of the works are estimated to be in excess

of £1,100,000. We are awaiting confirmation of this funding before implementation can commence during 2019/20.

- 6.49 Officers will be promoting cycling through a substantial cycle training programme and providing additional cycle parking. A further £70,000 will be used to expand the highly popular bike hangar programme by adding new sites where demand has been identified.
- 6.50 Following the completion of TfL's strategic cycling analysis in 2017, they have announced the roll out of new priority cycle routes. Haringey will continue to work in partnership with TfL on the development of one of these routes, Camden Town to Tottenham Hale, for which public consultation and implementation is expected to commence during 2019/20.

Walking Schemes

- 6.51 The programme of installing pedestrian improvement measures will continue with works along Westbury Avenue, a study into improvements around Bounds Green tube station and pedestrian improvements around schools. £40,000 has also been allocated towards local issues that may arise in year.

Active Travel

- 6.52 Active Travel is delivering a range of activities, which encourages reduced car use through behaviour change. The programme focuses on three key themes;

Cycling, Active Travel and Health

- 6.53 Projects includes, cycle training, supporting measures, such as supporting schools to encourage cycling from a young age, and grants to community organisations to encourage people who currently rely on car use, to walk and cycle more. The successful Personal Travel Planning (PTP) project will continue, encouraging residents away from the car dependent, sedentary lifestyles, to healthier and more active modes of sustainable transport.
- 6.54 Reducing road casualties, with an emphasis on reducing the number of children killed and seriously injured remains a priority. Projects will include a range of road safety messages through schools, aimed at both pupils and parents. Motorcycle safety campaigns are planned as motorcycle riders are more likely to be killed or seriously injured.
- 6.55 Air quality projects include raising awareness through road shows and particularly amongst young people through schools, about the dangers of air pollution and how it can be reduced by travelling more sustainably.

Local Transport Funds

- 6.56 In line with every other London borough TfL has allocated £100,000 to the Council through the local transport fund (LTF). Haringey has complete

discretion on how this funding is used. Following the loss of the TfL allocation for maintenance of Principal Roads, and the condition of the specific section of the network, it is proposed to use this funding to undertake planned maintenance.

Major Projects – White Hart lane

- 6.57 This project is being funded by TfL through the LIP Major Schemes programme to the sum of £3.989m. With the bulk of the funding programmed to be spent on the implementation in 2018/19. However, in December 2017, TfL wrote to the Council stating that due to financial constraints, funding for the project would not be available in 2018/19, but would be made available in 2019/20. This was not acceptable, as this project had to be delivered within the same timescales as the new THFC stadium and the White Hart Lane Station upgrade. The Council, with TfL's agreement, therefore front funded the scheme and implementation was completed in 2018/19. An allocation of £3.626m has been made as part of the 2019/20 LIP award to return this funding.

Crouch End Liveable Neighbourhoods

- 6.58 As part of the TfL LIP ASS submission, TfL have replaced the Major scheme's programme with a Liveable Neighbourhoods programme. This will see investment in schemes that directly make walking and cycling a safe, enjoyable and convenient option, supporting small businesses by making high streets cleaner, safer and more enjoyable places to spend time. Haringey were successful in the first round of bids and have been allocated up to £5.0m for the project, including £1.0m of match funding from Haringey. TfL made an initial allocation 2018/19 to commence development of the project. Further allocations will be made in year at various milestones for the project. £150k is being made available from the LIP allocation as part of Haringey's match funding,

Regeneration Projects and Other One-off Projects

- 6.59 A series of other projects including Chestnut Road, Ferry Lane, Tottenham Green, Wood Green Public realm, Watermead Way signals (access to Marsh Lane depot) will progress in conjunction with the Tottenham Regeneration Team and Major Capital Projects Teams subject to confirmation of funding. Further projects may occur in year and will be delivered as part of the STWP. These projects will support development / regeneration of the borough.

Developer Funded Schemes

- 6.60 These are obligations under Section 106 of the Town and Country Planning Act 1990 and section 278 of the Highways Act 1980. They are focused on site-specific mitigation of the impact of the development by modification of the existing highways network. They are identified and funded by the developer as part of the planning process. Although none at this time, further funding opportunities in relation to the community infrastructure levy may become available in future years.

Design, Consultation and Engagement

6.61 We are committed to ensuring that local communities are involved in identifying and developing highways schemes in their neighbourhoods. Ward Councillors, and other key stakeholders, for example Haringey Cycling Campaign (HCC), Bus Operators and Haringey Disability First Consortium were consulted in 2016 and 2017 when developing priorities for the Sustainable Transport Works Plan, the annual spending submission, the 2018 Transport Strategy and LIP 3. Four key areas identified through that consultation were;

- Pedestrian safety
- Traffic calming and speed reduction
- Footway/ carriageway maintenance
- Congestion pinch points

Each of these areas are prioritised for investment in the 2019/20 programme.

6.62 The schemes identified within this report will be developed by officers within the Operations Service in accordance with national, regional and local standards and best practises. This will be included were applicable the consideration of Input from members, key stakeholder groups and the wider community at various stages within the projects including consultation and engagement exercises.

6.63 The level of consultation/ notification for schemes is set out in the attached Appendix 4.

6.64 The Council will continue to improve the quality of information available to residents and other interested parties on transport projects planned for their areas. This will involve information being made readily available on the Council's website, as well as through improved works signage and advance warning of all highways works. This will minimise disruption and inconvenience associated with works.

7 Contribution to strategic outcomes

These are set out within the body of the report.

Statutory Officers comments

8 Comments of the Chief Financial Officer

8.1 This report sets out the expenditure plan for the forthcoming year detailing all of the key transport related activities including the various funding streams that have been confirmed by TfL and the Councils' Capital Programme.

The table below provides a breakdown of the key funding streams per scheme.

TfL Corridors and Neighbourhoods	£1,898,500
TfL Local Transport Fund	£ 100,000
TfL White Hart Ln Major Scheme	£3,626,000
LBH Planned maintenance works budget	£4,189,000

LBH Street Lighting	£1,300,000
LBH Flood Water Management	£ 590,000
LBH Highways Structures	£ 394,000
LBH Parkland Walk Bridges	£1,000,000
LBH Parking Strategy and Plan	£1,322,000
Total	£14,419,500

8.2 These costs are contained within the existing 19/20 Revenue and Capital programme

8.3 The Sustainable Transport Works Programme is funded from three main sources namely as follows

- Transport for London: This funding is targeted to meet the policies and objectives set out in our Local Implementation Plan (LIP) with the priorities influenced by the Mayor's Transport Strategy. Furthermore TfL offer opportunities to bid for additional funding throughout the year, therefore this is likely to increase.
- Council Investment: This funding is largely utilised for maintaining borough roads, footways, and street lighting stock. Funding for structures and parking plan are also allocated based on need and priority.
- Other: This funding is principally third party developer funding or grant funding. It is provided through agreement with the third party and can only be used for the purpose specified in the agreement.

8.4 The White Hart Lane project was funded by the Council in 2018/19 and TfL have agreed to allow the Council to claim this funding in 2019/20.

8.5 S106/278 developer funding is subject to variation and is dependent on the progress of associated developments as to the level of funding that will be received in year.

8.6 Officers will need to ensure that the programme of individual works under each heading is contained within the overall budget allocation.

8.7 During the year local consultations are necessary relating to design and implementation of schemes however any significant objections or issues that occur from these will be reported back to lead members and Cabinet where appropriate.

9 Assistant Director of Corporate Governance Comments

9.1 The Council as a Highways authority has a statutory obligation to maintain the public highways it is responsible for. This report sets out the works plan for the financial year 2019/20 and the consultation process.

9.2 The Assistant Director of Corporate Governance confirms there are no legal reasons preventing the Cabinet from approving the recommendations in the report.

10 Strategic Procurement Comments

10.1 There are no procurement issues arising from this report.

11 Equalities Comments

11.1 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.

11.2 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.

11.3 An Equalities Impact Assessment (EqIA) formed part of the statutory consultation process in 2018/19 which informed the development of the Local Implementation Plan 3 (LIP). The LIP sets out the objectives, delivery plans and monitoring arrangements for all transport scheme proposals, including those contained in the Sustainable Transport Works Plan 2019/20.

11.4 The EQIA identified several disproportionate impacts that may occur on equalities groups because of the implementation of delivery plan associated with the LIP

11.5 The key beneficial impacts relate to:

- Improved access to facilities will benefit all Haringey residents and visitors, but some protected groups such as older people and children will benefit disproportionately.
- Safer roads, less congestion and reduced levels of pollution are likely to benefit people in some of the protected groups, such as older and/or disabled people with respiratory illnesses more than for the general population.

11.6 Groups who may have greater reliance on travel by car (e.g. people with disabilities; parents with childcare commitments; people in transport poverty)

may be affected adversely in comparison to other groups who are better able to use public transport or travel actively.

- 11.7 The LIP includes proposals to provide a range of suitable alternatives to the car, with action plans for those who want to choose more sustainable modes of transport but at the same time recognising some users will need to use their car.
- 11.8 Measures that increase cycling and walking through improved safety and awareness aim to improve the health and wellbeing of groups with protected characteristics who are known to experience health inequalities.
- 11.9 The LIP includes measures to undertake monitoring in order to collect data for all groups regarding modal share and travel habits. This will help the Council to identify and address any inequalities.
- 11.10 The communication and engagement measures set out in the Sustainable Transport Work Programme 2019/20 will increase awareness of works and minimise disruption caused at implementation stages. This will allow residents adequate time to make alternative arrangements, and any necessary adjustments will be made on a scheme-by-scheme basis in order to ensure continued access for affected groups with protected characteristics including disabled and elderly residents.
- 11.11 For each new liveable neighbourhoods' scheme that the Council undertakes through the LIP and Sustainable Transport Work Programmes, a full EqIA will be undertaken to assess any impact on groups with protected characteristics and thereby inform the design and delivery of the scheme, including mitigating measures

12. Use of Appendices

- 12.1** Appendix 1 – Works by Ward
Appendix 2 – Highlights of 2018/2019 STWP
Appendix 3 – Funding by objective
Appendix 4 - Consultation process by Scheme

13. Local Government (Access to Information) Act 1985

- Draft Borough Plan 2019-2023
- 2018 Transport Strategy
- Local Plan
- Highways Asset Management Plan
- Local Implementation Plan November 2018
- Local Implementation Plan – 3 Year Delivery Plan 2019 - 2022
- Cabinet Report, Annual Spending Submission for 2019/20, November 2018.
- LIP funding allocation letter from TfL, 18th December 2018
- Sustainable Transport Works Plan 2017/18

14. Web links to schemes

- www.haringey.gov.uk/smartertravel
- www.haringey.gov.uk/majorschemes
- <http://haringey.roadworks.org>

Appendix 1: Ward by Ward breakdown of Works.

WARD	TRANSPORT AREA	PROJECT
Alexandra	Carriageway Resurfacing	Alexandra Park Road, N22 (Part)
	Provisional Carriageway Resurfacing 20/22	Albert Road, N22 (Part) Barnard Hill, N10 Durnsford Road, N22 (Part) Goodwyn's Vale, N10 Grasmere Road, N10 Muswell Avenue, N10 (Part) Thirlmere Road, N10
	Footway Relay	Cecil Road, N10 (Part) Durnsford Road, N11 (Part)
	Provisional footway relay 20/22	Cecil Road, N10 (Part) Coniston Road, N10 Cranbourne Road, N10 Grasmere Road, N10 Dunsford Road Grosvenor Road, N10 Rhodes Avenue, N22 Wroxham Gardens, N11 (part)
	Parking	Alexandra Park West
	Street Lighting Column and Lantern Replacement	Eleanor Road Fletton Road Marlborough road Herbert road Queens Road Richmond Road
	Provisional Street Lighting Column & Lantern replacement 20/22	
	Footway Relay	Blake Road, N11 (Part)
	Provisional Carriageway Resurfacing 20/22	Buckingham Road, N22 Neville Place, N22
	Parking	Wood Green Review
	Cycling	Farringdon - Bowes Park Quietway.
Walking	Bounds Green tube station	
Bruce Grove	Provisional street lighting LED Upgrade 20/22	Mount Pleasant Road; Janson's Road
	Footway relay	Fairbourne Road, N17

WARD	TRANSPORT AREA	PROJECT
	Provisional Carriageway Resurfacing 20/22	Fairbourne Road, N17 Sperling Road, N17
	Provisional footway relay 20/22	Pembury Road N17 (part) Dongola Road, N17
	Traffic Calming Schemes	The Avenue N17 area
	Local Safety Schemes	Bruce Grove / The Avenue
Crouch End	Street Lighting Column & Lantern replacement	Haslemere Road
	Liveable Neighbourhoods	Crouch End LN
	Provisional Street Lighting Column & Lantern replacement 20/22	Ferme Park Road Coleridge Lane Fairfield Gardens Glasslyn road Montenotte Road Tivoli Road Tregaron Avenue Woodside Avenue N6 Park Road Wolseley Road
	Street lighting LED Upgrade	Crouch End Hill The Broadway Felix Avenue Town Hall Square
	Carriageway Resurfacing	Berkeley Road, N8 (Part) Avenue Road, N6 (Part) Coleridge Road, N8 (Part)
	Provisional Carriageway Resurfacing 20/22	Coolhurst Road, N8 Hurst Avenue, N6 Shanklin Road, N8
	Footway relay	Hurst Avenue, N6 (Part)
	Provisional footway relay 20/22	Christchurch Road, N6 Glasslyn Road, N8 Stanhope Gardens, N6
	Parking	Crouch End A & B – Review to Ext hours from 2hrs to all day
	Local Safety Schemes	Ferme Park Road study
Fortis Green	Provisional Carriageway Resurfacing 20/22	Woodside Avenue, N6 (Part)
	Footway relay	Woodside Avenue, N6 (Part)
	Provisional footway relay 20/22	Midhurst Avenue, N10 Woodside Avenue N6 (part);

WARD	TRANSPORT AREA	PROJECT
		Creighton Avenue N2 (part);
	Street Lighting Column & Lantern replacement	Coppetts Road Spring lane
	Street Lighting LED Upgrade	Footpath Barrenger Rd To Creighton Ave
	Misc schemes	Dukes Mews Accessibility measures
	Parking	Fortis Green North – New CPZ Muswell Hill – St Lukes ext
Harringay	Street Lighting Column & Lantern replacement	St Margaret's Avenue
	Provisional Carriageway Resurfacing 20/22	Falkland Road, N8
	Footway relay	Cavendish Road, N4 (Part)
	Provisional footway relay 20/22	Cavendish Road N4 (part) St Margarets Avenue, N15 Warham Road, N4 (Part)
	Local Safety Schemes	Green Lanes traffic review Implementation
	Parking	Wood Green Review
Highgate	Street lighting Column and Lantern replacement	Queenswood Road
	Provisional Street Lighting Column & Lantern replacement 20/22	Queenswood Road; Moutbatten House;
	Street lighting LED Upgrade	Priory Gardens
	Provisional street lighting LED Upgrade 20/22	Southwood Lawn Road Chomleley Park Chomleley Crescent Southwood Avenue Highgate Avenue Causton Road Cromwell Avenue Winchester Place Winchester Road Cromwell Place Hornsey Lane Southwood Lane Hampstead Lane N6 North Hill N6
	Carriageway Resurfacing	Hampstead Lane, N6 (Part) Northwood Road, N6 (Part) Winchester Place, N6 Causton Road, N6 The Bank

WARD	TRANSPORT AREA	PROJECT
	Provisional Carriageway Resurfacing 20/22	Broadlands Road N6 (part); Denewood N6 (part); Hampstead Lane N6 (part);; Stormont Road N6
	Footway relay	Northwood Road, N6
	Provisional footway relay 20/22	North Hill, N6 Causton Road, N6 (Part) North Road, N6
	Structures	North Hill retaining wall; The Bank retaining wall.
	Major Schemes	Hornsey Lane Bridge anti-suicide measures.
	Parking	Highgate Station A – Review to Ext hours from 2hrs to all day; Highgate Wait Limit compliance.
	Flood Water Management	Queens Wood Natural Flood Mitigation
	Traffic Calming / Management Schemes	Wood Lane; Priors Road speed limit review
Hornsey	Provisional street lighting LED Upgrade 20/22	Ashford Avenue Birkbeck Road Chestnut Avenue Haringay Road Lightfoot Road Oak Avenue St Mary's Road Elmfield Avenue Middle lane Rokesley Avenue Tottenham lane
	Provisional Carriageway Resurfacing 20/22	Oakley Gardens N8
	Footway Relay	Rokesly Avenue, N8 (Part) South View Road, N8 (Part)
	Provisional footway relay 20/22	South View Road N8 (part); Baden Road N8; Clovelly Road N8 (part) Ferrestone Road, N8 Harvey Road, N8 Rosebery Gardens, N8 (Part)
	Local Safety Schemes	Ferme Park Road study
	Carriageway Resurfacing	Inderwick Road, N8 (Part) Rokesly Avenue, N8 (Part)
	Flood Water Management	Cross Lane N8 - FM
	Cycling	Farringdon - Bowes Park Quietway.

WARD	TRANSPORT AREA	PROJECT
	Liveable Neighbourhoods	Crouch End LN
Muswell Hill	Provisional Street lighting LED Upgrade 20/22	Abberville Road Barrington Road Carysfort Road Farrer Mews Farrer Road Harefield Road Lynton Road New Road Palace Road Park Avenue South Topsfield Road Danvers Road Farrer Road Farrer Mews Park Avenue North Redston Road Warner Road Park Avenue South
	Street lighting Column and Lantern replacement	Princes Lane Wood Vale N10
	Liveable Neighbourhoods	Crouch End LN
	Traffic Management	Priory Road Speed Limit Review
	Principal Road Resurfacing	Park Road (part)
	Provisional Carriageway Resurfacing 20/22	Church Crescent, N10; The Grove N8 (part) Wood Vale, N10 (Part)
	Footway relay	Connaught Gardens, N10 (Part) Cranley Gardens, N10 (Part)
	Provisional footway relay 20/22	Cranley Gardens N10 (part); Priory Avenue N8 (part); Etheldene Road N10 (part)
	Flood Water Management	Queens Wood Natural Flood Mitigation
	Misc Schemes	Dukes Mews Accessibility Measures
	Liveable Neighbourhoods	Crouch End LN
	Street Lighting LED Upgrade	Hornsey park Road
	Provisional Street lighting LED Upgrade 20/22	Hornsey Park Road The Avenue

WARD	TRANSPORT AREA	PROJECT
Noel Park		Cobham Road Meads Road Willingdon Road Russell Avenue Maurice Avenue Mark Road Lymington Road Hewitt Road Gladstone Avenue
	Principal Road Resurfacing	White Hart Lane (Part) Turnpike Lane (part)
	Carriageway resurfacing	Vincent Road, N22 Moselle Avenue, N22 (Part)
	Walking	Westbury Avenue
	Misc Schemes	Wood Green Public Realm and Penstock Tunnel
	Provisional footway relay 20/22	Burghley Road, N8 Coleraine Road, N8 Courcy Road, N8 Meads Road, N22 Russell Avenue, N22 Lordship Lane N22 (part); Salisbury Road N22 (part)
	Provisional Carriageway Resurfacing 20/22	Alexandra Road N8 (part) Willingdon Road N22 (part) Moselle Avenue N22
	Structures	Station Road Bridge Strengthening
	Parking	Wood Green Review
Northumberland Park	Street Lighting Column & Lantern replacement	Garman Road Leeside Road Tariff Road West Road
	Street Lighting LED Upgrade	Willoughby park Road Sutherland Road St Pauls Road Park Lane Close Somerford Grove Northumberland Grove Bromley road Denmark Street Chalgrove Road Vicarage Road
	Provisional street lighting LED Upgrade 20/22	Chapel stones Penshurst Road Pertoria Road

WARD	TRANSPORT AREA	PROJECT
		Beaufoy Road
	Provisional footway relay 20/22	Birberk Road N17 (part); King Street N17
	Major Schemes	White Hart Lane Major Schemes
	Parking	Tottenham Event Day T1 Tottenham Event Day T2
St Anns	Principal Road Resurfacing	West Green Road N15 (part)
	Carriageway Resurfacing	St Anns Road, N15 (Part) Chesterfield Gardens, N4 (Part)
	Provisional Carriageway Resurfacing 20/22	Glenwood Road, N15 (part) St Anns Road, N15 (part) Black Boy Lane, N15 (part); Clarendon Road N15 (part) Woodlands Park Road N15
	Footway Relay	Chesterfield Gardens N4 (Part) Kimberley Gardens, N4 (Part) Roseberry Gardens, N4 (Part) Rutland Gardens N4 (Part) Stanhope Gardens, N4 (Part)
	Provisional footway relay 20/22	Glenwood Road, N15 (Part) Kimberley Gardens, N4 (Part) Rutland Gardens, N4 St Anns Road, N15 (Part) Stanhope Gardens, N4 (Part)
	Local Safety Schemes	Green Lanes traffic review Implementation
	Flood Water Management	Chestnut Park/Stonebridge Brook N15
Seven Sisters	Street Lighting Column & Lantern replacement	Surrey Gardens Wiltshire Gardens
	street lighting LED upgrade	Vartry Road
	Provisional Street Lighting Column & Lantern replacement 20/22	Surrey Gardens; Wiltshire Gardens
	Provisional street lighting LED Upgrade 20/22	Barry Avenue Cadoxton Avenue Castlewood Road Clifton Gardens Craven Park Road Crowland Road Elm Park Avenue Fairview Road Ferndale Road Gladesmore Road Leadale Road

WARD	TRANSPORT AREA	PROJECT
		Lealand Road Lockmead Road Norfolk Avenue Paignton Road Richmond Road Riverside Road Wargrave Avenue Wellington Avenue
	Footway relay	Fairview Road, N15 (Part) Wargrave Avenue, N15 (Part)
	Provisional footway relay 20/22	Hermitage Road, N4 Howard Road, N15 (part); Wargrave Avenue, N15 (part)
	Parking	South Tottenham - New CPZ
	Cycling	Cycling Future Route 2
	Local Safety Schemes	Green Lanes traffic review Implementation
Stroud Green	Provisional Street Lighting Column & Lantern replacement 20/22	Upper Tollington Park
	Street Lighting Column & Lantern replacement	Ridge Road
	Provisional street lighting LED Upgrade 20/22	Ferme Park Road
	Cycling	Farringdon - Bowes Park Quietway.
	Provisional footway relay 20/22	Marquis Road, N4 (Part) Nelson Road, N8 (Part) Osbourne Road, N4 (Part) Uplands Road, N8 (Part)
	Carriageway Resurfacing	Albany Road, N4 (Part) Scarborough Road, N4 Ridge Road, N8 (Part)
	Local Safety Schemes	Ferme Park Road study
	Footway Relay	Nelson Road, N8 (Part) Quernmore Road, N4 (Part) Uplands Road, N8 (Part)
Tottenham Green	Carriageway resurfacing	Portland Road, N15 (Part)
	Provisional Carriageway Resurfacing 20/22	Portland Road, N15 (part)

WARD	TRANSPORT AREA	PROJECT
	Provisional footway relay 20/22	Stamford Road, N15 (Part) Westerfield Road, N15
	Street lighting Column and Lantern replacement	Tottenham Green East
	street lighting LED upgrade	Beaconfield Road Clyde Circus Elmar Road Grove park Road Lawrence Road Nelson Road Norman road Bernard Road Wakefield Road Pembroke Road Mill mead Road
	Provisional street lighting LED Upgrade 20/22	Portland Road Pelham Road Grove Road Victoria Crescent Braemar Road Russell Road Greenfield Road
	Parking	Seven Sister Ext
	Cycling	Cycling Future Route 2
Tottenham Hale	Principal Road Resurfacing	The Roundway N22 (part)
	Provisional Carriageway Resurfacing 20/22	Jarrow Road N17 (part)
	Footway Relay	Chesnut Road, N17 Mitchley Road, N17 Rosebery Avenue, N17 (Part)
	Provisional footway relay 20/22	Hollington Road, N17 (Part) Seymour Avenue, N17
	Parking	Tottenham Hale North Event Day Review – New CPZ
West Green	Street Lighting Column & Lantern replacement	Somerset Close
	Provisional Carriageway Resurfacing 20/22	Higham Road, N17
	Walking schemes	Westbury Avenue Lordship Ln. Downhills pedestrian improvements
	Parking	Tottenham Hale North Event Day Review – New CPZ Wood Green Review

WARD	TRANSPORT AREA	PROJECT	
White Hart Lane	Street Lighting LED Upgrade	Barkham Road White Hart Lane N17	
	Street Lighting Column & Lantern replacement	Chesnut Road; Cavell Road	
	Provisional street lighting LED Upgrade 20/22	Lordship Lane	
	Provisional street Lighting Column & Lantern replacement 2020/22	The Roundway	
	Footway Relay	Risley Avenue, N17 (Part)	
	Provisional footway relay 20/22	Lordship Lane N17 Prospect Place, N17 Risley Avenue, N17 (Part)	
	Principal Road resurfacing	White Hart Lane (part)	
	Flood Water Management	Larkspur Close - FM	
	Major Schemes	White Hart Lane Major Schemes	
	Parking	Tottenham Event Day T1 Tottenham Event Day T2 Tower Gardens Event Day – Ext	
	Walking Schemes	Lordship Ln. Downhills pedestrian improvements	
	Carriageway Resurfacing	Sylvan Avenue, N22	
	Woodside	Footway Relay	Maryland Road, N22 (Part) Woodside Road, N22 (Part) White Hart Lane N22 (part)
Provisional footway relay 20/22		Glendale Avenue, N22 (Part) Melrose Avenue, N22 Woodside Road, N22 (Part)	
Structures		Station Road Bridge Strengthening	
Walking Schemes		High Road N22 Bounds Green study Lordship Ln. Downhills pedestrian improvements	
Parking		Wood Green Review	
BOROUGH WIDE PROJECTS			
Bus stop accessibility/ Enabling Works/Bus Reliability		Locations to be confirmed	
Structures		Various parkland walk bridge structural improvements	
Parking		Disabled Bays, Waiting & loading restrictions, other parking transformation projects.	

WARD	TRANSPORT AREA	PROJECT
	Planned Maintenance (Short Sections)	Various locations
	Street Lighting – Festive Lighting & Structural Testing	Various locations
	Active travel projects	Workplace travel planning, marketing initiatives, complementary travel planning measures, road safety interventions at schools, road shows
	Cycling	Cycle training programme, Cycle Parking; improving cycle permeability; local cycle measures
	Walking	School crossing improvements; Local Pedestrian Improvements
	Traffic Management	20mph monitoring and signing and measures
	Miscellaneous C&N measures	Shared and electric mobility Haringey Bus review
	Traffic Calming and management	Borough wide various measures associated with 20mph limit
	Local safety schemes	Reactive intervention measures
	Drainage (Flood Water Management)	Planned Footway Enhancement SuDS Infrastructure improvement works Asset Register Estate SuDS Traffic Schemes SUDs Enhancement SuDS
	Tottenham and Miscellaneous Regeneration / Redevelopment Projects	Underpass Improvement Scheme Chestnut Road Tottenham Grn Ph2 Ferry Lane Wood Green Public Realm and Penstock Tunnel Watermead Way, Depot Signals
	Short Section Repairs	Footway & Carriageway short sections & HML (identified in year). Short section road marking maintenance (identified in year)

Appendix 2 – Highlights of 2018/2019 Programme

The STWP for 2018/19 was formally approved on 9th March 2018 and invested £14.2million. It delivered a broad range of programmes, many involving extensive engagement with residents and key stakeholders. The main achievements were as follows:

- The council has implemented an ambitious CPZ programme to deliver parking schemes across the borough where residents have told us parking problems are most acute and commenced work on a parking transformation project to improve the way parking services are delivered across the borough.
- Street lighting – A £1m investment programme was delivered improving safety, discouraging anti-social behaviour and reducing future maintenance and running costs by upgrading to energy efficient LED lighting.
- Planned Maintenance - Successfully delivered programmes on the maintenance of carriageways, footway and pedestrian improvements valued at £3million.
- Bus Stop Accessibility – Further bus stops around the borough were made accessible to those with disabilities. This has increased our overall percentage of compliant bus stops and places Haringey in the top quartile of London boroughs achieving this level of accessibility at bus stops. 318 fixed bus stops completed and introduced along a part of W4 route.
- Smarter Travel programme - delivering a range of diverse and innovative projects in 2018/19 promoting cycling and active travel, reducing child casualties and improving air quality. The programme offered substantial cycle training and cycle grants for schools.
- Walking and Cycling – Investment of £439,000 into infrastructure supporting walking and cycling, encouraging the use of more sustainable modes of transport. Including improvements around schools, secure cycle parking and a completion of the pedestrian improvement project on Priory Road.
- Flood Water management. The introduction of physical works required to reduce the risk of flooding through the introduction of drainage and SUDs infrastructure
- Green Lane Area Transport Study. Completion of the Green Lanes study that aims to identify ways to improve transport and movement in an integrated and holistic manner. Delivery of the second tranche of measures to achieve this objective.
- Completion of £797,000 of accident reduction and traffic management schemes delivering remedial measures at casualty hot spots and reducing vehicular speeds.

Appendix 3: Funding by Objective

Objective: A public transport network that is better connected, has greater capacity and is more accessible, supporting our growth ambitions

Table 1: Bus Measures (TfL)

Scheme Name / Location		Allocation (£k)
Bus Stop Accessibility	Various	t.b.c
Enabling Works	Various	t.b.c
Bus Reliability (LIP)	Various	t.b.c
Total		t.b.c

Objective: A well maintained road network that is less congested and safer.

Table 2: Carriageway and Footway 2019/20 (TfL funded & Council Funded)

Scheme Name / Location	Ward	Allocation (£k)
Footway relaying (Council funded)	Various	1900
Classified and Unclassified roads resurfacing (Council funded)	Various	882
Short Section Footway, Carriageway & Highways Marginal Land maintenance (Council funded)	Various	362
Short Section Whiting Lining renewal (Council funded)	Various	80
Principal Road Maintenance (Council funded)	Various	500
Principal Road Maintenance (TfL funded)	Various	100
Responsive Maintenance (Council funded)	Various	465
Total		4,289

Table 2a: Principal Roads 2019/20 (TfL funded & Council Funded)

Road Name	Ward	Allocation (£k)
Lordship Lane, N17 (Part)	White Hart Lane	70
Lordship Lane, N22 (Part) (LTF funded)	Noel Park	100
Park Road, N8 (Part)	Muswell Hill	110
The Roundway, N22 (Part)	Tottenham Hale	60
Turnpike Lane, N8 (Part)	Noel Park	120

West Green Road, N15 (Part)	St Anns	140
Total		600

Table 2b: Carriageway Improvements 2019/20 (LBH)

Road Name	Ward	Allocation (£k)
Alexandra Park Road, N22 (Part)	Alexandra	99.3
Avenue Road, N6 (Part)	Crouch End	31.5
Berkeley Road, N8 (Part)	Crouch End	17.7
Coleridge Road, N8 (Part)	Crouch End	45.5
Hampstead Lane, N6 (Part)	Highgate	100
Northwood Road, N6 (Part)	Highgate	24.5
Winchester Place, N6	Highgate	33.8
Causton Road, N6	Highgate	18
White Hart Lane, N22 (Part)	Woodside	81.5
Inderwick Road, N8 (Part)	Hornsey	25.5
Rokesly Avenue, N8 (Part)	Hornsey	53
Vincent Road, N22	Noel Park	48.6
Moselle Avenue, N22 (Part)	Noel Park	32.4
St Anns Road, N15 (Part)	St Anns	100
Chesterfield Gardens, N4 (Part)	St Anns	28
Albany Road, N4 (Part)	Stroud Green	8.5
Scarborough Road, N4	Stroud Green	£17.9
Ridge Road, N8 (Part)	Stroud Green	22
The Bank, N6	Highgate	12.6
Portland Road, N15 (Part)	Tottenham Green	21.9
Sylvan Avenue, N22	Woodside	59.8
Total		882

Road Name	Ward	Allocation (£k)
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Cecil Road, N10 (Part)	Alexandra	46
Durnsford Road, N11 (Part)	Alexandra	100
Blake Road, N11 (Part)	Bounds Green	80.9
Fairbourne Road, N17	Bruce Grove	72.4
Hurst Avenue, N6 (Part)	Crouch End	88.6
Woodside Avenue, N6 (Part)	Fortis Green	95.2
Cavendish Road, N4 (Part)	Harringay	42.3
Northwood Road, N6	Highgate	82.5
Rokesly Avenue, N8 (Part)	Hornsey	72.4
South View Road, N8 (Part)	Hornsey	87.9
Connaught Gardens, N10 (Part)	Muswell Hill	96.7
Cranley Gardens, N10 (Part)	Muswell Hill	98.8
Fairview Road, N15 (Part)	Seven Sisters	39.6
Wargrave Avenue, N15 (Part)	Seven Sisters	54.6
Chesterfield Gardens N4 (Part)	St Anns	37.1
Kimberley Gardens, N4 (Part)	St Anns	37.2
Roseberry Gardens, N4 (Part)	St Anns	37.2
Rutland Gardens N4 (Part)	St Anns	37.2
Stanhope Gardens, N4 (Part)	St Anns	37.2
Nelson Road, N8 (Part)	Stroud Green	84.2
Quernmore Road, N4 (Part)	Stroud Green	89.1
Uplands Road, N8 (Part)	Stroud Green	42.3
Chesnut Road, N17	Tottenham Hale	38.3
Mitchley Road, N17	Tottenham Hale	63.3
Rosebery Avenue, N17 (Part)	Tottenham Hale	68.1
Risley Avenue, N17 (Part)	White Hart Lane	94
Maryland Road, N22 (Part)	Woodside	98.3
Woodside Road, N22 (Part)	Woodside	78.6
		1,900

Table 2c: Footway Improvements (LBH) 2019/20

Table 2d: Short Section Repairs (LBH) 2019/20

Scheme Name / Location	Ward	Allocation (£k)
Footway and Carriageway short sections (identified in year)	Various	363
Short section road marking maintenance (identified in year)	Various	80
Total		443

Table 3a: Provisional Carriageway Improvement Programme 20/22

Road Name	Ward
Albert Road, N22 (Part)	Alexandra
Barnard Hill, N10	Alexandra
Durnsford Road, N22 (Part)	Alexandra
Goodwyn's Vale, N10	Alexandra
Grasmere Road, N10	Alexandra
Muswell Avenue, N10 (Part)	Alexandra
Thirlmere Road, N10	Alexandra
Buckingham Road, N22	Bounds Green
Neville Place, N22	Bounds Green
Fairbourne Road, N17	Bruce Grove
Sperling Road, N17	Bruce Grove
Coolhurst Road, N8	Crouch End
Hurst Avenue, N6	Crouch End
Shanklin Road, N8	Crouch End
Woodside Avenue, N6 (Part)	Fortis Green
Falkland Road, N8	Harringay
Broadlands Road, N6 (Part)	Highgate
Denewood Road, N6 (Part)	Highgate
Hampstead Lane, N6 (Part)	Highgate
Stormont Road, N6	Highgate
Oakley Gardens, N8	Hornsey
Church Crescent, N10	Muswell Hill
The Grove, N8 (Part)	Muswell Hill
Wood Vale, N10 (Part)	Muswell Hill
Alexandra Road, N8 (Part)	Noel Park
Moselle Avenue, N22	Noel Park
Willingdon Road, N22 (Part)	Noel Park
Black Boy Lane, N15 (Part)	St Anns
Clarendon Road, N15 (Part)	St Anns
Glenwood Road, N15 (Part)	St Anns
St Anns Road, N15 (Part)	St Anns
Woodlands Park Road, N15	St Anns

Portland Road, N15 (Part)	Tottenham Green
Jarrow Road, N17 (Part)	Tottenham Hale
Higham Road, N17 (Part)	West Green

Table 3b: Provisional Footway Improvement Programme 20/22 (LBH)

Road Name	Ward
Cecil Road, N10 (Part)	Alexandra
Coniston Road, N10	Alexandra
Cranbourne Road, N10	Alexandra
Grasmere Road, N10	Alexandra
Grosvenor Road, N10	Alexandra
Rhodes Avenue, N22	Alexandra
Wroxham Gardens, N11 (Part)	Alexandra
Blake Road, N11 (Part)	Bounds Green
Dunsford Road, N11 (Part)	Alexandra
Dongola Road, N17	Bruce Grove
Pembury Road, N17 (Part)	Bruce Grove
Christchurch Road, N6	Crouch End
Glasslyn Road, N8	Crouch End
Stanhope Gardens, N6	Crouch End
Creighton Avenue, N2 (Part)	Fortis Green
Midhurst Avenue, N10	Fortis Green
Woodside Avenue, N6 (Part)	Fortis Green
Cavendish Road, N4 (Part)	Harringay
St Margarets Avenue, N15	Harringay
Warham Road, N4 (Part)	Harringay
Causton Road, N6 (Part)	Highgate
North Hill, N6	Highgate
North Road, N6	Highgate
Baden Road, N8	Hornsey
Clovelly Road, N8 (Part)	Hornsey
Ferrestone Road, N8	Hornsey
Harvey Road, N8	Hornsey
Rosebery Gardens, N8 (Part)	Hornsey
South View Road, N8 (Part)	Hornsey
Connaught Gardens, N10 (Part)	Muswell Hill
Cranley Gardens, N10 (Part)	Muswell Hill
Etheldene Road, N10 (Part)	Muswell Hill
Priory Avenue, N8 (Part)	Muswell Hill
Burghley Road, N8	Noel Park

Coleraine Road, N8	Noel Park
Courcy Road, N8	Noel Park
Lordship Lane, N22 (Part)	Noel Park
Meads Road, N22	Noel Park
Russell Avenue, N22	Noel Park
Salisbury Road, N22 (Part)	Noel Park
King Street, N17	Northumberland Park
Birkbeck Road, N17 (Part)	Northumberland Park
Hermitage Road, N4	Seven Sisters
Howard Road, N15 (Part)	Seven Sisters
Wargrave Avenue, N15 (Part)	Seven Sisters
Glenwood Road, N15 (Part)	St Anns
Kimberley Gardens, N4 (Part)	St Anns
Rutland Gardens, N4	St Anns
St Anns Road, N15 (Part)	St Anns
Stanhope Gardens, N4 (Part)	St Anns
Marquis Road, N4 (Part)	Stroud Green
Nelson Road, N8 (Part)	Stroud Green
Osbourne Road, N4 (Part)	Stroud Green
Uplands Road, N8 (Part)	Stroud Green
Stamford Road, N15 (Part)	Tottenham Green
Westerfield Road, N15	Tottenham Green
Hollington Road, N17 (Part)	Tottenham Hale
Seymour Avenue, N17	Tottenham Hale
Lordship Lane N17	White Hart Lane
Prospect Place, N17	White Hart Lane
Risley Avenue, N17 (Part)	White Hart Lane
Glendale Avenue, N22 (Part)	Woodside
Melrose Avenue, N22	Woodside
Woodside Road, N22 (Part)	Woodside

Table 4a: Bridges & Structures (TfL)

Scheme Name / Location	Ward	Allocation (£k)
Station Road bridge strengthening	Noel Park / Woodside	t.b.c
Hornsey Lane Bridge	Highgate	t.b.c
Total		t.b.c

Table 4b: Highway Structures (LBH)

Scheme Name / Location	Ward	Allocation (£k)
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Scheme Name / Location	Ward	Allocation (£k)
North Hill & the Bank Retaining Wall	Highgate	394
Parkland Walk Bridges	various	1000
Total		1394

Table 5: Street Lighting 2019.20 (LBH)

Scheme Name / Location	Ward	Allocation (£k)
Column and Lantern Replacement	Various	610
LED Lantern Upgrade	Various	260
Street Lighting responsive improvements	Various	225
Festive Lighting & Testing	Various	205
Total		1300

Table 5a: Street Lighting Column & Lantern Replacement 2019/20

Road Name	Ward	Allocation (£k)
Eleanor Road	Bounds Green	20
Fletton Road	Bounds Green	20
Marlborough road	Bounds Green	25
Herbert road	Bounds Green	10
Queens Road	Bounds Green	15
Richmond Road	Bounds Green	10
Haslemere Road	Crouch End	45
Coppetts Road	Fortis Green	55
Spring lane	Fortis Green	4
St Margaret's Avenue	Harringay	16
Queenswood Road	Highgate	50
Princes Lane	Muswell Hill	6
Wood Vale N10	Muswell Hill	60
Garman Road	Northumberland Pk	40
Leeside Road	Northumberland Pk	30
Tariff Road	Northumberland Pk	24
West Road	Northumberland Pk	22
Surrey Gardens	Seven Sister	8
Wiltshire Gardens	Seven Sisters	10
Ridge Road	Stroud Green	60
Tottenham Green East	Tottenham Green	15
Somerset Close	West Green	45
Cavell Road	White Hart Lane	14
Chesnut Road	White hart Lane	6

610

Table 5b - Street Lighting LED Lantern Upgrade 2019/20

Road Name	Ward	Allocation (£k)
Crouch End Hill	Crouch End	15
The Broadway	Crouch End	5
Felix Avenue	Crouch End	5
Town Hall Square	Crouch End	10
Footpath Barrenger Rd To Creighton Ave	Fortis Green	5
Priory Gardens	Highgate	5
Hornsey park Road	Noel park	15
Vartry Road	Seven Sisters	15
Willoughby park Road	Northumberland Park	4
Sutherland Road	Northumberland Park	5
St Pauls Road	Northumberland Park	8
Park Lane Close	Northumberland Park	4
Somerford Grove	Northumberland Park	4
Northumberland Grove	Northumberland Park	7
Bromley road	Northumberland Park	4
Denmark Street	Northumberland Park	5
Chalgrove Road	Northumberland Park	8
Vicarage Road	Northumberland Park	8
Beaconfield Road	Tottenham Green	10
Clyde Circus	Tottenham Green	5
Elmar Road	Tottenham Green	5
Grove park Road	Tottenham Green	10
Lawrence Road	Tottenham Green	10
Nelson Road	Tottenham Green	5
Norman road	Tottenham Green	5
Bernard Road	Tottenham Green	5
Wakefield Road	Tottenham Green	5
Pembroke Road	Tottenham Green	5
Mill mead Road	Tottenham Green	8
Barkham Road	White Hart Lane	5
White Hart Lane N17	White Hart Lane	50
		260.00

Table 5c: Street Lighting Other 2019/20

Scheme Name / Location	Ward	Allocation (£k)
Festive Lighting	various	105
Structural & Electrical Testing	Various	100
Total		205

Table 6a: Provisional Street Lighting Column & Lantern Replacement 2020/22

Road Name	Ward
Mountbatten House	Highgate
Queenswood Road	Highgate
Upper Tollington Park	Stroud Green
The Roundway	White Hart Lane
Surrey Gardens	Seven Sisters
Wiltshire Gardens	Seven Sisters
To be identified from surveys	various

Table 6b – Provisional Street Lighting Lantern Replacement 2020/22

Road Name	Ward
Mount pleasant Road	Bruce Grove
Janson's road	Bruce Grove
Coleridge Road	Crouch End
Coleridge Lane	Crouch End
Fairfield Gardens	Crouch End
Glasslyn road	Crouch End
Montenotte Road	Crouch End
Tivoli Road	Crouch End
Tregaron Avenue	Crouch End
Woodside Avenue N6	Crouch End
Park Road	Crouch End
Wolseley Road	Crouch End
Southwood Lawn Road	Highgate
Chomeley Park	Highgate
Chomeley Crescent	Highgate
Southwood Avenue	Highgate
Highgate Avenue	Highgate
Causton Road	Highgate
Cromwell Avenue	Highgate
Winchester Place	Highgate
Winchester Road	Highgate

Cromwell Place	Highgate
Hornsey Lane	Highgate
Southwood Lane	Highgate
Hampstead Lane N6	Highgate
North Hill N6	Highgate
Ashford Avenue	Hornsey
Birkbeck Road	Hornsey
Chestnut Avenue	Hornsey
Haringay Road	Hornsey
Lightfoot Road	Hornsey
Oak Avenue	Hornsey
St Mary's Road	Hornsey
Elmfield Avenue	Hornsey
Middle lane	Hornsey
Rokesley Avenue	Hornsey
Tottenham lane	Hornsey
Abberville Road	Muswell Hill
Barrington Road	Muswell Hill
Carysfort Road	Muswell Hill
Farrer Mews	Muswell Hill
Farrer Road	Muswell Hill
Harefield Road	Muswell Hill
Lynton Road	Muswell Hill
New Road	Muswell Hill
Palace Road	Muswell Hill
Park Avenue South	Muswell Hill
Topsfield Road	Muswell Hill
Danvers Road	Muswell Hill
Farrer Road	Muswell Hill
Farrer Mews	Muswell Hill
Park Avenue North	Muswell Hill
Redston Road	Muswell Hill
Warner Road	Muswell Hill
Park Avenue South	Muswell Hill
Hornsey Park Road	Noel Park
The Avenue	Noel Park
Cobham Road	Noel Park
Meads Road	Noel Park
Willingdon Road	Noel Park
Russell Avenue	Noel Park
Maurice Avenue	Noel Park
Mark Road	Noel Park

Lymington Road	Noel Park
Hewitt Road	Noel Park
Gladstone Avenue	Noel Park
Chapel stones	Northumberland Park
Penshurst Road	Northumberland Park
Pertoria Road	Northumberland Park
Beaufoy Road	Northumberland Park
Barry Avenue	Seven Sisters
Cadoxton Avenue	Seven Sisters
Castlewood Road	Seven Sisters
Clifton Gardens	Seven Sisters
Craven Park Road	Seven Sisters
Crowland Road	Seven Sisters
Elm Park Avenue	Seven Sisters
Fairview Road	Seven Sisters
Ferndale Road	Seven Sisters
Gladesmore Road	Seven Sisters
Leadale Road	Seven Sisters
Lealand Road	Seven Sisters
Lockmead Road	Seven Sisters
Norfolk Avenue	Seven Sisters
Paignton Road	Seven Sisters
Richmond Road	Seven Sisters
Riverside Road	Seven Sisters
Wargrave Avenue	Seven Sisters
Wellington Avenue	Seven Sisters
Freme park Road	Stroud green / Crouch End
Portland Road	Tottenham Green
Pelham Road	Tottenham Green
Grove Road	Tottenham Green
Victoria Crescent	Tottenham Green
Braemar Road	Tottenham Green
Russell Road	Tottenham Green
Greenfield Road	Tottenham Green
Lordship Lane	White Hart Lane
Total	

Table 8: Local Safety Schemes (TfL)

Scheme Name / Location	Ward	Allocation (£k)
Ferme Park Road study	Hornsey / Stroud Grn /	20

Scheme Name / Location	Ward	Allocation (£k)
	Crouch End	
Bruce Grove / The Avenue	Bruce Grove	70
Reactive LSS measures	Various	73.5
Green Lanes Traffic Review Implementation	Harringay / St Ann's Seven Sisters	300
Total		463.5

Table 9: Traffic Calming & Management (TfL)

Scheme Name / Location	Ward	Allocation (£k)
20mph publicity, signing and VAS	Various	25
Priory Road speed limit review	Hornsey / Muswell Hill	5
Traffic calming schemes: The Avenue N17 area	Bruce Grove	125
Traffic Calming Scheme: Wood Lane	Highgate	20
Total		175

Table 10: Parking Plan Projects (LBH and S106)

Scheme Name / Location	Ward	Allocation (£k) LBH Capital	Allocation (£k) Developer
Waiting and Load Review and Minor Parking Schemes to include investigation of short term parking facilities in shopping areas	Borough Wide	75	
Highgate Weight Limit compliance	Highgate	5	
Disabled Bay Review	Borough Wide	60	
Fortis Green North – New CPZ	Fortis Green	60	
Muswell Hill – St Lukes ext	Fortis Green	30	
Highgate Station A – Review to Ext hours from 2hrs to all day	Highgate	25	Tbc
Crouch End A & B – Review to Ext hours from 2hrs to all day and Extend into uncontrolled roads	Crouch End	50	
Alexandra Park West	Alexandra	60	
South Tottenham - New CPZ	Seven Sisters	60	
Seven Sister Ext	Tottenham Green	20	

Tottenham Hale North Event Day Review – New CPZ	Tottenham Hale	50	
Tottenham Event Day Review New CPZ - Tottenham East	Northumberland Park & White Hart Lane	60	
Tottenham Event Day New CPZ - Tottenham West	Northumberland Park & White Hart Lane	60	
Tower Gardens Event Day New CPZ	White Hart Lane	60	
Wood Green Town Centre - Review to convert shared use facilities to paid for parking	Bounds Green & Woodside & Noel Park & West Green & Harringay	40	
Other CCTV and parking transformation projects	Borough Wide	607	
		1,322	Tbc

Table 11: Drainage (Flood Water Management)

Scheme Name/Location	Ward	Allocation (£k)
Larkspur Close – FM	White Hart Ln	55
Planned Footway Enhancement SuDS	Various	60
Chestnut Park/Stonebridge Brook N15	St Ann's	25
Infrastructure improvement works	Various	145
Asset Register	Various	40
Estate SuDS	Various	90
Traffic Schemes Enhancement SuDS	Various	60
Cross Lane N8 – FM	Hornsey	35
Queens Wood Natural Flood Mitigation	Highgate/ Muswell Hill	80
Total		590

Table 12a: Cycling: Quiet ways & CFR

Scheme Name / Location.	Ward	Allocation (£k)
Farringdon – Bowes Park (Haringey Section)	Bounds Green / Hornsey / Stroud Green	t.b.c
CFR 2 – Tottenham Hale to Camden	Tottenham Green / Seven Sisters	t.b.c
Total		t.b.c

Table 12b: Walking and Cycling – Cycling (TfL)

Scheme Name / Location.	Ward	Allocation (£k)
Improving Cycle Permeability	Various	40
Cycle Parking	Various	70
Local Cycle Measures (HCC priorities)	Various	60
Cycle Route improvements	Various	30
Total		200

Table 12c: Cycle Training (TfL)

Scheme Name / Location.	Allocation (£k)
Cycle Training	86
Total	86

Table 13: Walking and Cycling – Walking (TfL)

Scheme Name / Location.	Ward	Allocation (£k)
Bounds Green tube station	Bounds Green	35
School Travel Improvements	various	40
Local Pedestrian Improvements	various	40
Westbury Avenue	Noel Park / West Green	80
High Road N22 Bounds Green study	Woodside	35

Lordship Ln. Downhills pedestrian improvements	Woodside/ White Hart Ln / West Green	200
Total		430

Table 14: Active Travel (TfL)

Scheme Name / Location.	Ward	Allocation (£k)
Projects support active travel for leisure, entertainment, shopping trips, school run and commuting – focused on promoting walking and cycling among people as well as projects run via community organisations to those living/working in Haringey who are less likely to travel actively.	Various	129
Projects to support reductions in CO2 emissions and improve air quality by raising awareness of smarter travel through road shows and marketing campaigns as well as a project working with local schools in conjunction with Haringey's pollution team. Projects also support personalised travel planning, and smarter travel advice.	various	70
Improve child safety – road safety interventions in schools including education, training and publicity aimed at reducing child casualties; school travel planning, focusing on encouraging active, safe and responsible travel.	various	100
Total		299

Objective: An improved air quality and a reduction in carbon emissions from transport

Table 16: Miscellaneous Corridor and Neighbourhood measures

Scheme Name / Location	Ward	Allocation (£k)
Shared and electric mobility	various	60
Haringey Bus review	various	35
Total		95

Table 17: Liveable Neighbourhoods

Scheme Name / Location	Ward	Allocation (£k)
Crouch End (Corridors and Neighbourhoods contribution)	Crouch End; Hornsey; Muswell Hill	150
Crouch End (TfL LN contribution)	Crouch End/ Hornsey/ Muswell Hill	TBC
Total		150

Objective: To support regeneration and promote economic development

Table 18: Major Schemes

Scheme Name/Location	Ward	Allocation (£k)
White Hart Lane Major Scheme	White Hart Lane / Northumberland	3626
Hornsey Lane Bridge (TfL agreed carry forward from 2018/19)	Highgate	540.8
Total		4,166.8

Table 19: Tottenham Regeneration Projects and Miscellaneous Projects

Scheme Name / Location	Ward	Allocation (£k)
Underpass Improvement Scheme	Tottenham Hale	t.b.c
Chestnut Road	Tottenham Hale	t.b.c
Tottenham Grn Ph2	Tottenham Green	t.b.c
Ferry Lane	Tottenham Hale/ Tottenham Green	t.b.c
Duke Mews Accessibility measures	Fortis Green / Muswell Avenue	t.b.c
Wood Green Public Realm and Penstock Tunnel	Noel Park	t.b.c
Watermead Way, Depot Signals	Tottenham Hale	t.b.c
Total		

Appendix 4 : Consultation

The various traffic schemes developed through this works plan will be the subject of further consultation/ notification. The level of consultation/ notification will depend on the impact of the scheme on the local community. The three consultation/notification types are:

- Notification of works (All works) – residents and businesses of affected roads will be notified by letter drop on approval of the Sustainable Transport Works Plan. In addition, they will be notified by letter drop and any other appropriate media 3 weeks in advance of work commencing.
- Statutory notification - the public will be notified of the council's intention regarding proposals through advertisements placed in the local press and on site. Residents and businesses of the affected roads will also be notified by letter drop. The notification will provide full details of the scheme and a commencement date for construction. Resident, traders and other interested parties will have the opportunity to approve/object to these proposals and these considerations will be taken into account before implementing the scheme.
- Full consultation – any high-profile schemes will be subject to full consultation which will include public meetings, exhibitions, public events and formal consultation questionnaires. The Table below sets out the consultation process by scheme.

Scheme Name / Location.	Allocation (£k)	Consultation Type		
	2018/19	Notification	Statutory Notification	Full Consultation
Principal Road Renewal (Local Transport Fund & Borough)				
Lordship Lane, N17 (Part)	70	✓		
Lordship Lane, N22 (Part)	100	✓		
Park Road, N8 (Part)	110	✓		
The Roundway, N22 (Part)	60	✓		
Turnpike Lane, N8 (Part)	120	✓		
West Green Road, N15 (Part)	140	✓		
Traffic Management				
20mph publicity, signing and VAS	30	✓		
Traffic calming schemes: The Avenue N17 area	125	✓	✓	✓
Traffic Calming Scheme: Wood Lane	20	✓	✓	
Local Safety Schemes				
Ferne Park Road study	20	N/A	N/A	N/A
Bruce Grove / The Avenue	70	✓	✓	✓
Reactive LSS measures	73.5	✓	✓	
Green Lanes Traffic Review Implementation	300	✓	✓	✓
Active Travel				
Projects support active travel for leisure, entertainment, shopping trips, school run and commuting – focused on promoting walking and cycling among people as well as projects run via community organisations to those living/working in Haringey who are less likely to travel actively.	129	N/A	N/A	N/A

Projects to support reductions in CO2 emissions and improve air quality by raising awareness of smarter travel through road shows and marketing campaigns as well as a project working with local schools in conjunction with Haringey's pollution team. Projects also support personalised travel planning, and smarter travel advice.	70	N/A	N/A	N/A
Improve child safety – road safety interventions in schools including education, training and publicity aimed at reducing child casualties; school travel planning, focusing on encouraging active, safe and responsible travel.	100	N/A	N/A	N/A
Cycling				
Cycle Quietways	t.b.c	✓	✓	✓
Cycle Training	86	N/A	N/A	N/A
Improving Cycle Permeability	60	✓	✓	
Cycle Parking	45	✓		
Local Cycle Measures (HCC priorities)	40	✓	✓	
Cycle Route improvements	60	✓	✓	
Walking				
Bounds Green tube station	35	✓	✓	
School Travel Improvements	40	✓	✓	
Local Pedestrian Improvements	40	✓	✓	
Westbury Avenue	80	✓	✓	✓
High Road N22 Bounds Green study	35	N/A	N/A	N/A
Lordship Ln. Downhills pedestrian improvements	200	✓	✓	✓
Miscellaneous Corridor and Neighbourhood measures				
Shared and electric mobility	60	✓		
Haringey Bus review	35	N/A	N/A	N/A
Major Schemes & Liveable Neighbourhoods				
Hornsey Lane Bridge anti suicide measures (MS)	t.b.c	✓		
Crouch End (LN)	150	✓	✓	✓
Council Capital Investment				
Street lighting	1300	✓		
Footway and Carriageway Improvements	3,689	✓		

Structures	1394	✓	✓	✓
Flood Water Management	590	✓	✓	
Parking	1,322	✓	✓	✓
Tottenham Regeneration and Miscellaneous Projects				
Underpass Improvement Scheme	t.b.c	✓		
Chestnut Road	t.b.c	✓	✓	✓
Tottenham Grn Ph2	t.b.c	✓	✓	✓
Ferry Lane	t.b.c	✓	✓	✓
Wood Green Public Realm and Penstock Tunnel	t.b.c	✓	✓	
Watermead Way, Depot Signals	t.b.c	✓	✓	

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Report for: Cabinet 18 June 2019

Title: Request to Compulsory Purchase two empty houses -
44 Cobham Road N22 and 29 Fairfield Road N8

**Report
authorised by :** Stephen McDonnell

Lead Officer: Glayne Russell (Senior Environmental Health Officer) Housing
Improvement Team 0208 489 5252

Ward(s) affected: Noel Park & Crouch End

**Report for Key/
Non Key Decision:** Key decision

1. Describe the issue under consideration

- 1.1 There are two main types of empty home; transactional empty homes and long term empty homes. Transactional empty homes are generally empty for up to 6 months and are usually empty due to a change in ownership, they are part of the normal cycle of people buying and selling property.
- 1.2 A long term empty home as defined by Government and Local Authorities (GLA) & the Ministry for Housing Communities and Local Government (MHCLG) is one that is empty for longer than 6 months and is inactive on the housing market. In some instances a property may be empty or appear empty but is in fact occupied. Reasons for this could be that it is someone's second home, planning permission is being sought or the owner is receiving personal care, temporarily elsewhere.
- 1.3 A procedure is followed for empty homes which involves early informal intervention, followed by formal communication (if the owner can be identified). Enforcement and the use of Compulsory Purchase Orders (CPO) are used as a last resort. If CPO is agreed by Cabinet then the Secretary of State has final approval on the issuing of the Order.
- 1.4 Approval is sought from Cabinet to present to the Secretary of State the case to CPO 44 Cobham Road N22 and 29 Fairfield Road N8. If the Secretary of State agrees, an Order will be issued, the properties / land will be purchased and then sold on the open market.
- 1.5 44 Cobham Road N22 is a house which has been empty for 15 years since the death of the owner. This property has been squatted on several occasions and is known to the Police due to the address being used by a criminal gang.
(see appendix 1 for plan of property)

- 1.6 29 Fairfield Road N8 is a single storey studio built on land acquired from the rear garden of a property on Ferme Park Road N8. It has been empty for at least 15 years and is in severe disrepair. The Council has no current address for the owner, the last communication with him was via Council Tax in 2015 to say he had not been to the property for over 10 years. **(see appendix 1 for plan of property)**
- 1.7 The Council Officer responsible for empty homes has been pursuing the beneficiaries of 44 Cobham road for 6 years and the owner of 29 Fairfield Road N8 for 8 years. The Council has now exhausted all forms of interventions and enforcement proceedings.
- 1.8 Capital funding is available for the purchase of empty homes that have been given approval for CPO to be issued.

2. Cabinet Member Introduction

- 2.1 The need for housing accommodation in London is reaching crisis point. Competing demands for a reduced supply is creating escalating rents which is making it difficult for tenants / housing providers to obtain suitable accommodation.
- 2.2 It is therefore unacceptable within this market to allow private sector homes to remain empty with no plan for improvement and timescales for occupation. The authority has made every effort to work with the owners of the empty homes listed within this report but have failed to obtain a satisfactory response.
- 2.3 The authority is determined to restore these properties back into use and to undertake this action to achieve that aim. Taking this action will also prevent damage to adjoining properties and nuisance to the local community that could be caused if they remain empty with no maintenance

3. Recommendations

- 3.1 It is recommended that Cabinet:
 - (1) Authorises the submission of 44 Cobham Road N22 and 29 Fairfield Road N8 to the Secretary of State for Communities and Local Government for a confirmed Order, under Compulsory Purchase powers;
 - (2) Authorises the Assistant Director of Corporate Governance to:
 - (a) Make and seal the Orders for submission to the Secretary of State for consideration and approval (including the service of any requisition notices necessary to establish interests in the property) and to carry out the statutory notification required;

- (b) Confirm the Compulsory Purchase Order in the event of the Secretary of State returning the Order authorising the Council to do so;
 - (c) Prepare for, and represent the Council at, any public inquiry held following submission of the Order to the Secretary of State;
 - (d) Upon confirmation of the Compulsory Purchase Order proceed with acquisition of the property;
 - (e) In the event that any of the owner(s) undertakes in the form of a legally enforceable cross undertaking to bring the relevant property back into residential occupation and use within a reasonable timescale, to authorise the Head of Legal Services in consultation with the Director of Environment & Neighbourhoods to enter into and enforce such an undertaking instead of proceeding with the CPO for the property in question; and
 - (f) Act in relation to any other procedural matters that may arise in the normal course of the CPO process.
- (3) Approves (subject to the confirmation of the CPO by the Secretary of State) the disposal of the property to a Registered Provider where possible, or to an individual or private developer, with covenants to bring the property back into use as soon as practicable.
- (4) Authorises the costs of the CPO to be met from the capital programme; and
- (5) Approves the recycling of the receipt from the disposal back to the capital programme budget for the continued private sector housing CPO programme.

4. Reasons for decision

- 4.1 44 Cobham Road N22 has been through the CPO procedure and all avenues of informal and formal engagement with the owners of the property have been undertaken. The property continues to cause problems for the local community and the Police due to it being squatted, it is a constant source of complaints from local residents in relation to anti-social behaviour. The property has been the subject of a huge amount of Police and Council officer time dealing with the illegal occupants and their illegal activities. The property has once again become squatted.
- 4.2 29 Fairfield Road N8 in our view has been abandoned by its owner who has not been there for over 10 years. Its dangerous state is a cause of concern to residents and the public, the deterioration of the structure may cause it to collapse into either a communal alleyway or a rear garden of a neighbouring property.
- 4.3 There is no reasonable prospect of bringing the properties back into use without using CPO powers.

5. Alternative options considered

- 5.1 The CPO procedure is prescribed, comprehensive and lengthy, the ultimate aim is always to try and bring a property back into use with the involvement of its owner. The process follows several stages of intervention which are the steps we take before CPO is considered.
- Identifying the owner.
 - Initial engagement, advice and guidance.
 - Supervision of progress.
 - A series of 5 letters are sent each letter building up to a final warning of the council's intentions to enforce. These letters can be withheld at any point if owners engage but are proceeded again if works stop.
 - Enforcement action against any nuisance such as pests etc.
 - In many cases boarding and or securing the property to make it secure from intruders.
 - Engagement with council tax on debt owed and any possible enforced sale action.
 - Valuation of the property for the purposes of decision making, feasibility and market etc.[details contained in the exempt appendix 2]
 - Final communication with the owner outlining next steps regarding the CPO approval.
- 5.2 All alternative options as stated in paragraph 5.1 have been used to try and bring these properties back into use. It is due to the lack of engagement throughout a lengthy CPO process that the Council officer has been left with no alternative than to take possession of the property, in order to tackle the ongoing issues that the properties pose. CPO is the last resort and is used when all other efforts have failed.

6. Background information

- 6.1 Haringey Council's privately owned empty homes are monitored by an officer within the Housing Improvement Team. Long-term empty homes and those which are the source of complaints become subject to the Council Empty Homes enforcement procedure as per paragraph 5.1.
- 6.2 It is often the case that the start of formal interventions force some owners to realise the seriousness of the Council's intentions and many will bring the homes into use without any further involvement.
- 6.3 There are, however, other owners for whatever the reason fail to comply and wish for matters to be taken to the Secretary of State and the decision of Compulsory Purchase to be made before they will or will not take action.
- 6.4 To date, 41 empty properties have been through Cabinet for approval to Compulsory Purchase, of these:

- 7 have been given to the Council by the Secretary of State. These have been sold on, renovated and occupied.
- 23 have been renovated or sold by the owners post Cabinet approval to prevent CPO and are now occupied.
- 4 have been renovated with the aid of empty property grant money and have been occupied by Council tenants from the waiting list.
- 3 were taken possession of using the Enforced Sale route (Council Tax debt) and have been sold on, renovated and occupied.
- 3 are on site with the owners renovating them in order to prevent CPO.
- 1 has not been pursued as the Council took a Barristers opinion and were advised not to continue due to the financial risk.

6.5 44 Cobham Road N22:

6.5.1 This property first came to the attention of the Council in July 2015 when neighbours complained about the house being squatted. It has been empty since October 2003 when the owner died.

6.5.2 The house has been squatted on a long term basis on several occasions and remains an issue with regards to anti social behaviour. It is known to the Police as being an address used by criminal gangs and has been targeted by the police on occasions in the past.

6.5.3 The beneficiaries all live in Athens and have shown no interest in concluding the Estate since the owner's death. No Will has been seen and no Probate has been sought. The relatives in Greece have twice employed Solicitors following the Councils involvement both of whom have assured the Council they would obtain Probate and sell the house on. However, on both occasions the beneficiaries have dispensed with the solicitor's services. The latest Solicitor has now broken off communication with the Council.

6.5.4 The Council procedure for empty homes has been followed and the beneficiaries have received all 5 CPO letters which have been translated into Greek. Currently there is no plan to do anything to resolve the situation and the property has once again become squatted.

6.6 29 Fairfield Road N8:

6.6.1 This property first came to attention of Council in June 2010. The property is a single storey studio built on land acquired from the bottom of a rear garden on Ferme Park Road N8. The property has its own access onto Fairfield Road N8.

6.6.2 Planning Permission was obtained in 1976 for a music studio with accommodation for one person. The property has its own Council Tax account and Land registry entry. It has been empty for at least 15 years. The Council has no current address for the owner, he last contacted Council Tax in 2015 to say he had not been to the property for over 10 years (there is no council tax debt associated with this property).

6.6.3 The studio is now in a very poor state of repair with the roof partly collapsed meaning the building is no longer weathertight. Neighbours have complained to

the Council about the fact that the building is abandoned and in a poor state of repair.

- 6.6.4 CPO proceedings have commenced on this property in the past but were dropped due to opinion that the land would not be desirable. This, however, is no longer the case, we are now in a current climate where land and property are in demand. It is also more evident due to how long the owner has vacated the premises for and how severe the disrepair has become, that the owner has abandoned the premises.

7. Contribution to strategic outcomes

- 7.1 The Governments strategy for empty homes is set out in 'Laying the Foundation' a commitment that Government made to bringing empty homes back into use.

- 7.2 We support this strategy by using our powers and resources to investigate and target long term empty homes which are in the public interest for us to do so, these can include the following.

- properties which cause concern for the community
- properties which are affecting neighbours due to their neglect
- properties which are blighting neighbourhoods
- properties which attract anti-social behaviour
- properties which pose a risk or danger to the public.

- 7.3 It is part of the Councils Housing Strategy to bring long term and eyesore empty properties back into use.

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

8.1 Finance

- 8.1.1 The use of CPOs has both capital and revenue implications for the Council.
- 8.1.2 The associated revenue costs of the purchases will be contained within existing agreed budgets for the Housing Improvement Team.
- 8.1.3 The capital provision takes the form of a payment to the displaced owner based on an independent valuation [Set out in the exempt appendix] of the property in its existing state on the day of possession. If the owner cannot be confirmed or traced then the money is held in reserves until it is legally claimed.
- 8.1.4 It is expected that the payment for these properties will be met from the 2019/20 budget.

8.1.5 This payment is initially funded from the capital programme, and an equivalent capital receipt is expected once the sale of the property is executed.

8.1.6 The initial capital budget for scheme 509 Compulsory Purchase Orders is £650k for 2019/20 and a carry forward request of £400k unspent from 2018/19 is being considered as a separate item in June 2019 cabinet meeting.

8.2 **Procurement**

There are no procurement implications arising from this report.

8.3 **Legal**

8.3.1 The powers to acquire properties either by agreement or compulsorily with the consent of the Secretary of State are contained in section 17 of the Housing Act 1985 which are specifically designed for acquisition in these circumstances.

8.3.2 Where a building is purchased for housing, the Council has a duty to forthwith make it suitable either by carrying out the work itself or selling it to another subject to conditions for it to be made suitable and recommendation 3 (3) will comply with this duty.

8.3.3 The report also contemplates disposal. Power of disposal is contained in section 32 of the Housing Act 1985 but the Council cannot dispose without Secretary of State consent. The Secretary of State has issued the General Housing Consent 2013. Whether or not the Council can rely on the general consent or need specific consent will be dependent on the purchaser(s), and Legal Services should be consulted once the properties are ready to be disposed of.

8.3.4 Members should note that compensation will be payable to the owners.

8.4 **Equality**

8.4.1 There are no equality implications for this proposal. The Council is committed to creating safer neighbourhoods, stronger communities and making Haringey a better place to live and work.

8.4.2 This programme meets these aims and provides encouragement to those residents living with the problems that long term empty properties bring to an area. The CPO process also supports the provision of varying types and sizes of dwellings which are now required to meet the need of Haringey's diverse communities.

8.4.3 Vacant properties have a negative effect within areas. Squatting has become a very serious problem in London and many long term empty properties will become squatted at some time as it becomes well known in the neighbourhood that they are empty. 44 Cobham Road N22 has been squatted for most of the 15 years it has been empty.

9. Use of Appendices

Appendix 1 Detailed plan of properties

Appendix 2 Valuation reports – exempt

10. Local Government (Access to Information) Act 1985

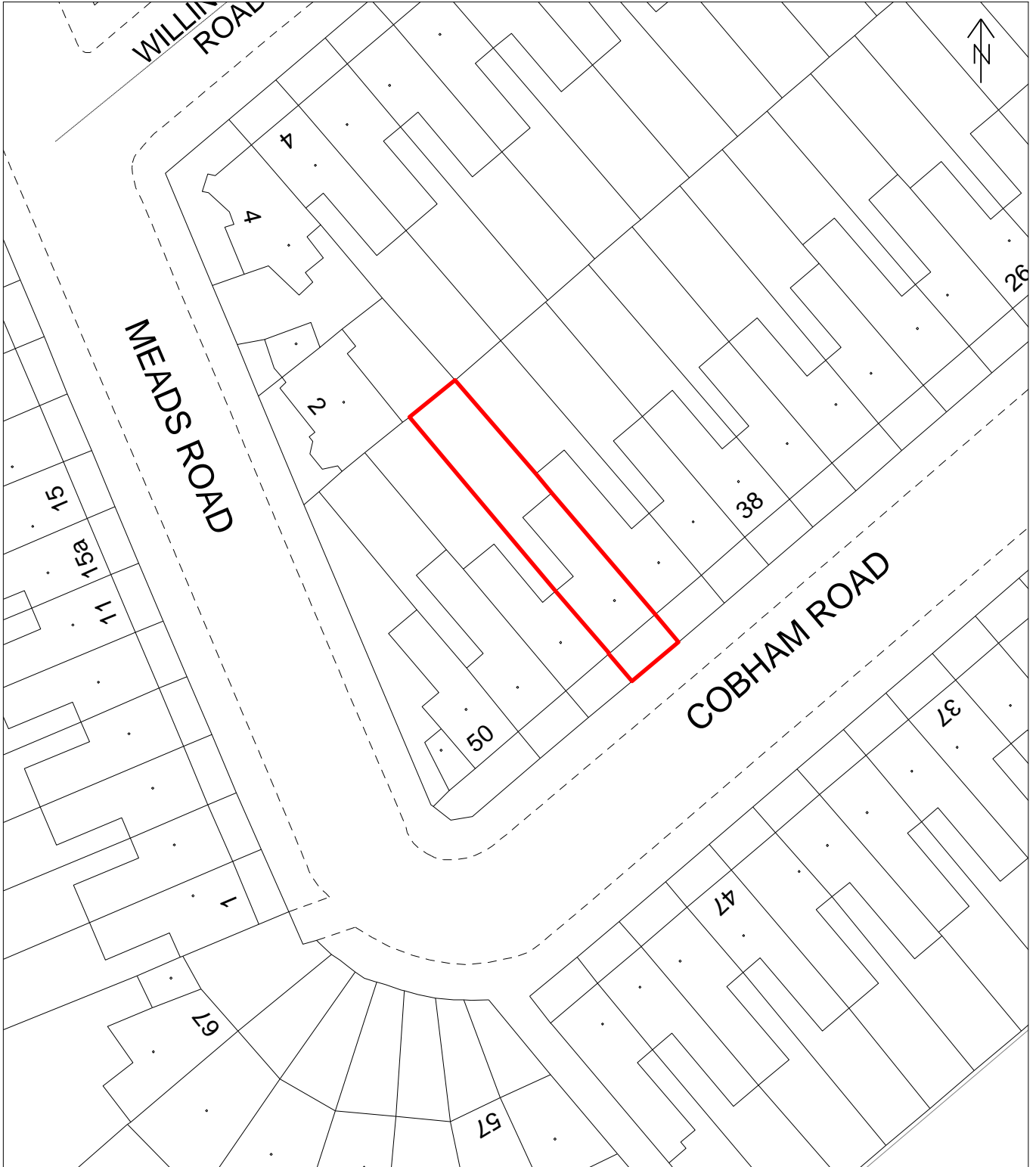
10.1 **CPO** enforcement action is endorsed within the Council's Housing Strategy.

10.2 Detailed plans identifying the properties have been made available to scan through Property Services and are attached as Appendix 2 to this report.

Appendix 1

Detailed Map of property locations

Map referred to in the LONDON BOROUGH OF HARINGEY
(44 COBHAM ROAD N22 6RP) COMPULSORY PURCHASE ORDER 2018



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Haringey Council
STRATEGIC PROPERTY

FREEHOLD MX252693 - edged red

UPRN: 100021166319

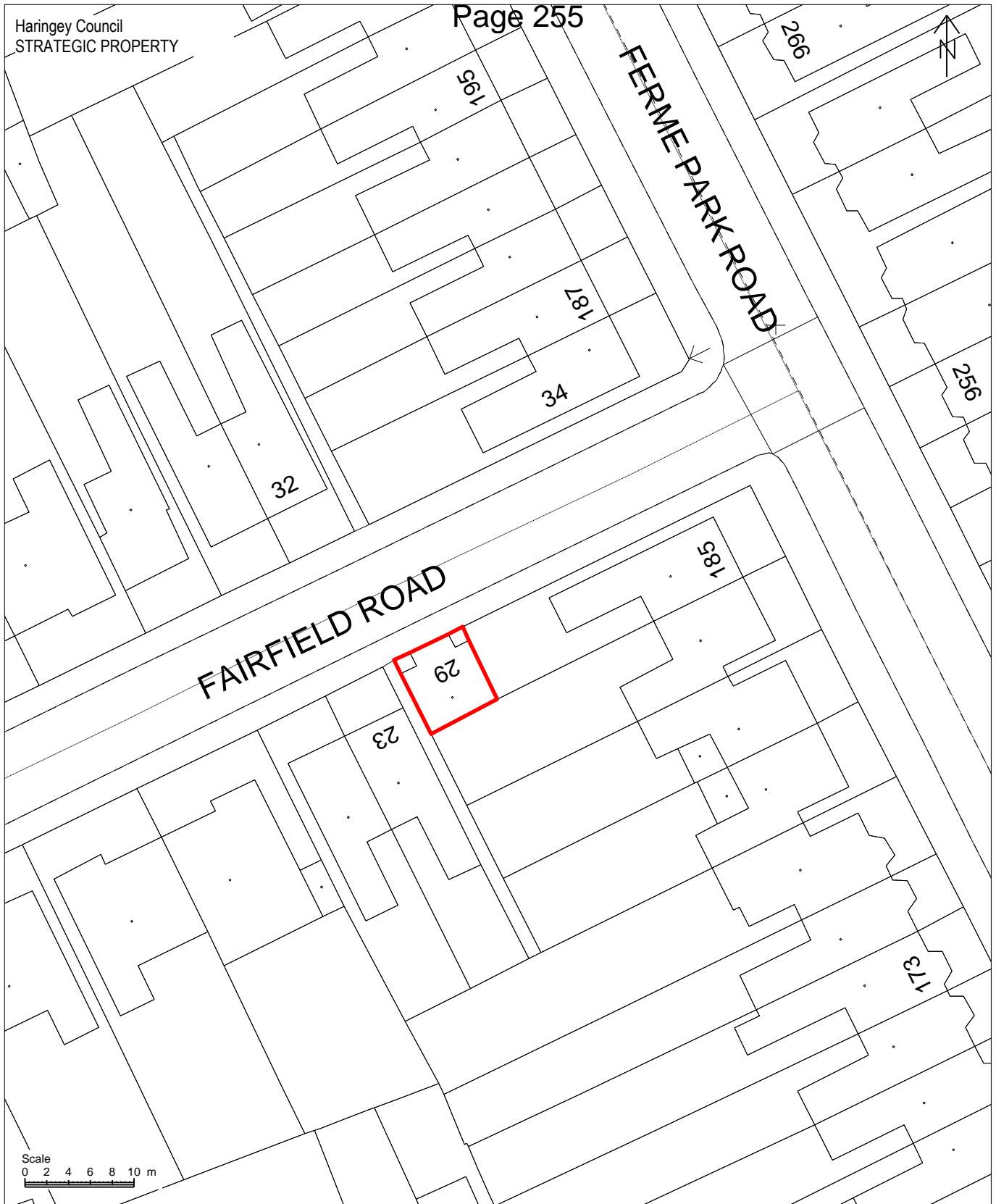
Site Area (square metres) : 161

Overlay : Property Terrier

Plan produced by Sean Purcell on 08/11/2018

Scale 1:500

Drawing No. BVES A4 2917



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29 Fairfield Road
London
N8 9HG

FREEHOLD NGL316199 - Edged red

Overlay : Property Terrier

Plan produced by Sean Purcell on 05/02/2019

Site Area (square meters) : 51.5

Scale 1:500

Drawing No. BVES A4 2923

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Report for: Cabinet – 18th June 2019

Item number:

Title: Provisional Financial Outturn 2018/19

Report authorised by : Jon Warlow – Director of Finance

Lead Officer: Frances Palopoli – Head of Corporate Financial Strategy & Monitoring

Ward(s) affected: ALL

Report for Key/

Non Key Decision: Key

1. Introduction

- 1.1. This report sets out the Council's provisional budget outturn for the year ended 31 March 2019. It sets out the draft revenue outturn for the General Fund (GF), the Housing Revenue Accounts (HRA) the Dedicated Schools Grant (DSG) and Capital Programme compared to budget. It provides explanations of significant under/overspends and proposed movements in reserves.
- 1.2. The Council's statutory accounts are still in the process of being finalised and there may be further adjustments to the provisional outturn arising from the completion of this work. The draft Statement of Account (SoA) needs to be published by 31 May 2019 with a deadline for completing the external audit and publicising the audited statements of 31 July 2019.

2018/19 Outturn Position

- 1.3. The Provisional Outturn report provides the opportunity to consider the overall financial performance of the Authority at the end of March 2019. The figures will remain provisional until the conclusion of the statutory audit process.
- 1.4. Recognising the level of non-delivered savings and base budget pressures, particularly in Adults and Children's, the Council approved Corporate budgetary mitigations of £6.4m in Qtr2 of 2018/19, mainly from the Budget Resilience contingency. Without this action, the service overspend at that point would have been £16m.
- 1.5. At year end, the overall General Fund revenue outturn variance for the year ending 2018/19 is in line with the forecasts provided at Quarter 2 and 3 which forecast a projected service outturn deficit of around £9.0m (excluding DSG) which the latter report advised would be mitigated at year end through Corporate measures.

- 1.6. The two people services (Children's and Adults) have shown little change in actual expenditure between Qtr3 and outturn. Their pressures were significantly driven by savings no longer deemed achievable along with base budget pressures. The budgets in both areas were significantly rebased as part of the 2019/20 budget build which should provide a stronger budgetary position for 2019/20.
- 1.7. The service overspends have been partially offset by improved outturn figures in Priorities 3 and X as well as treasury/capital financing, although by far the largest key component has been the £6.4m more than budgeted received from participating in the London Business Rates Retention (BRR) pilot pool which allowed the London pool to retain 100% of income generated. The application of the remaining unutilised Budget Resilience contingency provided the remainder to balance the service position.
- 1.8. As was the case last year, officers have looked for opportunities to increase the authority's resilience by improving its earmarked reserves position. In total this work has allowed a further £7m to be earmarked for transformation and to hedge the increasing risk posed by the Dedicated Schools Grant (DSG) funding position. As emphasised in the February Full Council budget report, the importance of local authority financial resilience has taken up greater significance following a prolonged period of austerity. A key indicator of financial robustness is the authority's level of reserves. This is particularly important in light of the scale of budget reductions to be delivered by 2023/24 (£50m) - equating to 20% reduction in net budgets. A stronger balance sheet will also assist the authority in responding to the impact of the on-going uncertainty at a macro-economic level such as Brexit, Spending Review and expected changes to the business rates system.
- 1.9. The final revenue figures presented are inclusive of requested appropriations to/from reserves including carry forwards which are set out in Appendix 4.
- 1.10. The revised capital programme budget for 2018/19 was £213.2m and expenditure was £104.6m, an underspend of £108.5m. The majority of this (£107.9m) is slippage and has been requested to roll forward to future years of the capital programme. No resources have been lost as a consequence of the slippage.
- 1.11. The 2018/19 (HRA) revenue net budget assumed a surplus of income over expenditure of £16.7m. This has been achieved and the provisional revenue outturn for the HRA is an additional underspend of £0.897m after statutory financial accounting adjustments which will be transferred to the HRA reserve.

2. Cabinet Member Introduction

- 2.1. The Qtr 3 monitor to Cabinet on 12th March 2019 reported a balanced forecast outturn albeit with overspend against service budgets of £9.1m offset by corporate interventions. I am pleased to now be able to present a report which confirms this position.

- 2.2. However, colleagues should be clear that whilst the 2019/20 Budget and 2019/20-2023/24 MTFS sought to rebalance some of the budget pressures in Children's and Adults, and unachievable savings have been written out, the overall budget gap remaining for 2020/21 and beyond is a challenging one.
- 2.3. I will be working closely with the CFO and the Corporate Board, to test and challenge services to ensure that they remain on track to deliver the agreed MTFS.
- 2.4. The final outturn will be reflected in the Council's Statement of Accounts, which will be presented to Corporate committee for approval on 25th July. A draft has been published on the Council's external website from 31st May in accordance with statutory audit requirements.

3. Recommendations

- 3.1. Cabinet is recommended to:
 - a) Note the provisional revenue and capital outturn for 2018/19 as detailed in the report;
 - b) Approve the capital carry forwards at Appendix 3;
 - c) Approve the appropriations to/from reserves at Appendix 4;
 - d) Approve the budget virements as set out in Appendix 5

3.2 Reasons for decision

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

4. Alternative Option considered

- 4.1. The report of the council's outturn and management of the financial resources is a key part of the role of the Director of Finance (Section 151 Officer) and no other options have therefore been considered.

5. Provisional Revenue Outturn 2018/19

- 5.1. The table below shows the provisional revenue outturn figures for 2018/19. It shows the movement from the outturn forecast at Quarter 3 (P9) and the impact of proposed movements to/from reserves.

5.2. **Table 1 –Provisional Outturn 2018/19**

Priority	Revised 2018/19 Budget	Outturn	Net Transfers To / From Reserves	Corporate Mitigation	Revised Outturn	Revised Outturn to Budget Variance	Q3 Forecast to Budget Variance	Forecast Variance Movement Between Q3 and Outturn
	£'000	£'000			£'000	£'000	£'000	£'000
PR1 Childrens	64,039	72,693	457	(2,000)	71,151	7,111	6,392	719
PR2 Adults	98,162	104,302	10	(2,000)	102,312	4,150	4,696	(546)
PR3 Safe & Sustainable Places	31,983	29,727	2,125		31,852	(131)	265	(396)
PR4 Growth & Employment	7,460	5,971	1,274		7,244	(216)	(174)	(42)
PR5 Homes & Communities	20,820	20,819	(143)		20,676	(144)	(32)	(112)
PRX Enabling	27,158	23,534	(3,239)	4,000	24,295	(2,863)	(2,067)	(796)
DSG	488	3,648	(3,160)		488	0	3,527	(3,527)
Schools	0	(2,675)	2,675		(0)	(0)	0	(0)
General Fund Total (before Funding)	250,111	258,019	(0)	0	258,019	7,908	12,607	(4,699)
External Finance	(250,111)	(258,364)			(258,364)	(8,253)	0	(8,253)
General Fund Total	(0)	(345)	(0)	0	(345)	(345)	12,607	(12,952)
HRA*	0	(897)	897		0	0	(4,422)	4,422
Haringey Total	(0)	(1,242)	897	0	(345)	(345)	8,185	(8,530)

* HRA Outturn is shown after statutory financial accounting adjustments

n.b. numbers in (brackets) indicate either income or underspend

5.3. Comments on the underlying reasons for the variances within Priorities is set out in the sections below.

Priority One – Childrens Overspend £7.1m

5.4. Priority One is projecting overall spend of £71.1m against approved budget of £64.0m resulting in an outturn overspend of £7.1m, after agreed corporate mitigation. This figure is a £0.7m worsening of the position reported at Q3. The areas with material variances are detailed below, all prior to application of the corporate mitigation.

5.5. Children's Placements (£3.0m overspend)

- **Young Adults Service (£0.3m overspend):** the overspend is due to non-delivery of MTFS savings. The outturn position is consistent with the position at Quarter 3. Supported housing has been provided to young people, during the year, as a means of providing the more expensive semi-independent living arrangements for young people. The supported housing scheme delivers the desired outcomes at reduced costs. This approach has mitigated some of the pressures with the Young Adults Service budgets.
- **LAC External Placements (£3.3m overspend)**

This is an increase of £0.3m from Quarter 3. The previous quarter included a forecast for the recovery of potential overpayments from the prior financial year, which is now less certain until an in-depth review (scheduled for 2019/20) has been carried out. The cost of placements is driven by the number of children, the complexity of need, and placement type (residential, secure, fostering, and semi-independent living); with secure and residential

placements having the highest weekly rates. The increase in complex cases has resulted in an average weekly rate of £3,370 compared to an average of £3,000 in 2017/18. There has also been an increase in the costs of mother and baby assessments compared to 2017/18 (£0.5m in 2018/19 compared to £0.2m in 2017/18). The service is looking to address this by bringing the assessments in-house from 2019/20, which is expected to reduce the budget pressure.

The overspend in the residential budgets is partly offset by underspend within the Independent Fostering Agency (IFA) budget for external foster care. During 2018/19 the service brought back the recruitment of foster carers in-house with a focussed recruitment campaign to increase the number of in-house foster carers and reduce the use of more expensive external provision from IFAs. This has delivered savings in placements costs through the reduction in IFA costs. It is anticipated that this will continue to deliver savings in future years, as more in-house foster carers are recruited, and the use of IFAs is reduced.

There is also an underlying overspend of £1.2m due to the non-delivery of MTFS savings although this has been addressed in the base budget for 2019/20.

- **Internal Fostering Placements (£0.6m underspend):** the less than budgeted number of in-house foster carers accounts for £0.3m of the reported underspend. The service is running a recruitment campaign to increase the number of in-house foster carers, with a corresponding reduction in the use of more expensive Independent Fostering Agencies (IFAs). It is anticipated that in 2019/20 and future years, the underspend will be applied to the planned increase in in-house foster carers, with associated reduction in the external placements spend.

A review by the service has identified foster placements costs recoverable from other London boroughs, as they relate to the provision of foster placements by Haringey for children from those boroughs. This accounts for the favourable movement of £0.3m compared to that reported at Quarter 3.

5.6. **Other Children's Social Care (£3.3m overspend)**

- **Staffing (1.3m overspend):** this is an adverse movement of £0.3m compared to Quarter 3. Costs of agency staff, accounts for the movement, with an underlying cost pressure due to non-delivery of MTFS savings. The service has embarked on a programme of work to reduce the number of agency staff. This work will continue into 2019/20.
- **No Recourse to Public Funds (£0.9m overspend):** there is a statutory requirement to continue to support clients with No Recourse to Public Funds (NRPF) however, there is insufficient budget to meet needs. There has been an increase of £0.3m compared to the previous quarter due to an increase in client numbers.
- **Other Services (£1.1m overspend):** the adverse movement is due to an overspend of £0.7m in the budget for legal services. The charges relate to

counsel fees, expert reports, and translation costs incurred for cases. The special guardianship budget is overspent by £0.1m due to costs of assessments and support provided to special guardians.

There is a further overspend due to section 17 payments. Section 17 of the Children Act 1989 places a duty on local authorities to safeguard and promote the welfare of children within their area who are in need. Financial assistance is provided for goods or services, or in exceptional circumstances cash can be provided to a child, parent or carer to address identified needs to safeguard and promote a child's welfare where there is no other legitimate source of financial assistance.

5.7. **Children & Young People with Additional Needs (£2.8m overspend)**

- **Inclusion Service (£0.4m overspend):** This is due to unachievable income in the Education Psychology team. The service is considered a traded offer for advisory teachers to schools and due to challenges faced in recruiting to specialist posts the income generation has reduced considerably. The income target has been adjusted to an achievable level for 19/20 and all vacant posts now fully recruited.
- **SEND (£0.7m overspend):** Mainly due to the statutory duty to provide transport for over 19-year olds as part of the SEND Reform Act, coupled with overspend on salary costs on SEN admin team. The service have analysed the routes in more detail to assess if any reduction can be achieved and as a result the service has now optimised existing schools transport routes and merged them where possible to reduce costs. Additionally, the scoping review for a transport 'invest to save' bid is underway and this will identify opportunities to reducing costs in the new financial year. SEN Admin team has undergone a restructure in 19/20 due to ceasing of SEN reform grant in 18/19, which predominantly used to fund staffing costs. Two teams have been merged to form a permanent sustainable structure to carry out the statutory duties outlined in the SEND reforms. The new structure is well within the budget and funded by both general fund and DSG (dedicated schools grant).
- **Family Support and Family Link (overspend of £1.2m):** This is a demand led budget which is overspending as a result of the cost of social care support packages. There are a small number of children with highly complex behaviour and learning disability. The children's packages have increased significantly to avoid hospital admission or long-term residential placements. Joint funding for these children has now been agreed with CCG where they have agreed to fund £200k of placements for 2018/19. This process will continue into 2019/20 to ensure maximum funding.

Early Help & Family Support (£0.5m overspend)

- **Children Centres (£0.5m overspend):** The overspend is due to non-statutory childcare costs and an unachieved income target. The service has taken several actions in year to reduce the operational costs including a

restructure and moving staff to term time only contracts. There is an ongoing review of the operational costs of the centres to address the budget pressure.

Priority Two – Adults Overspend £4.2m

5.8. Priority Two is projecting overall spend of £104.3m against approved budget of £98.2m resulting in an outturn overspend of £6.2m. This figure is made up of £6.1m overspend in Adults social services, £0.2m underspend in public health (priority 2 element only) and a £0.3m overspend in commissioning. The total overspend reduces to £4.2m after the application of agreed £2m corporate mitigation. The areas with material variances are detailed below.

5.9. Care Packages (£7.2m overspend)

- £3.8m adverse variance which has arisen in the current year and £3.5m carried forward pressure, including £0.5m relating to inflationary uplifts awarded to care providers. The variance is broken down as follows:
 - Learning Difficulties- £3.6m overspend
 - Mental Health - £2.4m overspend
 - Physical Support -£1.42 overspend

5.10. Osborne Grove Nursing Home (£0.7m overspend)

- The management and staffing costs to run the service for limited clients, the 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. This should have the effect of reducing revenue costs by £0.400m in 2019/20.

5.11. Director of Adult Social Services budget (£0.8m underspend) – a £0.4m underspend against the budget for bad debt provision, a £0.1m underspend on Care Act Implementation, receipt of £0.1m unbudgeted Home Office Resettlement grant and other small combined underspends of £0.2m.

5.12. Adaptations and Surveying (£0.8m underspend) – largely due to capitalisation of Occupational Health costs and staff vacancies.

Priority Three - Safe & Sustainable Places Underspend £0.131m

5.13. Priority Three is showing overall spend of £31.9m against approved budget of £32.0m resulting in an outturn underspend of £0.1m. This represents a marginal change to the Q3 figure. The variance is made up of several non-material underspend/overspends.

5.14. The change is mainly due to the underspend in commissioning services (culture, museum and archives) and the capitalisation of expenditure where appropriate.

Priority Four – Growth & Employment Underspend £0.216m

- 5.15. Priority Four is showing an overall spend of £7.2m against approved budget of £7.5m resulting in an outturn underspend of £0.216m. This represents a marginal change to the Qtr3 figure.
- 5.16. The underspend is mainly due to the capitalisation of staff costs in the regeneration teams and a reduction in the bad debt provision required.

Priority Five – Homes & Communities (General Fund) Underspend £0.144m

- 5.17. Priority Five GF is showing an overall spend of £20.68m against approved budget of £20.82m resulting in a small outturn underspend of £0.14m. This represents a slight improvement compared to the Q3 figure but is not significant against a budget this size.
- 5.18. Some of the Flexible Homelessness Support Grant received in year has been applied to mitigate continuing demand for temporary accommodation and to support new initiatives which should increase supply of accommodation in the Borough

Priority Five – Homes & Communities (HRA) Underspend £0.897m

- 5.19. The provisional revenue outturn for the HRA is an underspend of £0.897m after statutory financial accounting adjustments which will be transferred to the HRA reserve
- 5.20. The depreciation charges were £3m below budget following a change in the asset revaluation calculations and there were also favourable income variances for commercial rents, leasehold service charges and the bad debt provision for leaseholder income. Additionally, the actual charges for leasehold insurance and Homes for Haringey (HfH) management fees were both lower than planned resulting in an additional net £230k saving.
- 5.21. There were also further underspends in HRA gas and electric costs, grounds maintenance service and landlord's insurance costs.
- 5.22. These underspends have helped offset a reduction in dwelling rental income due as a result of Broadwater Farm Tangmere & Northolt block voids/empty properties pending work to either strengthen or replace these blocks. There were also overspends caused by the requirement to increase bad debt provision for dwelling rental income, capital financing costs, anti-social behaviour service, community alarm service and estate renewal costs. The detailed HRA income and expenditure is shown in Appendix (2).

Priority X / Enabling - Underspend £2.7m

- 5.23. Priority X / Enabling is showing an overall spend of £24.5m against approved budget of £27.2m resulting in an outturn variance of £2.7m underspend. This represents an increased underspend of £0.6m over the Q3 forecast. Priority X contains support services, customer services and

libraries as well as the non-service revenue (NSR) corporate budgets. The key variances are described below.

- 5.24. The key underspends are in the Benefits service (£1.6m), where the work of the Housing Benefit (HB) overpayment debt project team has led to a significant reduction in the required bad debt provision, and in the Revenues service (£0.7m) due to higher than expected recovery of court costs and reduced bad debt provision for court cost debt. Further smaller underspends in HR and Strategy and Communications have helped mitigate down budget pressures in Customer Services and Libraries.
- 5.25. A robust assessment of bad debt provision levels in response to challenge by our external auditors, as well as the impact of targeted resources on income recovery and overall arrears balances, has also delivered a number of one off benefits at year end while those that go through the Collection Fund, will be realised next year. Focus on improving collection rates will continue during 2019/20 with an assessment of wider opportunities to generate income to offset Government grant loss.
- 5.26. NSR Corporate budgets are broadly on budget at year end however, this is after the application of the £7m Budget Resilience contingency.

External Finance – Underspend £8.2m

- 5.27. The aggregate external income budgets overachieved by £8.2m. It is normal for some small variations to occur due to the impact of late notification of grant streams and funding values however, the variance for 2018/19 has been significant. The largest component (£6.4m) was realised from participating in the London Business Rates Retention (BRR) pilot pool which allowed the London pool to retain 100% of income generated. This benefit had not been built into the 2018/19 budget largely due to uncertainties about the actual sum. The other significant variance was from Housing Benefit & Council Tax administration grant as the budget had assumed reductions in Government funding in this area which did not materialise.

6. Dedicated Schools Grant (DSG)

- 6.1. The DSG is broken down into four funding blocks: Schools, Central, Early Years and High Needs. The overall spend on DSG was £189.79m against budgeted spend of £186.63m resulting in an overspend of £3.16m.
- 6.2. The Schools block underspent by £0.41m largely due to a slowdown of expansion and bulge classes in the borough.
- 6.3. The Central block is fully spent with a small overspend of £0.01m.
- 6.4. The Early Years block underspent by £0.71m mainly due to slow up take up of the new 3 & 4 year old extended nursery hours offer. There is work under way to ensure the potential of under reporting of activity numbers is addressed in 19/20 to ensure ESFA funding allocations are fully utilised.
- 6.5. The High Needs block overspent by £4.27m which is driven by increased take up of places in day schools, special schools and post 16 settings coupled with an increase in the average cost per placement. A robust

budget monitoring process was carried out during the year to keep costs down where possible.

- 6.6. The impact of the 2018/19 outturn is reflected in the movement on the DSG Reserve in the table below.

Table 2 – DSG Reserve

Blocks	Opening DSG at 01/04/18	Schools Forum agreed trf between blocks	Revised Outturn	Closing DSG at 31/03/2019
	£(m)	£(m)	£(m)	£(m)
Schools block	(1,267)	888	(406)	(785)
Central block	0		13	13
Early years block	(1,653)	1,100	(713)	(1,265)
High needs block	1,500	(1,500)	4,267	4,267
Total	(1,419)	488	3,160	2,229

*£488k was a contribution from the Schools budget to mitigate in-year pressure in the high needs block.

** the £3.160m 18/19 overspend has been covered by a draw down from reserves.

- 6.7. The DSG pressures are likely to continue into 2019/20 and on projected spending levels the closing deficit will grow to more than £4.5m. As this will exceed £2.6m (1% of the total DSG allocation) we will be expected to present a formal recovery plan to the ESFA. An update on specific plans to address the deficit and on-going pressure will be presented in a future report.

7. Collection Fund

- 7.1. The Council has a statutory obligation to maintain a separate ring-fenced account for the collection of council tax and business rates. The Collection Fund is designed to be self-balancing and therefore an estimate of any accumulated surplus or deficit is made each year and factored into the following year's tax requirement. The actual benefit or burden of any in-year variance is received or borne by taxpayers in the following year.

Council Tax

- 7.2. The 2018/19 in year council tax collection performance was 96.47% (target 96.25%). The Council tax surplus/deficit is distributed between the Council (81.4%) and it's preceptor the GLA (18.6%) based on respective shares. There is an estimated surplus of £4.34m in 2018/19, which compares to an actual surplus in 2017/18 of £4.05m. The latter is recognised in the 2018/19 outturn figures whilst the 2018/19 actual surplus will be paid out in 2019/20.

Business Rates

- 7.3. The 2018/19 in year business rates collection performance was 95.31% (target 98.0%). The main reason for the shortfall against target was a shortfall in staff resources in the team; this has now been addressed and the team strengthened and a focus on recent non-collection as well as achieving the in-year target has been prioritised for 2019/20. This year, as the Council is part of the London BRR Pool Pilot, the pool retains 64% of business rates collected (LB Haringey share of this 34%) with 36% transferred to the GLA.
- 7.4. There is an estimated deficit of £1.61m in 2018/19, which compares to an actual deficit of £0.41m in 2017/18. The latter is recognised in the 2018/19 outturn figures whilst the 2018/19 actual deficit will be recognised in the 2019/20.

8. Capital Programme Outturn

- 8.1 At the end of the year the Council's agreed capital programme budget was £229.924m. The final outturn was £121.884m, an underspend of £108.040m. As can be seen from the table below, the outturn represents 53% of the agreed budget. Whilst this is a significant underspend, it is an improvement on the 2017/18 position where the outturn represented 37.5% of the agreed budget.

TABLE 3 – CAPITAL OUTTURN SUMMARY

Priority	2018/19 Revised Budget	2018/19 Final Outturn	Final Outturn Variance against Budget	2018/19 Q.3 Forecast Outturn	Movement in Forecast (Variance)
	£'000	£'000	£'000	£'000	£'000
Priority 1 - Children's	12,876	6,419	(6,457)	5,724	695
Priority 2 - Adults	8,397	5,496	(2,900)	7,625	(2,129)
Priority 3 - Safe & Sustainable Places	21,901	15,589	(6,312)	18,060	(2,471)
Priority 4 - Growth & Employment	62,494	22,501	(39,993)	52,831	(30,330)
Priority 5 - Homes & Communities	36,725	19,235	(17,490)	24,181	(4,946)
Priority X - Enabling	19,278	6,821	(12,457)	6,234	587
General Fund Total	161,670	76,060	(85,610)	114,655	(38,595)
Priority 5 (HRA)	68,254	45,824	(22,430)	57,737	(11,913)
Total	229,924	121,884	(108,040)	172,392	(50,508)

Whilst there has been a high level of capital slippage, the resources have been slipped as well and has not resulted in any lost resources. A high-level commentary on the financial performance of each priority is provided in the following paragraphs as well as confirmation of the financing applied. The requests to carry forward unspent but committed budget including the reason for slippage, is provided in Appendix 3.

Priority 1 – Children’s Services

- 8.2** Overall the Priority spent £6.418m of its available budget of £12.876m, which is 50% of its budget allocation and is requesting permission to carry forward £6.457m of unspent resources. Of the underspend, two schemes (primary schools repair & maintenance and primary school modernisation and enhancements) account for £5.175m of the underspend.

During 2018/19 the service undertook a large number of condition surveys as part of the preparation of a strategic business case for the investment required in schools. The surveys have led to a number of schemes being prepared which have either already commenced or are due to commence in the summer holidays of 2019. Accordingly, a very significant proportion of the requested carry forward is required to match commitments already entered into.

Priority 2 – Adult Services

- 8.3** Overall the Priority spent £5.496m of its available budget of £8.397m, which is 65% of its budget allocation and is requesting permission to carry forward £2.9m of unspent resources.

Of the underspend, four schemes (Supported Living Schemes, Assistive Technology, Linden House conversion, and Canning Crescent) account for £2.1m of the underspend. All four schemes are included in the programme on the basis that they are self-financing; that is when complete they will generate savings once the capital financing costs are accounted for. Spend on Linden House and Canning Crescent will accelerate in 2019/20 as the building plans progress as will the Assistive Technology when plans are implemented.

Priority 3 – Safe and Sustainable Places

- 8.4** Overall the Priority spent £15.589m of its available budget of £21.901m, which is 71% of its budget allocation and is requesting permission to carry forward £6.311m of unspent resources. Of the requested carry forward, £2.1m relates to scheme specific funding such as external grant or S106 contributions which cannot be used for any other purpose. Of the residual underspend of £4.211m, three schemes (Structures Highways, Parkland Walk Bridges and Asset Management of Council Buildings) account for £3.656m of it.

The structures scheme encountered unforeseen issues with utilities providers that has delayed the scheme. The Parkland Walk Bridge scheme is complex with a high number of interactions with third parties and the need to gain the agreement of a range of statutory undertakers. This complexity has impacted on the delivery of the scheme. The Asset Management of Council Buildings scheme has concentrated on the development of a forward plan of maintenance which is nearing completion. Once implemented, this will accelerate expenditure in 2019/20 and future years.

Priority 4 – Growth & Employment

- 8.5** Overall the Priority spent £22.501m of its available budget of £62.494m, which is 36% of its budget allocation and is requesting permission to carry forward £39.875m of unspent resources. Of the requested carry forward, £33.968m relates to scheme specific funding such as external grant (Housing Zone), S106 contributions, contractual commitments, or are pledged as match funding and which cannot be used for any other purpose. Of the residual underspend of £5.907m, two schemes (Strategic Acquisitions, and Strategic Regeneration Initiatives) account for £5.235m of it.

The Strategic Acquisitions budget is there to allow for opportunistic purchases of property to support long term regeneration initiatives in Tottenham and Wood Green. The Strategic Regeneration Initiative budget is provided to allow the Council to respond to emerging initiatives throughout the year. In 2018/19 this budget was not called upon.

Priority 5 General Fund Housing

- 8.6** Overall the Priority spent £19.235m of its available budget of £36.725m, which is 52% of its budget allocation and is requesting permission to carry forward £16.843m of unspent resources. Of the requested carry forward, £16.4m relates to the temporary accommodation acquisition programme. It is anticipated that the Community Benefit Society will soon start purchasing properties.

Priority 5 HRA

- 8.7** Overall the Priority spent £45.824m of its available budget of £68.254m, which is 67% of its budget allocation and is requesting permission to carry forward £22.430m of unspent resources to fund work on Broadwater Farm.

Priority X - Enabling

- 8.8** Overall the Priority spent £6.821m of its available budget of £19.278m, which is 35% of its budget allocation and is requesting permission to carry forward £9.963m of unspent resources. This priority's budget held the budget for the front office back office (FOBO) programme and the Responsiveness Fund. The FOBO spend has been funded from capital receipts under the flexible use of capital receipts regulations. Therefore, the

budget shows an underspend but due the funding of the scheme there is no requirement to carry the budget forward. The Responsiveness Fund has underspent due to their being no calls on the budget. It is proposed to carry forward £2m of this into 2019/20 to ensure that the Council can respond to in year match funding initiatives.

Capitalisation

- 8.9 During the year, an additional allocation of capital resource was made to the Highways Maintenance budget of £0.170m to fund historic, unbudgeted liabilities. In addition, £0.080m was identified within the revenue budget that should more properly be charged to capital and an allocation was made. The level of capitalisation set out in the table below is in addition to those allocations made in 2017/18 which have been built into service revenue and capital budgets. Both in year allocations were funded through reducing the approved capital programme contingency.

Table 4 - Capitalisation

- 8.10 The outturn assumes, in respect of 2018/19 only, that the Local Implementation Plan (LIP) highways programme is funded from borrowing and that the funding (£3.767m) received from the GLA is transferred to Council reserves. This is in recognition of the need to establish stronger transformational reserve balances in the short to medium term to provide the resilience which will enable us to deliver our challenging budget reduction programme.

Carry Forward of Resources

- 8.11 Set out in Appendix 3 are the requests to carry forward resources along with the reason(s) for the request. In total, of the 2018/19 underspend of £108.040m, services are requesting to carry forward £105.924m.

Capital Expenditure Funding

- 8.12 The table below provides information on the actual financing of the capital programme compared to the budgeted financing.

Table 5 – Funding of the Capital Programme

Source of Funding	18/19 Original Budget Feb. 2018	18/19 Actual	Variance
	(£'000)	(£'000)	(£'000)
General Fund Funding			
Grant	33,056	16,863	(16,193)
Use of Reserves		0	0
Developer Contribution	34,535	486	(34,049)
Capital Receipts		1,438	1,438
Retained Receipts	7,500	12,651	5,151
Borrowing	61,596	44,623	(16,973)
	136,687	76,060	(60,627)
HRA Funding			
RTB Receipts		2,391	2,391
Buy Back Contributions		0	0
Housing Revenue Account (HRA)	15,190	17,231	2,041
Major Repairs Reserves / Allowance	20,070	17,249	(2,821)
Grants and Contributions from Private Developers & Leaseholders		7,806	7,806
Borrowing	23,591	1,147	(22,444)
	58,851	45,824	(13,027)
Overall Total	195,538	121,884	(73,654)

- 8.13 The reasons for the variation between the budgeted source of funding and the actual use of funds for the general fund capital programme is as follows. The use of grants was under budget largely due to delays to the Tottenham Hale SDP scheme (c£12m) and the decision to fund the LIP programme from borrowing (£3.767m): developer contributions were under budget due to delays to the Wards Corner CPO scheme (£9m), delays to the HRW acquisition programme (£8.2m), a revised funding arrangement for the strategic acquisition budget (£10m), the removal of HDV schemes (£2m) and lower than budgeted spend on the S106 programme (£1.6m). Additional capital receipts of £6.5m were used on a Newlon Housing Scheme offset by lower than anticipated spend against budget. The lower borrowing figure is due to programme slippage.
- 8.14 Within the HRA the overall underspend contributed to the reduced level of borrowing, £22.4m under budget, as well as the application of the unbudgeted leaseholder contributions of £7.8m.

9. Reserves

9.1. The Council holds an un-earmarked General Fund reserve. It also has a number of other earmarked reserves, which are set aside to provide contingency against unplanned events, fund one-off planned expenditure and help smooth uneven spend patterns. Council is required to annually review the adequacy of its' reserves which it did in February as part of the 2019/20 budget report. That report confirmed maintaining a General Fund unearmarked reserve of £15m. As described earlier in the report, this has been achieved with a small (£0.3m) addition.

9.2. In the light of the outturn position some additions to, and re-balancing between, reserves has taken place with the ultimate aim of directing resources to enable the transformational agenda and provide further resilience against under in delivery of the agreed and future savings programme. A total of £7m has been achieved; £3m from decommissioning the Community Infrastructure reserve and re-allocating the funds and £3.8m from funding LIP expenditure by borrowing enabling the GLA funding to be transferred to reserves (as outlined in paragraph 8.10).

9.3. The 2018/19 Transformation reserve has been used for two main purposes:

- Pump priming new pilot innovations to test if they will deliver the required change at scale
- Providing the required staff and technology to enable specific, largescale transformations

The 2019/20 Transformation & enhanced IT Infrastructure reserves will continue to address both of these themes, but the focus will move to activity that provides larger scale returns in terms of savings, income and service transformations. So, for example, as the council's priorities increasingly move towards new ways of delivering services, including a stronger focus on prevention, digital access and automated processes, the reserve will prioritise those innovations that might start small but can scale quickly. Equally, we will see a greater proportion on reserve spending on technology enablers in 2019/20.

9.4. The 2018/19 closing earmarked reserves balances are £6.1m more than the opening figure. The biggest net increases have been to the Schools reserve (£2.7m) and the PFI lifecycle reserve (£3.9m).

9.5. As is recognised earlier in this report, the Council has what is known as a negative Dedicated Schools Grant (DSG) reserve of £2.2m. This is a common situation amongst education authorities due to the immense pressure on their High Needs block and this has been recognised by the Department for Education (DoE). This negative reserve is presently held on the Council's balance sheet as part of its Services Reserve and is offset by its other component balances. As stated earlier, the authority will commence financial recovery planning for its DSG funded services, given the forecast further worsening DSG position in this year. The sector also continues its lobbying of the DoE for a substantial increase in its DSG grant funding. It should be noted that the Council's overall reserves position is such that this

does not require the Council's s.151 officer to make any further recommendations as part of this report in this respect.

- 9.6. A summary of the purpose of each reserve along with all the proposed in year movements to/from all reserves and resultant estimated closing position at 31/03/2019 is shown in Appendix 4. These are not expected to change however, will not be final until the completion of the 2018/19 accounts audit.

10. Conclusion

- 10.1. Overall at the end of the 2018/19 financial year, the General Fund is broadly balanced showing a small underspend of £0.345m, as anticipated at Qtr 3 through the application of corporate mitigations. An improved balance sheet position has also been delivered.
- 10.2. As discussed in section 1, the driver for the overspend has been the two People priorities. The agreed write-off of unachievable savings in the Qtr 2 Cabinet report and some fundamental re-basing of the 2019/20 base budget positions for these services must place the Council in a stronger position to remain broadly in line with agreed budgets during 2019/20.
- 10.3. However, the budget gap from 2020/21 is circa £20m with £13m agreed savings to deliver in 2019/20. This is on top of the £16m savings plans already built into the Council's MTFs from 2020/21. It is therefore critical that officers and Members remain focussed on delivery and that robust monitoring and recovery processes are embedded across all parts of the organisation.

11. Contribution to strategic outcomes

- 11.1. Adherence to strong and effective financial management will enable the Council to deliver all of its stated objectives and priorities.

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

Chief Finance Officers Comments

- 12.1. There are no further Chief Finance Officer (CFO) comments or finance implications arising from this report. All related finance issues have been highlighted within the body of the report, as this is a report of the CFO.

Assistant Director of Corporate Governance

- 12.2. The Assistant Director of Corporate Governance has been consulted on this report and confirms that all statutory and constitutional requirements have been addressed. There are no legal implications arising out of this report.

12.3. Strategic Procurement: PC – 29/05/2019

Strategic Procurement notes the contents of this report and will continue to work with services to enable cost reductions.

Equalities

12.4. 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/fait, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.

12.5. There are no equalities issues arising from this report. Separately, the Council's savings programmes are all subject to an assessment to ensure they do not impact negatively on any of the protected characteristic groups.

13. Use of Appendices

Appendix 1 – Revenue Directorate Level Outturn

Appendix 2 – HRA Outturn

Appendix 3 – Capital Carry Forwards

Appendix 4– Appropriations to / from Reserves

Appendix 5 - Budget Virements

14. Local Government (Access to Information) Act 1985

14.1. The following background papers were used in the preparation of this report:

- Budget management papers
- Medium Term Financial Planning Reports

14.2. For access to the background papers or any further information please contact Frances Palopoli– Head of Corporate Financial Strategy & Monitoring.

Directorate Level Forecast Outturn

Appendix 1

	2018/19 Revised Budget	Outturn	Movement to/(from) Reserves	Corporate Mitigation	Revised Outturn	Outturn to Budget Variance	Q3 (P9) Forecast to Budget Variance	Movement in Forecast Variance
PRIORITY_1.PR Priority 1	64,039,459	72,693,195	457,457	-2,000,000	71,150,652	7,111,193	6,391,925	719,268
PR1_CY.PR Childrens	51,597,670	60,308,369	388,090	-2,000,000	58,696,459	7,098,789	6,062,422	1,036,367
PR1_COMSIN.PR Commissioning	3,390,400	3,345,082	69,367		3,414,449	24,049	-18,600	42,649
PR1_PH.PR Public Health	5,960,070	6,013,036	0		6,013,036	52,966	20,000	32,966
PR1_SL.PR Schools & Learning	3,091,319	3,026,708	0		3,026,708	-64,611	328,103	-392,714
								0
PRIORITY_2.PR Priority 2	98,161,926	104,302,467	9,920	-2,000,000	102,312,387	4,150,461	4,695,813	-545,352
PR2_AS.PR Adults	81,629,146	87,834,243	-120,000	-2,000,000	85,714,243	4,085,097	4,540,732	-455,635
PR2_COMSIN.PR Commissioning	4,601,700	4,764,836	129,920		4,894,756	293,056	192,211	100,845
PR2_PH.PR Public Health	11,931,080	11,703,387	0		11,703,387	-227,693	-37,130	-190,563
								0
PRIORITY_3.PR Priority 3	31,983,065	29,726,946	2,125,529	0	31,852,475	-130,590	264,899	-395,489
PR3_COM.PR Commercial & Operati	29,204,655	27,324,984	2,074,529		29,399,513	194,858	274,399	-79,541
PR3_PH.PR Public Health	109,000	43,137	51,000		94,137	-14,863	0	-14,863
PR3_COMSIN.PR Commissioning (Cul	719,410	408,825	0		408,825	-310,585	-9,500	-301,085
PR3_CFO.PR Chief Finance Officer (,	1,950,000	1,950,000	0		1,950,000	0	0	0
								0
PRIORITY_4.PR Priority 4	7,459,937	5,970,610	1,273,034	0	7,243,644	-216,293	-173,835	-42,458
PR4_PRD.PR Regeneration, Planning	284,225	-83	0		-83	-284,308	-64,882	-219,426
PR4_HSEGW.T.PR Housing & Growth	1,183,567	979,886	363,700		1,343,586	160,019	58,728	101,291
PR4_PLAN.PR Planning	2,167,285	1,927,696	460,470		2,388,166	220,881	0	220,881
PR4_PCP.PR Property & Capital Proj	202,150	104,126	0		104,126	-98,024	-1,057	-96,967
PR4_REGEN.PR Regeneration	3,622,710	2,958,985	448,864		3,407,849	-214,861	-166,624	-48,237
								0
PRIORITY_5.PR Priority 5	20,820,135	20,819,471	-143,176	0	20,676,295	-143,840	-31,953	-111,887
AH03.PR Housing Demand	10,877,203	12,247,640	-143,176		12,104,464	1,227,261	1,400,188	-172,927
AH05.PR Housing Commissioned S	989,498	-299,648	0		-299,648	-1,289,146	-1,400,188	111,042
PR5_COMSIN.PR Commissioning	8,953,434	8,871,479			8,871,479	-81,955	-31,953	-50,002
								0
PRIORITY_X.PR Priority X	27,158,250	23,533,725	-3,236,648	4,000,000	24,297,077	-2,861,173	-2,066,317	-794,856
PRX_CFO.PR Chief Finance Officer	10,962,222	10,849,931	-3,999,637	4,000,000	10,850,294	-111,928	-1,789,322	1,677,394
PRX_CG.PR Corporate Governance	2,657,200	1,966,986	728,464		2,695,450	38,250	58,800	-20,550
PRX_CSL.PR Customer Service and L	4,746,000	4,940,016	0		4,940,016	194,016	138,997	55,019
PRX_DCE.PR Deputy Chief Executive	9,300	16,469	0		16,469	7,169	0	7,169
PRX_LCEO.PR Leader and Chief Exec	561,948	-549,723	649,907		100,184	-461,764	-535,723	73,959
PRX_SSC.PR Shared Service Centre	7,996,922	5,004,407	239,000		5,243,407	-2,753,515	-152,064	-2,601,451
PRX_TR.PR Transformation & Resou	224,658	1,305,638	-854,382		451,256	226,598	212,995	13,603
TOTAL	249,622,772	257,046,414	486,116	0	257,532,530	7,909,758	9,080,532	-1,170,774

2018/19 HRA Outturn

Appendix 2

HRA BUDGET 2018/19	Revised Budget	Outturn	Outturn Variance	Q3 Forecast Variance	Forecast Variance Movement Outturn vs Q3
	£000's	£000's	£000's	£000's	£000's
UE0721 Managed Services Income					
H39001 Rent - Dwellings	(81,071)	(80,746)	325	381	(56)
H39101 Rent - Garages	(858)	(718)	139	128	12
H39102 Rent - Commercial	(138)	(702)	(564)	(618)	54
H39201 Income - Heating	(288)	(360)	(72)	(7)	(66)
H39202 Income - Light and Power	(1,095)	(1,078)	16	11	5
H39301 Service Charge Income - Leasehold	(8,124)	(8,649)	(525)	(336)	(189)
H39401 ServChgInc SuppHousg	(1,495)	(1,508)	(13)	(14)	1
H39402 Service Charge Income - Concierge	(1,562)	(1,509)	53	56	(3)
H39405 Grounds Maintenance	(2,307)	(2,236)	71	74	(2)
H39406 Caretaking	(1,845)	(1,786)	59	62	(3)
H39407 Street Sweeping	(1,891)	(1,866)	24	27	(3)
H40102 Water Rates Receivable	(7,090)	(7,126)	(36)	(22)	(14)
H40404 Bad Debt Provision - Leaseholders	210	(243)	(453)	0	(453)
UE0721 Managed Services Income TOTAL	(107,554)	(108,528)	(974)	(258)	(717)
UE0722 Managed Services Expenditure					
H31300 Housing Management WG	23	34	11	17	(6)
H32300 Housing Management NT	28	36	8	(4)	12
H33300 Housing Management Hornsey		23	23	27	(4)
H33400 TA Hostels	252	186	(66)	0	(66)
H34300 Housing Management ST	9	27	18	13	5
H35300 Housing Management BWF	11	0	(11)	(11)	0
H37210 Under Occupation	128	150	22	18	5
H39002 Rent - Hostels	(1,920)	(1,966)	(46)	(65)	18
H39404 Service Charge Income - Hostels	(330)	(340)	(10)	(13)	3
H40001 Repairs - Central Recharges	2	(11)	(13)	(14)	1
H40004 Responsive Repairs - Hostels	342	351	10	0	10
H40101 Water Rates Payable	6,024	6,031	7	35	(28)
H40104 HousMgmtRechg Central	107	232	125	125	0
H40111 Other RentCollection	162	124	(38)	(27)	(11)
H40201 Management Special - BWF	0	6	6	0	6
H40202 Management Special - Nth Tolt	0	30	30	0	30
H40203 Management Special - Sth Tolt	0	25	25	0	25
H40204 Management Special - Wood Grn	0	25	25	0	25
H40205 Management Special - Hornsey	0	19	19	0	19
H40206 HousMgmtRechg Energ	1,609	1,470	(139)	(300)	161
H40208 Special Services Cleaning	2,734	2,822	88	0	88
H40209 Special Services Ground Maint	1,802	1,681	(121)	(100)	(21)
H40212 HRA Pest Control	284	200	(84)	(50)	(34)
H40213 Estate Controlled Parking	20	16	(4)	0	(4)
H40303 Supporting People Payments	1,856	1,824	(31)	(20)	(12)
H40309 Commercial Property - Expenditure	0	8	8	10	(2)
H40401 Bad Debt Provision - Dwellings	664	2,416	1,752	0	1,752
H40405 BAd Debt Provision - Commercial	0	(89)	(89)	0	(89)
H40406 Bad Debt Provisions - Hostels	68	54	(14)	0	(14)
H40801 HRA- Council Tax	150	265	115	70	45
UE0722 Managed Services Expenditure TOTAL	14,025	15,647	1,623	(289)	1,912
UE0731 Retained Services Expenditure					
H38002 Anti Social Behaviour Service	581	782	201	184	18
H39601 Interest Receivable	(76)	(338)	(261)	(228)	(33)
H40112 Corporate democratic Core	765	572	(193)	(193)	0
H40301 Leasehold Payments	(139)	(55)	84	35	49
H40305 Landlords Insurance - Tenanted	312	318	6	6	0
H40306 Landlords - NNDR	132	37	(95)	(82)	(13)
H40308 Landlords Insurance - Leasehold	1,500	1,395	(105)	(105)	0
H40501 Capital Financing Costs	10,000	10,594	594	611	(16)
H40601 Depreciation - Dwellings	20,068	17,045	(3,024)	(4,518)	1,494
H40805 ALMO HRA Management Fee	39,275	39,151	(124)	0	(124)
H49000 Housing Revenue Account	16,715	16,715	0	0	0
H60002 GF to HRA Recharges	2,952	3,034	82	77	5
H60003 Estate Renewal	300	459	159	39	120
H60004 HIERS/ Regeneration Team	867	967	100	0	100
S11100 Emergency Response Management	0	216	216	300	(84)
S14400 Supported Housing Central	278	305	27		27
UE0731 Retained Services Expenditure TOTAL	93,529	91,196	(2,332)	(3,875)	1,542
(Surplus) for the year on HRA Services	0	(1,684)	(1,684)	(4,422)	2,738
Statutory Financial Accounting Adjustments		787			
		(897)			
Transfers to/(from) Reserves		897			
HRA balance		0			

Capital Carry Forward

Appendix 3

Scheme Ref. No.	Scheme Description	2018/19 Full Year Revised Budget (£'000)	2018/19 Final Outturn (Draft) Budget (£'000)	Variance Overspend / (Underspend) (£'000)	Capital Slippage Requested (Carried Forward) (£'000)	Variance after Slippage Request (£'000)	Reason for Capital Slippage
101	Primary Sch - repairs & maintenance	1,337	570	(767)	767	0	The majority of the slippage relates to contractually committed expenditure or for essential works scheduled or summer 2019
102	Primary Sch - mod & enhance (Inc SEN)	7,473	3,066	(4,408)	4,408	0	The majority of the slippage relates to contractually committed expenditure or for essential works scheduled or summer 2020
103	Primary Sch - new places	72	(131)	(203)	203	0	The majority of the slippage relates to contractually committed expenditure or for essential works scheduled or summer 2021
104	Early years	22	3	(19)	19	0	N/A
109	Youth Services	214	104	(110)	110	0	Required for service improvement
114	Secondary Sch - mod & enhance (Inc SEN)	1,115	915	(200)	200	0	To assist in funding 2019/20 programme
117	Children Safeguarding & Social Care	204	35	(170)	170	0	Committed to a scheme to expand foster carers homes
118	Special Provision Fund & Healthy Schools Capital Funding	252	242	(10)	10	0	This is scheme specific funding that cannot be used for any other purpose
199	P1 Other (inc Con't & Social care)	571	0	(571)	571	0	Requested to cover unforeseen events within the programme
Priority 1 - Children's		11,260	4,803	(6,457)	6,457	0	

207	New Day Opp's Offer	87	60	(27)	27	0	To continue to provide equipment
208	Supported Living Schemes	800	55	(745)	745	0	To provide funding for works to convert houses to facilitate higher quality care and reduced costs
209	Assistive Technology	620	0	(620)	620	0	The roll out of assistive technology was delayed but will be implemented in 2019/20 to provide solutions that enable people to stay in their home.
212	Linden house Adaptation	850	94	(756)	756	0	The development of the design has taken longer than expected due to the requirements of potential residents.
213	Canning Crescent Assisted Living	2,900	2,558	(342)	342	0	Funding is required to continue to develop the scheme to provide 21 supported housing units and the relocation of the Clarendon Road College
214	Osborne Grove Nursing Home	200	44	(156)	156	(0)	Funding is required to continue to develop the proposed scheme for the nursing home
216	Homelessness Hub	300	41	(259)	259	(0)	The funding is committed to the scheme to fit out the hub.
Priority 2 - Adults		5,757	2,852	(2,905)	2,905	(0)	

Capital Carry Forward

Appendix 3

Scheme Ref. No.	Scheme Description	2018/19 Full Year Revised Budget (£'000)	2018/19 Final Outturn (Draft) Budget (£'000)	Variance Overspend / (Underspend) (£'000)	Capital Slippage Requested (Carried Forward) (£'000)	Variance after Slippage Request (£'000)	Reason for Capital Slippage
301	Street Lighting	1,225	1,254	29	(29)	0	The overspend will be carried forward and be deducted from the 2019/20 allocation
302	Borough Roads	4,164	4,172	8	(8)	(0)	The overspend will be carried forward and be deducted from the 2019/20 allocation
303	Structures (Highways)	1,261	81	(1,180)	1,180	0	Due to unforeseen utilities issues, the North Hill retain wall project has been delayed.
304	Flood Water Management	567	519	(48)	48	(0)	The existing contractor withdrew at the last moment requiring the procurement of a new contractor to do the works.
305	Borough Parking Plan	865	556	(310)	310	0	This scheme is committed so the resources need to be carried forward
307	CCTV	0	2	2	(2)	(0)	The overspend will be carried forward and be deducted from the 2019/20 allocation
309	Local Implementation Plan(LIP)	4,349	3,632	(717)	717	(0)	This is grant funding that has been agreed to be carried forward by TfL
310	Developer S106 / S278	750	486	(264)	264	(0)	This is scheme specific funding that cannot be used for any other purpose
311	Parks Asset Management:	312	386	74	(74)	(0)	The overspend will be carried forward and be deducted from the 2019/20 allocation
313	Active Life in Parks:	431	262	(170)	170	0	Carry forward requested to continue existing programme of works
314	Parkland Walk Bridges	1,373	115	(1,258)	1,258	(0)	This scheme is complex with many interactions with 3rd parties and statutory undertakers leading to delay in procurement
316	Asset Management of Council Buildings	3,797	2,579	(1,218)	1,218	(0)	The resources are required to be carried forward to continue the essential remediation works on the council's buildings
317	Down Lane MUGA	420	5	(415)	415	(0)	This is scheme specific funding that cannot be used for any other purpose
320	LCP - Dynamic Purchasing System	918	761	(157)	157	0	This scheme is committed so the resources need to be carried forward
321	MOPAC - Crime & Disorder Reduction	121	0	(121)	121	0	This is scheme specific funding that cannot be used for any other purpose
322	Finsbury Park	850	284	(566)	566	(0)	This is scheme specific funding that cannot be used for any other purpose
Priority 3 - Safe & Sustainable Places		21,403	15,092	(6,311)	6,311	(0)	

Capital Carry Forward

Appendix 3

Scheme Ref. No.	Scheme Description	2018/19 Full Year Revised Budget (£'000)	2018/19 Final Outturn (Draft) Budget (£'000)	Variance Overspend / (Underspend) (£'000)	Capital Slippage Requested (Carried Forward) (£'000)	Variance after Slippage Request (£'000)	Reason for Capital Slippage
401	Tottenham Hale Green Space	5,887	262	(5,625)	5,625	(0)	This scheme is committed as part of the SDP in Tottenham Hale
402	Tottenham Hale Streets	15,051	4,694	(10,357)	10,357	0	This scheme is committed as part of the SDP in Tottenham Hale
406	Opportunity Investment Fund	1,868	776	(1,093)	1,093	0	This is scheme specific funding that cannot be used for any other purpose
407	Growth on the High Road	44	76	32	(32)	(0)	The overspend will be carried forward and be deducted from the 2019/20 allocation
411	Tottenham High Rd & Bruce Grove Stn	419	0	(419)	419	0	This funding is part of the match funding for the Tottenham High Road strategy
415	North Tott Heritage Initiative	1,109	283	(826)	826	(0)	This is scheme specific funding that cannot be used for any other purpose
418	Heritage building improvements	2,500	0	(2,500)	2,500	0	This is scheme specific funding that cannot be used for any other purpose
421	HRW Acquisition	6,815	4,251	(2,564)	2,564	0	This scheme is committed so the resources need to be carried forward
427	White Hart Lane Public Realm (LIP)	3,264	2,206	(1,058)	1,058	(0)	This is scheme specific funding that cannot be used for any other purpose
429	Site Acq (Tott & Wood Green)	4,745	1,510	(3,235)	3,235	0	This funding is required to continue the acquisition of properties in the Wood Green regeneration area
430	Wards Corner CPO	5,000	0	(5,000)	5,000	0	This is scheme specific funding that cannot be used for any other purpose
434	Wood Green Regeneration	173	9	(163)	163	(0)	This funding is required to continue with the Wood Green regeneration project
435	Wood Green Station Road	190	278	88	(88)	(0)	The overspend will be carried forward and be deducted from the 2019/20 allocation
438	Vacant possession Civic Centre	2,641	2,294	(347)	347	0	This funding is required to meet the potential costs in 2019/20 of the scheme's final account
444	Marsh Lane	878	715	(163)	163	(0)	Funding is required to continue with the Marsh Lane depot project which is due to go to tender shortly
450	Winkfield Road	202	138	(63)	63	(0)	This scheme is committed so the resources need to be carried forward
452	Low Carbon Zones	315	141	(174)	174	0	This scheme is committed so the resources need to be carried forward
464	Bruce Castle	142	23	(119)	119	0	Funding is required to continue the works at Bruce Castle
465	District Energy Network (DEN)	1,179	83	(1,096)	1,096	(0)	This is scheme specific funding that cannot be used for any other purpose
471	Tailoring Academy Project	655	414	(241)	241	(0)	This is scheme specific funding that cannot be used for any other purpose
474	Tottenham High Road Strategy	800	0	(800)	800	0	This funding is part of the match funding for the Tottenham High Road strategy
475	Tottenham Green Public Realm Scheme Phase 2	1,004	25	(979)	979	0	This is grant funding that has been agreed to be carried forward by TfL
477	Strategic Regeneration Initiatives	2,000	0	(2,000)	2,000	0	This funding is required to enable the Council to respond to strategic regeneration initiatives
478	Wood Green Good Growth Fund	650	577	(73)	73	(0)	This is scheme specific funding that cannot be used for any other purpose
479	54 Muswell Hill Health Centre	1,100	0	(1,100)	1,100	0	This scheme is committed so the resources need to be carried forward
Priority 4 - Growth & Employment		58,630	18,754	(39,875)	39,875	(0)	

Capital Carry Forward

Appendix 3

Scheme Ref. No.	Scheme Description	2018/19 Full Year Revised Budget (£'000)	2018/19 Final Outturn (Draft) Budget (£'000)	Variance Overspend / (Underspend) (£'000)	Capital Slippage Requested (Carried Forward) (£'000)	Variance after Slippage Request (£'000)	Reason for Capital Slippage
506	TA Property Acquisitions Scheme	4,175	1,759	(2,416)	2,416	0	The funding is required for the Community Benefit Society acquisition of high quality temporary accommodation
509	CPO - Empty Homes	1,050	0	(1,050)	400	(650)	Funding required to enter into compulsory purchase of homes and once refurbished they are sold
510	Temporary Accommodation Acquisition Programme	25,000	10,973	(14,027)	14,027	0	The funding is required for the Community Benefit Society acquisition of high quality temporary accommodation
Priority 5 - Homes & Communities		30,225	12,733	(17,492)	16,843	(649)	

601	Business Imp Programme	3,450	3,296	(155)	155	0	The carry forward request is made to enable the creation of a fund for ICT transformation
602	Corporate IT Board	3,609	63	(3,546)	3,546	(0)	The carry forward request is made to enable the creation of a fund for ICT transformation
603	ICT Shared Service - Set Up / Seed Money	2,500	816	(1,684)	1,684	(0)	The carry forward request is made to enable the creation of a fund for ICT transformation
604	Continuous Improvement	2,568	187	(2,381)	2,382	0	The carry forward request is made to enable the creation of a fund for ICT transformation
605	Customer Services (Digital Transformation)	1,319	353	(965)	965	(0)	The carry forward request is made to enable the creation of a fund for ICT transformation
606	Hornsey Library Refurbishment	1,501	656	(844)	844	(0)	The funding is required for the works at the Library, contract for which is to be let shortly
621	Libraries IT and Buildings upgrade	534	148	(386)	386	(0)	Carry forward requested to enable continued investment in Libraries ICT and buildings
698	Responsiveness Fund	3,500	0	(3,500)	2,000	(1,500)	Carry forward requested to enable the Council to respond to n year requests for match funding
699	P6 - Approved Capital Programme Contingency	(42)	75	117	1	118	N/A
Priority 6 - Enabling		18,939	5,594	(13,345)	11,963	(1,382)	
TOTAL GF CAPITAL PROGRAMME		146,215	59,828	(86,387)	84,354	(2,033)	

Priority 5 - Housing Revenue account

590	HRA - P5 Homes for Haringey (HFH)	54,792	37,590	(17,202)	17,202	0	Carry forward requested to fund works on the Broadwater Farm Estate
593	HRA - P5 Stock Acq	4,901	2,534	(2,367)	2,367	0	Carry forward requested to fund works on the Broadwater Farm Estate
594	HRA - P5 New Build	1,328	2,236	908	510	1,418	Carry forward requested to fund works on the Broadwater Farm Estate
598	HRA - Estate Regen (500 White Hart Lane)	5,921	2,425	(3,496)	3,496	0	Carry forward requested to fund works on the Broadwater Farm Estate
TOTAL HRA CAPITAL PROGRAMME		66,942	44,786	(22,156)	23,575	1,419	
OVERALL CAPITAL PROGRAMME		213,157	104,614	(108,542)	107,929	(614)	

APPENDIX 4

Note	Balance at 31/03/17	Transfer In 2017/18	Transfer Out 2017/18	Balance at 31/03/18	Transfer In 2018/19	Transfer Out 2018/19	Balance at 31/03/19	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
General Fund Reserve	i	(15,897)	0	404	(15,493)	(346)	0	(15,839)
General Fund earmarked reserves:								
Schools reserve	ii	(7,876)	0	169	(7,707)	(2,675)	0	(10,382)
Transformation reserve	iii	(10,339)	(584)	2,848	(8,075)	(3,345)	5,325	(6,095)
Services reserve	iv	(8,313)	(2,549)	4,442	(6,420)	(7,809)	6,351	(7,878)
PFI lifecycle reserve	v	(9,016)	(1,408)	660	(9,764)	(3,920)	0	(13,684)
Treasury Reserve	vi	(5,103)	(1,404)	1,094	(5,413)	0	367	(5,046)
Insurance reserve	vii	(4,862)	(1,769)	1,470	(5,161)	(751)	0	(5,912)
Unspent grants reserve	viii	(3,513)	(5,700)	722	(8,491)	(9,235)	10,389	(7,337)
Community infrastructure reserve	ix	(3,000)	0	0	(3,000)	0	3,000	0
Labour market growth resilience reserve	x	(1,578)	(465)	788	(1,255)	0	550	(705)
Financing reserve	xi	(880)	(6,544)	1,133	(6,291)	0	0	(6,291)
IT infrastructure reserve	xii	(838)	0	0	(838)	(2,162)	0	(3,000)
Resilience reserve	xiii	0	(5,074)	0	(5,074)	(2,229)	0	(7,303)
Other reserves	xiv	(1,126)	0	400	(726)	0	0	(726)
GF earmarked reserves:		(56,446)	(25,497)	13,726	(68,215)	(32,126)	25,983	(74,357)
Total General Fund Usable Reserves		(72,343)	(25,497)	14,130	(83,708)	(32,472)	25,983	(90,196)
Housing Revenue Account		(29,540)	(2,298)	1,286	(30,552)	(897)	124	(31,325)
Housing Revenue Account earmarked Reserves:								
HRA Smoothing reserve		(6,339)	0	0	(6,339)	0	6,339	0
Homes for Haringey		(629)	(672)	0	(1,301)	(124)	0	(1,425)
HRA earmarked reserves		(6,968)	(672)	0	(7,640)	(124)	6,339	(1,425)
Total HRA Usable Reserves		(36,508)	(2,970)	1,286	(38,192)	(1,021)	6,463	(32,750)

Description of Reserves Purpose and 2018/19 Usage

General Fund Reserve - The purpose of the general fund reserve is to manage the impact of emergencies or unexpected events. Without such a reserve, the financial impact of such events could cause a potential financial deficit in the general fund, which would be severely disruptive to the effective operation of the authority. The reserve should militate against immediate service reductions if there were any unforeseen financial impacts.

Schools Reserve - This balance represents the net balances held by the Council's 63 schools. The Secretary of State for Education allows Local Authorities to have within their Scheme for Financing Schools a provision whereby surplus balances that are deemed excessive can be withdrawn from the school in question and applied elsewhere within the Dedicated Schools Budget.

Transformation Reserve - This reserve is earmarked for the costs associated with the Council's Transformation programmes including the investment necessary to deliver longer term efficiencies and change, together with the associated costs of redundancies and decommissioning.

Services Reserve - It is Council policy that services may request funds to be carried forward, this is subject to approval by the Cabinet in the year-end financial outturn report. This reserve earmarks those funds to either be carried forward to the following financial year or retained. This reserve also includes the Dedicated Schools Grant (DSG) balance which is currently a negative £2.2m balance for 2018/19. The Council is instigating recovery planning.

PFI Lifecycle Reserve - The PFI reserve is increased by PFI grant received in excess of contractual payments. This will be utilised to fund future years' PFI related costs.

Treasury Reserve - The treasury reserve represents funds the Council has set aside for debt related costs including the potential repayment of debt and for funding of future capital expenditure.

Insurance Reserve - The Council self-insures a number of risks including liability, property and theft. Insurance claims are erratic in their timings and so the Council maintains a reserve to smooth the charge to the Council's revenue account in the same way as a premium to an external insurance

provider would smooth charges to the revenue account. The increase to the reserve level has been made possible by a reduced provision requirement. As the Council carries relatively high levels of excess and it is deemed prudent to use provide greater resilience against future claims.

Unspent Grants Reserve - This reserve holds grant income which has been received and recognised in the year they have been allocated to the authority, but which will finance related expenditure in future years. These come with conditions setting out how the funding must be used.

Community Infrastructure Reserve – This reserve was created as part of the 2013/14 budget setting in recognition that the Council would need to grow it's revenue base (Council Tax/Business Rates) as government funding reduced. This agenda is now being delivered via the capital programme as well as from the impact that the lifting of the HRA borrowing cap has had on building new dwellings and therefore, this balance has been re-allocated.

Labour Market Growth Resilience Reserve - It is beneficial for the Council to support people into work and this reserve will support activities which achieve that aim.

Financing Reserve - This reserve was created to hedge the risks associated with funding the transformation programmes across the MTFs which rely increasingly on the application of flexible capital receipts.

IT Infrastructure Reserve - The Council has built into base budgets limited provision for the planned maintenance and renewal of certain assets as, by their nature these costs are irregular in their occurrence.

Resilience Reserve - This reserve is used as a measure to offset non-delivery / delay of planned savings and other budget risks contained within the MTFs. It provides additional robustness and financial resilience for the Council.

Other Reserves - This reserve represents other small reserve balances held by the Council.

Analysis by Priority of Movements In/Out of the Three Main Service Related Reserves

	Transformation reserve		Services reserve		Unspent grants reserve	
	£'000		£'000		£'000	
	Transfers In	Transfers Out	Transfers In	Transfers Out	Transfers In	Transfers Out
Opening Balance (01/04/2018)	(8,075)		(6,420)		(8,491)	
Total Priority 1	0	1,543	(1,175)	4,817	(401)	435
Total Priority 2	(23)	827	0	23	(569)	439
Total Priority 3	(547)	848	(1,729)	498	(273)	100
Total Priority 4	0	0	(950)	466	(60)	111
Total Priority 5	0	0	0	0	0	143
Total Priority X	(2,775)	2,107	(3,954)	548	(7,932)	9,161
Total Transfers (In)/Out	(3,345)	5,325	(7,809)	6,351	(9,235)	10,389
Closing Balance (31/03/2019)	(6,095)		(7,878)		(7,337)	

Virements for Cabinet Approval

Appendix 5

Transfers from Reserves & Contingencies (2018/19) - for noting

Period	Priority	Service/AD Area	Rev/ Cap	In year	Next year	Reason for budget changes	Description
12	2	Adults	Revenue	707,000		Transfer from Reserves	Drawdown from the Transformation Fund Reserve to fund the Priority 2 Transformation Programme
12	1	Children's	Revenue	1,057,000		Transfer from Reserves	Drawdown from the Transformation Fund Reserve to fund Children's Service Transformation Activity

Virements for Approval (2018/19)

Period	Priority	Service/AD Area	Rev/ Cap	In year	Next year	Reason for budget changes	Description
11	X	Finance	Revenue		2,059,202	Budget Realignment	Realignment of Finance staffing budgets to reflect the new structure
12	1	Children's	Capital	464,942		Grant Allocation	Healthy Schools and Special Provision Capital Funding received from DfE.
10	4	Housing, Regeneration & Planning	Capital	369,382		Budget deletion	Deletion for budget provision for Northumberland Park scheme and budget transferred to contingency
10	4	Housing, Regeneration & Planning	Capital	500,000		Budget deletion	Deletion of budget provision for Schools re-provision in North Tottenham and budget transferred to contingency
10	4	Housing, Regeneration & Planning	Capital	250,000		Budget deletion	Deletion of budget provision for Wood Green HQ-Library & Customer service centre scheme and budget transferred to contingency
10	4	Housing, Regeneration & Planning	Capital	1,100,000		Budget transfer	Budget transfer from the capital contingency pot to 54 Muswell Hill Health Centre capital scheme
10	3	Environment & Neighbourhood	Capital	495,000		Budget transfer	Budget transfer from capital contingency pot to Parking Plan capital scheme re: CPZ funding
10	4	Housing, Regeneration & Planning	Capital	300,000		Budget transfer	Budget transfer from Ways of Working (scheme 639) to Civic Centre - VP (scheme 438)
10	6	Enabling	Capital	696,000		Budget transfer	Budget transfer from Corporate Landlord (scheme 316) to Hornsey Library (606) for refurbishment work as agreed by cabinet
10	3	Environment & Neighbourhood	Capital	720,000		Budget reprofile	Budget reprofiled to 2019/20 due to works delay for the Bull Lane MUGA delivery
10	4	Housing, Regeneration & Planning	Capital	2,800,000		Budget deletion	Deletion for budget provision for Bruce Grove Public Realm
10	2	Adults	Capital	650,000		Grant Allocation	NHS England Grant received for Linden House Assisted Living refurbishment
10	3	Environment & Neighbourhood	Capital	850,000		Budget allocation	Budget allocation for Finsbury Park: Over 8's Play Space creation
10	2	Adults	Capital	274,836		Grant Allocation	Additional DFG grant award
10	4	Housing, Regeneration & Planning	Capital	466,000		Grant Allocation	DfT grant received towards the local highways maintenance and Pothole repairs
12	4	Housing, Regeneration & Planning	Capital	404,200		Budget Realignment	Budget realignment across schemes within the Tottenham Green phase 2 project
12	3	Environment & Neighbourhood	Capital	643,081		Budget Realignment	Realignment of budgets within Park Services capital scheme
12	2	Adults	Capital	700,000		Budget transfer	Budget transfer from Supported Living to Linden House Assisted Living (£200k), Osborne Grove Nursing Home (£200k) & Single Homelessness Hub (£300k)
		Total 2018/19		6,407,441	2,059,202		

Report for: Cabinet – 18 June 2019

Title: Charging for self-funders and managed accounts

Report authorised by : Beverley Tarka, Director of Adults and Health

Lead Officer: Farzad Fazilat, Head of Brokerage and Quality Assurance, ext. 3451, farzad.fazilat@haringey.gov.uk

Ward(s) affected: All

**Report for Key/
Non Key Decision:** Key Decision

1. Describe the issue under consideration

- 1.1 This paper proposes a period of statutory consultation on the plans to introduce fees for the administration of accounts for clients who are self-funders and those for whom the Council has appointeeship. This proposal is put forward as part of the Medium Term Financial Strategy (MTFS) for 2019/20.

2. Cabinet Member Introduction

- 2.1 This proposal is to agree a period of consultation on the introduction of fees for the administration by the Council of accounts for clients who are self-funders and those for whom the Council has appointeeship. As part of ensuring the long-term sustainability of administrative support to these clients, these measures are being consulted on before Cabinet takes a view as to whether they should be implemented. I would like to encourage stakeholders to respond to the consultation to inform Cabinet's decision on the outcome of the consultation findings.

3. Recommendations

- 3.1 Cabinet is asked to approve the following recommendations:

(a) Approval for consultation with service users, carers and other stakeholders the proposal to introduce administration fees for self-funders and the management of Department of Work and Pensions (DWP) appointeeship clients.

(b) Agree that a report on the findings of the consultation and the proposed recommendation be brought back to Cabinet for a decision.

4. Reasons for decision

- 4.1 As part of the MTFS [Medium Term Financial Strategy] for 2019/20 the Council has recommended to take forward the proposals made to introduce a fee for the administration of accounts, which would generate income of approximately £120K p.a. in relation to self-funders and the management of Department for Work and Pension (DWP) appointeeship clients. In order to take forward these proposals, a period of consultation with users, carers and other stakeholders is required to inform a Cabinet decision on any proposal to implement.

5. Alternative options considered

- 5.1 The Council has a statutory duty to consult on these proposals and there is therefore no alternative to the proposals to consult set out here.

6. Background information

- 6.1 The Council currently supports approximately 85 people who are self-funders and who are therefore charged the full cost of their care. Care is arranged by the Council, but there is no administration fee for arranging the care although all other costs associated with the care are met by the self-funder. A self-funder is defined as a person who has eligible needs and savings over and above the upper capital limit, which is currently £23,250.

- 6.1.1 The number of self-funders who approach the Council for support in arranging their care is expected to increase over the coming years and the Council considers it prudent to introduce an arrangement fee to cover its administration costs and to ensure there is a sustainable arrangement in place to deliver this service for the future. Such an arrangement is in line with that in place in other local authority areas.

- 6.1.2 The Care Act 2014 introduced both a new duty for local authorities to meet the needs of self-funders and the power to charge an arrangement fee. These were introduced in April 2015 and apply to clients who ask the Council to help arrange their care and support needs. The Council has not previously charged self-funders an arrangement fee.

- 6.1.3 The Care and Support Statutory Guidance, published in October 2014, sets out that the fee should include the cost of negotiating and managing contracts with the providers and cover administration costs. By following the terms of the Statutory Guidance, an annual administration fee of £650 is being proposed, which subject to the conclusion of the consultation proposed in this paper, would be introduced in autumn 2019 and applied to self-funders receiving care and support.

- 6.1.4 A number of authorities have been approached for details of the fees set by local authorities in respect of arranging care for self-funders. The fees in place range from £65 to £1,304 annually, with some authorities also charging an initial arrangement fee.

- 6.1.5 In Haringey, it is proposed that a flat weekly fee of £12.47 which equates to an annual arrangement charge of £650 is introduced. The fee could be charged in arrears and collected on a monthly, quarterly or annual basis.

6.2 In addition to self-funders, the Council, usually as a last resort, can manage the finances of people who are unable to manage their financial affairs themselves, and have no one else who is willing or able to do this for them. Most local authorities equally provide a money management service for adult social care users who are unable to manage their own financial affairs. The Council in these cases offers 'Appointeeship' for people living in residential care or in the community. Appointeeship is where the Council acts for someone, by collecting their state benefits, maximising benefit income, making payments from these monies for care charges, personal allowance or other items considered to be in the person's best interests. Appointeeship is granted by the Department for Work & Pensions (DWP) upon application by the Council.

6.2.1 The Council already charges when appointed by the Court of Protection to be a Deputy.

6.2.2 It is proposed that the charging arrangements for Appointeeship would mirror the approach already in place for deputyship clients under the Court of Protection. Therefore, the proposed annual management fee, where the Council acts as corporate appointee for DWP income/ benefits, would be £650 per annum for the current year, subject to the conclusion of the proposed consultation described in this paper. Where the net savings of an individual are below £16,000 an annual management fee not exceeding 3.5% of the client's net assets on the anniversary of the DWP appointing the council as corporate appointee would apply.

6.2.3 Data analysis shows there are 200 DWP appointeeship clients who are likely to be charged the administration fee and the arrangements would mirror the approach for Court of Protection clients.

6.2.4 The table below sets out the fees currently levied some other local authorities with social services responsibilities in respect of Appointeeship. A number of local authorities do not currently charge although may be considering implementation at this point.

LA Name	Fee charged for DWP Appointeeship	Details of Fee
Enfield	Yes	3.5% under 16K and £650 per year for above £16k

Bromley	Yes	Fee: £775 for first year £650 for second year and subsequent years For balances below £16K then 3.5% charged on balance held.
Croydon	Yes	Fee: £775 for first year £650 for second year and subsequent years For balances below £16K then 3.5% charged on balance held.
Camden	No	N/A
Islington	No	N/A
Hackney	No	N/A
Waltham Forest	No	N/A
Ealing	No	N/A
Reading	Yes	Fee: £775 for first year £650 for second year and subsequent years For balances below £16K then 3.5% charged on balance held.
Hertfordshire County Council	Yes	Use bands 1 to 5: 1. £0 to £500 No fee charged 2. £501 to £2,999.99 Fee: £50 per year 3. £3,000 to £9,999.99 Fee: £260 per year (£5 per week) 4. £10,000 to £15,999.99 Fee: 3% of cash funds held 5. £16,000 + Fee: £585 per year
Huddersfield	Yes	£10 per week for non-residential clients and £5 per week for residential clients. Clients with assets below £1K are not charged.
Nottingham	Yes	Fee: £12.00 every four weeks based on a full assessment of what the service costs the council to run.
Buckinghamshire	Yes	Fee: £2.50 per week

6.3 The Council has an existing policy for charging where a user has been assessed as able to contribute to the costs of their community based care: the Fairer Charging Policy. This Policy ensures a consistent approach to assessing the financial contribution of users to the costs of their care, by clarifying the income and expenditure which can be taken into account. The proposals for introducing an administration fee as set out in this paper are in line with the principles and scope of this Policy. The proposed fee is equivalent to a weekly charge of £12.47.

- 6.4 The service is proposing putting in place a number of mitigations to the introduction of an administration fee, whether for self-funders or for Appointeeship, as set out below.
- 6.4.1 In line with the Fairer Charging Policy, any fees set will not reduce a service user's income below the 'Minimum Income Guarantee Levels' which are set by the Department of Health.
- 6.4.2 The service will have the discretion to reduce or waive the fees for those individuals who are unable to afford them.
- 6.4.3 The service will take into account the circumstances of users in determining the payment terms for the charge, including consideration of a monthly, quarterly or annual charge.
- 6.4.4 The implementation of the fee will be monitored to ensure that people are not put at risk by the introduction of the fee.
- 6.4.5 Where there is a dispute, the Council will not withdraw the DWP appointee service but contact the relevant care management team to discuss. If clients and or their representatives want to take back the appointeeship, this will be considered with the service and the Council will not relinquish its role until the Council is satisfied that sufficient protection is in place to ensure that no client will be subject to financial abuse or put at risk because of a lack of support to meet their financial commitments.
- 6.4.6 Self-funders will be able to decide if they wish to continue and pay the arrangement fee or to make other arrangements for their support that do not involve the Council, meaning that the fee would not be required. This could include making an arrangement with their care provider or asking a relative or friend to do this on their behalf.
- 6.5 In recognition of the impact the above proposals will have on some adults who receive services and support through the Council, and the proposed change in current practice, a period of statutory consultation on the proposals with service users, carers and other stakeholders is being undertaken. The findings of the consultation will be reported back to Cabinet before any decision on implementation of these proposals is taken.
- 6.5.1 Through the consultation, the Council aims to obtain the views of key stakeholders on the proposals as detailed in this report. The key stakeholders will include existing service users and self-funders. The consultation will be fully publicised to ensure potential future service users are also made aware of the proposals and their feedback will also be considered as part of this process. Through the process, the consultation will set out three core commitments:
- A commitment to meet statutory responsibilities to continue to provide services that meet the needs of adults assessed as requiring services.
 - A commitment to safeguard adults at risk.

- A commitment to take the views collected through the consultation to test and shape the proposal prior to any decision by Cabinet to implement

- 6.5.2 The consultation will be for a period of 60 days with current and future users of the service, their family/carers and other stakeholders and will get underway in July 2019 subject to approval by Cabinet as requested in this report. Feedback from this consultation will inform a proposal to Cabinet on whether to proceed with the introduction of administration fees from autumn.
- 6.5.3 Where required, independent advocacy will be supplied to people who use the affected services, to ensure that they are able to fully take part in the consultation process.
- 6.5.4 The Council will use a combination of online questionnaires, paper questionnaires and face to face sessions in order to seek the views of stakeholders on the proposed changes. The consultation process will seek to gather opinions, views and attitudes on the proposals, with a view to changing these in a way that is fair and continues to support people who most need it.
- 6.5.5 The consultation will be publicised on Haringey Council's social media platforms and the Haringey People Extra newsletter.

7. Contribution to strategic outcomes

- 7.1 The Borough Plan sets out the Council and local partners' commitments to working with communities and engaging with users and other stakeholders on the issues which matter most to them.
- 7.2 The proposals set out here for consultation, will enable a sustainable approach to the arrangements for organising care for self-funders and for those for whom the Council has Appointeeship. This will support a wider agenda of maximising the Council's resources, in particular in the current financial climate, as a key part of the Council's Medium Term Financial Strategy.

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

8.1 Finance

- 8.1.1 The savings plan for 2019/20 assumes that there will be a £60k saving due to Charging for Managed Accounts in 2019/20 and the full year effect of £120k in future years.
- 8.1.2 It is estimated that there are 85 self-funders and around 200 Appointeeship clients. The 85 self-funders would pay an annual fee of £650, giving income of £55,250 to the council. It is estimated that the Appointeeship clients would pay an average of £350, as some may have assets below £16,000, which would give income of £70,000 to the council. The total income would be £125,250 and if half of this was received in 2019/20, the council would receive £62,635, which is close to the estimated saving.

8.1.3 It is assumed that there will not be an additional cost for administering the fee. However, the administration is likely to be time consuming initially.

8.1.4 These figures form part of the financial strategy and are therefore an existing part of the council's plan to deliver a balanced budget. If this proposal were not to proceed, alternative savings would need to be sought.

8.2 Procurement

8.2 There are no procurement comments on this report.

8.3 Legal

8.3.1 The proposals for consultation (i.e. charging administration fees for DWP appointee and self-funders) are within the legal powers of the Council.

8.3.2 Under Regulation 33 of the Social Security (Claims and Payments) Regulations 1987, the Secretary of State may appoint the Council to exercise, on behalf of a person entitled to benefit who is unable to act, any right to which that person may be entitled and to receive and deal on his behalf with any sums payable to him. The Council is not obliged to act as an appointee on behalf of persons unable to act for themselves. This is a voluntary discretionary arrangement.

8.3.3 Under Section 93 of the Local Government Act 2003, the Council has the power to charge for providing discretionary services. The recipient of the service must have agreed to its provision. The Council must ensure that for the financial year, the income from charges does not exceed the costs of service provision.

8.3.4 Section 1 of the Localism Act 2011 gives the Council the power to do anything that individuals generally may do. This gives the Council power to charge for the provision of discretionary services. The recipient of the service must have agreed to its provision. The general power is subject to a duty to secure that, taking one financial year with another, the income from charges allowed does not exceed the costs of provision.

8.3.5 Under Section 14 of the Care Act 2014, the Council has the power to charge for meeting the care and support needs of adults. Under Section 17 of the Act, the Council is under a duty to carry out a financial assessment of the adult. The Care and Support (Charging and Assessment of Resources) Regulations 2014 sets out the limits on the Council's power to charge for meeting needs and in relation to financial assessment. Regulation 5 provides that the charge for putting in place the arrangements to meet needs must be no more than the cost incurred by the Council. Regulation 12 specifies the financial limit for charging. If the financial resources of an adult who is provided with accommodation in a care home (a permanent resident) exceed (in terms of capital) £23,250, the Council is not permitted to pay towards the cost of the provision of that accommodation. In any other case where the financial limit exceeds (in terms of capital) £23,250, the Council may (but need not) pay towards the cost of care and support. For adults (i.e. self-funders) with assets and saving above the financial threshold, the Care and Support Statutory Guidance 2018 provide that:

8.58 “People with eligible needs and financial assets above the upper capital limit may ask the local authority to meet their needs. .. Where the person asks the local authority to meet their eligible needs, and it is anticipated that their needs will be met by a care home placement, then the local authority may choose to meet their needs, but is not required to do so. In other cases, where the needs are to be met by care and support of some other type, the local authority must meet those eligible needs.Where the person’s resources are above the financial limit, the person’s entitlement to local authority support in meeting their needs may be dependent on the request having been made... The local authority **must** make clear to the person that they may be liable to pay an arrangement fee in addition to the costs of meeting their needs to cover the costs of putting in place the care and support required...

8.59 Arrangement fees charged by local authorities **must** cover only the costs that the local authorities actually incur in arranging care. Arrangement fees should take account of the cost of negotiating and/or managing the contract with a provider and cover any administration costs incurred...

8.60 Local authorities **must not** charge people for a financial assessment, a needs assessment or the preparation of a care and support plan...”

8.3.6 There is a common law duty on the Council to consult with service users, carers, providers and other stakeholders that are likely to be affected by the proposed charges. The consultation must take place at a time when the proposals, as with the recommendations, are still at their formative stages. The Council must provide the consultees with sufficient information to enable them properly to understand the proposals being consulted upon and to express a view in relation to it. The information must be clear, concise, accurate and must not be misleading. The consultees must be given adequate time to consider the proposals and to respond. The Council must give genuine and conscientious consideration to the responses received from the consultees before making its final decision on the proposals.

8.3.7 As part of its decision making process, the Council must have “due regard” to its equalities duties. Under Section 149 Equality Act 2010, the Council in exercise of its adult care and support functions, must have “due regard” to the need to eliminate discrimination, advance equality of opportunity between persons who share a protected characteristic and those who do not, foster good relations between persons who share a relevant protected characteristic and persons who do not share it in order to tackle prejudice and promote understanding. The protected characteristics are age, gender reassignment, disability, pregnancy and maternity, race, religion or belief, sex and sexual orientation. In line with its equalities duties, the Council must undertake an Equality Impact Assessments (EIA) of the proposals on the protected groups. The Council is required to give serious, substantive and advance consideration of the what (if any) the proposals would have on the protected group and what mitigating factors can be put in place. This exercise must be carried out with rigour and an open mind and should not be a mere form of box ticking. These are mandatory consideration. The outcome of the consultation on the proposals together with the analysis of the EIA must be considered before reaching a final decision on the proposals..

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.

8.4.2 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.

8.4.3 An initial equality impact assessment was undertaken as part of the MTFs, and was submitted to Overview and Scrutiny on 30 January 2017. An updated EqIA, which also takes into account the planned consultation, is attached separately.

8.4.4 The EqIA identifies that the proposal will have a particular impact on people with the protected characteristics of disability, age and ethnicity, though it is expected that the process of making financial assessments and allocating contributions based on affordability should minimise this risk.

8.4.5 To explore the potential impact further, a 60-day consultation is planned. Post-consultation, the equality impact assessment will be updated and will include recommendations for any further mitigating actions.

8.4.6 In undertaking the consultation itself, consideration will be needed to make reasonable adjustments for residents who may have accessibility requirements, so that they may also take part in the consultation. Examples of this include having easy read versions of consultation documents for people with Learning Disabilities.

9. Use of Appendices

9.1 There are a number of appendices to this report:

9.1.1 Draft Equality Impact Assessment for Self-Funders – Appendix 1

9.1.2 Draft Equality Impact Assessment for Managed Accounts - Appendix 2

9.1.3 Draft Consultation questions for Self-Funders – Appendix 3

9.1.4 Draft Consultation questions for Managed Accounts – Appendix 4

10. Local Government (Access to Information) Act 1985

None

EQUALITY IMPACT ASSESSMENT

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.

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	Charging for Managed Accounts
Service area	Commissioning
Officer completing assessment	Farzad Fazilat
Equalities/ HR Advisor	Lucy Fisher
Cabinet meeting date (if applicable)	June 2019
Director/Assistant Director	Charlotte Pomery

2. Summary of the proposal

Please outline

- *The proposal which is being assessed*
- *The key stakeholders who may be affected by the policy or proposal*
- *The decision-making route being taken*

Introduce charging administration fees for Self Funders

The MTFs for 2023/24 agreed the proposal to introduce administration fees for the management of accounts including for the Department for Work and Pensions (DWP) **appointeeship clients** and clients who are **self funders**. This proposal is necessary in order to ensure the long term sustainability of this service, for which currently no charges are made and which is expected to grow as the number of self-funders seeking arrangement of their care also increases.

A Self-Funder is someone who have assets and savings over £23,250 and are not eligible for LA support and should pay the full cost of their own care and support.

Self-funder receive help with information and advice on arranging care and support.

Currently some self-funders ask the Council to pay for the full cost of your care and they pay us back. This service is currently free of charge; however there is an administration cost to the council related to fee negotiations, payments, billing and collection of funds.

It is proposed that where clients are self-funders and where they have substantial funds and assets and require care and support are charged for the service they receive.

The proposal seeks to support additional income of £55 per year through raising this charge. It is proposed that the charges would be introduced in Autumn 2019.

This paper seeks Cabinet approval to consult with service users, carers and other stakeholders on this proposal.

As the number of Self funder clients increase, the council recognises the administrative costs of managing self funder payments, negotiations and recovery of payments is increasing and there is a need to off-set this increasing cost.

The proposal is to introduce **annual administration fees** comparable to other charges for appointeeship clients.

The proposed fees applicable from 1 October 2019 for self-funder clients is a flat fee of £650 per annum.

Where the self-funder service ends before the date the annual fees are due to be charged then pro rata fees will be calculated.

The above fees are based on Practice Direction 19B Fixed Costs in the Court of Protection. The fees and charges are subject to change by the Court of Protection.

For existing clients as at 01 October 2019 (proposed implementation date) the fee will be introduced for the remaining duration of the year pro-rot.

What will this mean:

The proposal will impact on current self-funder clients where the council manages is currently managing payments for care fees.

Consultation:

This will be necessary if the proposal is to go ahead. Any consultation will need to involve the clients affected to ensure the introduction of administration charges does not have an adverse effect or impact on their wellbeing.

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
Sex	Mosaic data of service users	N/A
Gender Reassignment	Current data on service users does not breakdown by gender reassignment.	N/A
Age	Mosaic data of service users	N/A
Disability	Mosaic data of service users	N/A
Race & Ethnicity	Mosaic data of service users	N/A
Sexual Orientation	Current data on service users does not breakdown by sexual orientation.	N/A
Religion or Belief (or No Belief)	Current data on service users does not breakdown by religion or belief.	N/A
Pregnancy & Maternity	Current data on service users does not breakdown by pregnancy and maternity.	N/A
Marriage and Civil Partnership	Current data on service users does not breakdown by marriage and civil partnership.	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.

See 5.

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

Consultation will be developed and involve current service users who are receiving this service free as well as wider group of people who use Adult Services.

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?

N/A at this stage.

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

Those affected will be either current or future service users of Adult Social care and where the council provides a free administration for care provisions.

	African	Any other Asian background	Any other Black / African / Caribbean background	Any other mixed / multiple ethnic background	Any other White background	Arab	Caribbean	English / Welsh / Scottish / Northern Irish / British	Irish	Other	Undeclared / Not known	Grand Totals
F	2	1	2	1	8	1	10	25	1	1	4	56
18-64		1					2					3
65+	2		2	1	8	1	8	25	1	1	4	53
M			1		1		8	15			4	29
18-64							2	1				3
65+			1		1		6	14			4	26
Grand Total	2	1	3	1	9	1	18	40	1	1	8	85

1. Sex

As of 23 April 2019, there are 85 service users who are self-funders whose assets and saving is above £23,500. There were 56 (66%) female and 29 (34%) male users. This proposal will therefore impact a larger proportion of females. This is higher than the wider population receiving adult social care, where females are over-represented. 1881 Adult Social Care Service Users were female (54%) and 1625 were male (46%).

2. Gender reassignment

Data on gender reassignment among self-funders is not available, so it is therefore not possible to say whether this group is more likely to be self-funders or not. While there is not data to suggest that transgender people are more likely to be recipients of adult social care, according to the charity Stonewall this group is more likely to lack support from their families, and therefore could be self-funders

During the consultation we will try to capture information from people who identify as transgender, to minimise any disproportionate impact the proposed changes could have on this group.

3. Age

As of 23 April 2019, there are 85 service users who are self funders whose assets and saving is above £23,500. Age group of 65+ are 99% of this group. It should be noted that this age group is also over-represented in the wider cohort of Adult Social Care users: of the 3514 Adult Social Care Users, 2038 are 61+ (58%).

4. Disability

Care and support is provided to vulnerable adults all of whom have a disability. Adults who receive this service and where they have asked the council to make payments to providers of care on their behalf will be affected by this proposal.

During the consultation we will try to capture information from people with a disability, to minimise any disproportionate impact the proposed changes could have on this group.

5. Race and ethnicity

As of 23 April 2019, there are 85 service users who are self funders whose assets and saving is above £23,500.

	African	Any other Asian background	Any other Black / African / Caribbean background	Any other mixed / multiple ethnic background	Any other White background	Arab	Caribbean	English / Welsh / Scottish / Northern Irish / British	Irish	Other	Undeclared / Not known	Grand Total
Grand Total	2	1	3	1	9	1	18	40	1	1	8	85
	2%	1%	4%	1%	11%	1%	21%	47%	1%	1%	9%	100%

The impact of this proposed change will impact across all ethnicity groups, however, there is likely to be a greater impact for the following groups: **English / Welsh / Scottish / Northern Irish / British** (47%) and any other white (11%) and Caribbean (21%) This is expected as these groups

are predominant in the people being provided Adult Social Care.

During the consultation we will try to capture information from people from different ethnic groups, to minimise any disproportionate impact the proposed changes could have on this group.

6. Sexual orientation

Data on sexual orientation among self-funders is not available, so it is therefore not possible to say whether this group is more likely to be self-funders or not. There is not data to suggest that LGBT people are more likely to be self-funders, and therefore this group is not expected to be disproportionately impacted by the proposal.

During the consultation we will try to capture information from LGBT residents, to minimise any disproportionate impact the proposed changes could have on this group.

7. Religion or belief (or no belief)

Data on religion or belief among self-funders is not available, so it is therefore not possible to say whether this group is more likely to be self-funders or not. There is not data to suggest that people of certain faiths are more likely to be self-funders, and therefore the proposal is not expected to have a disproportionate impact on this area.

During the consultation we will try to capture information from people of different religions, to minimise any disproportionate impact the proposed changes could have on this group.

8. Pregnancy and maternity

Data on pregnancy and maternity among self-funders is not available, so it is therefore not possible to say whether this group is more likely to be self-funders or not. However, given that the majority of Self Funders are aged 61+, there is not an expectation that this group is more likely to be self-funders, and therefore the proposal is not expected to have a disproportionate impact on this area.

9. Marriage and Civil Partnership

Data on marriage and civil partnership status among self-funders is not available, so it is therefore not possible to say whether one group is more or less likely to be self funders. There is not data to suggest that those in a marriage or civil partnership are more likely to be self funders, and therefore this group is not expected to be disproportionately impacted by the proposal.

10. Groups that cross two or more equality strands e.g. young black women

Older people with a disability are more likely to be impacted by the proposed changes, therefore during the consultation we will try to capture information from people from this group, to minimise any disproportionate impact the proposed changes could have on them.

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?

Implementation of this proposal would affect current and future adult social care service users aged 18 and over, where the council is asked to pay for care fees and bill the clients accordingly.

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>	N
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
Potential impact on income for any resident affected.	All subject to individual assessment and engagement with individual on any potential impact.	Raj Darbhanga	From date of implementation and ongoing.

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:

We will keep details of all individuals assessed for charging and monitor any impact.

7. Authorisation

EqlA approved by



(Assistant Director/ Director)

Date 18th January 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.

EQUALITY IMPACT ASSESSMENT

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.

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	Charging for Managed Accounts
Service area	Commissioning
Officer completing assessment	Raj Darbhanga
Equalities/ HR Advisor	Lucy Fisher
Cabinet meeting date (if applicable)	June 2019
Director/Assistant Director	John Everson

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*

Introduce charging administration fees for appointeeship

The Council, as part of its Medium Term Financial Strategy (MTFS), agreed to the proposal to introduce administration fees for the management of accounts. Specifically, this is for the Department for Work and Pensions (DWP) **appointeeship clients** and clients who are **self-funders**.

The Council has a duty to manage its finances and recover the cost of the services it provides where appropriate.

Adults have the right to manage their own financial affairs. However, this may be difficult for some individuals due to lack of capacity, illness and or disability.

Where a person becomes unable to manage their own financial affairs and has not put into place a lasting power of attorney, the matter can be taken to the Department for Work and Pensions (DWP) and/or Court of Protection to request a third party is put into place to support the individual.

The third party can be a friend, family member or an organisation (including the Council as corporate appointee). Where the individual requiring this support only has DWP income, then an appointee can be appointed by the DWP.

Most local authorities provide a money management service for adult social care users who are unable to manage their own financial affairs. The Council recognises the importance of supporting vulnerable adults to manage their finances and to protect them from potential or actual financial abuse.

The council currently only becomes DWP appointee or court appointed deputy for finances as a last resort where there is no other party (or suitable party due to safeguarding concerns) to undertake this role.

What is appointeeship:

A Department for Work and Pensions appointee is the person who is appointed by the DWP to manage an individual's DWP income.

The appointee responsibility includes making and maintaining any benefit claims, collecting payments and managing the money including the payment of bills.

Current Practice:

Currently the Council does not charge administration fees for the management of appointeeship clients as it does for deputyship clients, where there are administration fees for managing client funds and assets.

The full set of deputyship charges for local authorities are set out by the Court of Protection (Practice Direction 19B Fixed Costs in the Court of Protection).

Proposal:

The Council is currently able to charge Court of Protection clients based on legislative guidance issued by the Court of Protection. There is no national policy governing charging for DWP appointeeship. Policy and charges are therefore subject to local Council decisions.

As the number of DWP clients increase, the council recognises the administrative costs of managing appointee client accounts is increasing and there is a need to off-set this increasing cost. As the level and type of service provided to appointeeship clients is similar to deputyship clients, the proposal is to introduce **annual administration fees** comparable with deputyship charges for appointeeship clients.

The proposed fees applicable from 01 October 2019 for DWP appointeeship clients is as follows:

It should be noted that the likely fee that will apply to all DWP appoint clients will be the Category II fee (see below) and the savings proposal of £70K is based on this fee only. It should also be noted that the fees are comparable with deputyship charges.

Category	Description	Fee Amount not exceeding
Category I	Work up to and including the date the DWP appoint the LBH council as the corporate appointee. This fee will <u>not</u> be applied to existing clients (unless they are converted to court of protection). This will be a one-off fee.	£745
Category II	Annual management fee where LBH acts as corporate appointee for DWP income/ Benefits (a) For the first year (b) For the second year and subsequent years Where the net savings of an individual are below £16,000 an annual management fee not exceeding 3.5% of the client's net assets on the anniversary of the DWP appointing the council as corporate appointee.	£745 £650
Category III	Annual management fee for property where the council is involved in the maintenance of the property. This will only be applied with agreement of client or family and service manager.	£300
Category IV	Preparation of appointee annual report. This will be optional and will only apply with agreement of client or family and service manager where requested.	£216

Where the appointeeship ends before the date the annual fees are due to be charged then pro rata fees will be calculated.

The above fees are based on Practice Direction 19B Fixed Costs in the Court of Protection. The fees and charges are subject to change and we change these fees in line with practice Directions set out above.

For existing clients as at 01 April 2019 (proposed implementation date):

1. For clients with savings over £16K and where the council has been DWP corporate appointee for over a year, the first (category II) fee to be applied at 01 June will be £650 and **not** £745. If the appointment has been for under a year, then a pro-rata fee will apply.
2. For DWP appointee clients who have less than £16K in savings and where the council has been DWP corporate appointee for over a year, the first annual management fee (category II) will be 3.5% of the savings held on 01 June 2019. If the appointment has been under a year, then a pro-rata fee will apply.

OR:

For existing DWP corporate appointee clients the category II fee will apply on the anniversary date the council was appointed DWP appointee.

What will this mean:

The proposal will impact on current corporate DWP appointee clients where the council manages their DWP income / benefits.

Consultation

This will be necessary if the proposal is to go ahead. Any consultation will need to involve the clients affected to ensure the introduction of administration charges does not have an adverse effect or impact on their wellbeing.

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
Sex	Mosaic data of service users	N/A
Gender Reassignment	Current data on service users does not breakdown by gender reassignment.	N/A
Age	Mosaic data of service users	N/A
Disability	Mosaic data of service users	N/A
Race & Ethnicity	Mosaic data of service users	N/A
Sexual Orientation	Current data on service users does not breakdown by sexual orientation.	N/A
Religion or Belief (or	Current data on service users does not breakdown	N/A

No Belief)	by religion or belief.	
Pregnancy & Maternity	Current data on service users does not breakdown by pregnancy and maternity.	N/A
Marriage and Civil Partnership	Current data on service users does not breakdown by marriage and civil partnership.	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.

See 5.

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

A consultation will take place. All clients, their cares and stakeholders will be consulted through a questionnaire and face to face engagements and drop in sessions in various locations in the borough will be arranged with the view to ascertain the views of current, their carers of the adults who receive service in Haringey.

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?

N/A at this stage.

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

Those affected will be either current or future service users of Adult Social care and where the council manages their DWP income.

1. Sex

As of August 2018, of the 188 service users whose income is managed by the council through DWP Appointeeship, there were 101 male users (54%) and 87 female users (46%). This proposal will therefore impact a slightly larger proportion of males. This is in contrast with the wider population receiving adult social care, where females are over-represented. 1881 Adult Social Care Service Users were female (54%) and 1625 were male (46%).

This compares to a broadly even gender split in the wider Haringey population, where 49% of residents are female and 51% are male.

There is limited concern around this protected characteristic, as males are only slightly more likely to be affected than females.

2. Gender reassignment

Data on gender reassignment among appointees is not available, so it is therefore not possible to say whether this group is more likely to be appointees or not. While there is not data to suggest that transgender people are more likely to be recipients of adult social care, according to the charity Stonewall this group is more likely to lack support from their families, and therefore could be more likely to become appointees.

During the consultation we will try to capture information from people who identify as transgender, to minimise any disproportionate impact the proposed changes could have on this group.

3. Age

As of 9 August 2018, of the 188 service users where the council manages their DWP income, 129 are 61+ (61%) and 59 are under 61 years of age (29%). This age group is also over-represented in the wider cohort of Adult Social Care users: of the 3514 Adult Social Care Users, 2038 are 61+ (58%).

While the proposal will impact all age groups, it is expected that the impact will fall mostly on those aged 61+.

During the consultation we will try to capture information from those aged 61+, to minimise any disproportionate impact the proposed changes could have on this group.

4. Disability

Care and support is provided to vulnerable adults all of whom have a disability. Adults who receive this service and where their DWP income is managed by the council through DWP Appointeeship will be affected by this proposal.

During the consultation we will try to capture information from people with a disability, to minimise any disproportionate impact the proposed changes could have on this group.

5. Race and ethnicity

As of 09 August 2018, the ethnicity of the 188 service users is as follows:

Asian / Asian British	7	4%
Black / African / Caribbean / Black British	57	30%
Mixed / Multiple	2	1%
White	102	54%
Other Ethnic Group	9	5%
Unidentified	11	6%

The impact of this proposed change will impact across all ethnicity groups, however, there is likely to be a greater impact for the following groups: Black / African / Caribbean / Black British and White. This is expected as these groups are predominant in the people being provided the Appointeeship service, as well as Adult Social Care. This also supported by the overall Haringey data from the Haringey (2017 Greater London Authority) projections.

During the consultation we will try to capture information from people from different ethnic groups, to minimise any disproportionate impact the proposed changes could have on this group.

6. Sexual orientation

Data on sexual orientation among appointees is not available, so it is therefore not possible to say whether this group is more likely to be appointees or not. There is not data to suggest that LGBT people are more likely to be appointees, and therefore this group is not expected to be disproportionately impacted by the proposal.

During the consultation we will try to capture information from LGBT residents, to minimise any disproportionate impact the proposed changes could have on this group.

7. Religion or belief (or no belief)

Data on religion or belief among appointees is not available, so it is therefore not possible to say whether this group is more likely to be appointees or not. There is not data to suggest that people of certain faiths are more likely to be appointees, and therefore the proposal is not expected to have a disproportionate impact on this area.

During the consultation we will try to capture information from people of different religions, to minimise any disproportionate impact the proposed changes could have on this group.

8. Pregnancy and maternity

Data on pregnancy and maternity among appointees is not available, so it is therefore not possible to say whether this group is more likely to be appointees or not. However, given that the majority of appointees are aged 61+, there is not an expectation that this group is more likely to be appointees, and therefore the proposal is not expected to have a disproportionate impact on this area.

9. Marriage and Civil Partnership

Data on marriage and civil partnership status among appointees is not available, so it is therefore not possible to say whether one group is more or less likely to be appointees. There is not data to suggest that those in a marriage or civil partnership are more likely to be appointees, and therefore this group is not expected to be disproportionately impacted by the proposal.

10. Groups that cross two or more equality strands e.g. young black women

Older people with a disability are more likely to be impacted by the proposed changes, therefore during the consultation we will try to capture information from people from this group, to minimise

any disproportionate impact the proposed changes could have on them.

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?**

Implementation of this proposal would affect current and future adult social care service users aged 18 and over, where the council manages their benefit income through Department for Work and Pensions (DWP) Appointeeship.

The policy will continue to provide an equitable process through current financial assessments and contributions based on affordability.

Analysis indicates that changes to the contributions policy could impact on the protected characteristics of disability, age and ethnicity. Consultation will seek to identify whether this is the case and to explore how the impact could be minimised.

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>	N
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
Potential impact on income for any resident affected.	All subject to individual assessment and engagement with individual on any potential impact.	Raj Darbhanga	From date of implementation and ongoing.
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:			
We will keep details of all individuals assessed for charging and monitor any impact.			

7. Authorisation	
EqIA approved by <i>Charlotte Sawyer</i> (Assistant Director/ Director)	Date 24 April 2019
8. Publication <i>Please ensure the completed EqIA is published in accordance with the Council's policy.</i>	

Please contact the Policy & Strategy Team for any feedback on the EqIA process.

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Consultation on charging for Managed Accounts: Self Funders

This consultation relates to the council's proposals to charge an administration fee where it manages accounts for self-funded clients. A self-funder is defined as a person who has eligible needs and savings above the upper capital limit, which is currently £23,250 and is therefore charged the full cost of their services.

The Council agreed to the proposal to introduce administration fees for arranging care for clients who are self-funders as it needs to make the service of arranging care for self-funders sustainable and is having to make savings due to significant reductions in its budgets.

What is being proposed?

Adults have the right to manage their own financial affairs. However, this may be difficult for some individuals due to lack of capacity, illness and or disability.

Most local authorities provide a money management service for adult social care users who are unable to manage their own financial affairs. The council recognises the importance of supporting vulnerable adults to manage their finances and to protect them from potential or actual financial abuse.

The Council currently provide an arrangement service for approximately 85 people who are self-funders. These people are charged the full cost of their services but are not charged an administration fee for the arrangement of their care.

The Care Act 2014 introduced a new duty for local authorities to meet the needs of self-funders and the power to charge an arrangement fee. This was introduced in April 2015 and applies to people who ask the Council to meet their need for most types of care and support.

The Care and Support Statutory Guidance to the Care Act, published in October 2014, sets out that the fee should include the cost of negotiating and managing the contract with the provider and cover administration costs. The guidance has been followed and an annual fee of £650 is being proposed, which would be introduced in Autumn 2019 and applied to self-funders receiving care and support.

We recognise that the above proposals will have an impact on some adults who receive this administration support from Haringey Council so therefore we are consulting on the proposal with service users, carers and other stakeholders and will bring the findings back to Cabinet for a decision.

The need for change

The council is having to make savings due to significant and recurring reductions in its budgets which are having an impact across all areas of the Council's responsibilities, including adult social care.

An increase in the numbers of self-funders who approach the Council is expected and the Council is therefore particularly aware that it is necessary to introduce an arrangement fee to cover the costs of administration.

What is currently offered?

The council currently arranges care on behalf of self-funders but does not charge for this service.

What will change?

The Council is proposing to introduce an annual administration fee where it arranges care and for payment of care charges for self-funders who have assets and properties and savings over and above £23,500.

The council will recover the cost of administration of this service and the charge will be £650 per annum for the current year. This fee is payable either in a lump sum or by instalments.

The above fees are based on Practice Direction 19B Fixed Costs in the Court of Protection. The fees and charges are subject to change.

We would like to hear your views

We would like to know what you think of the proposal outlined in this consultation paper. The consultation begins on Monday XXXXX

Please submit your comments before the consultation closes XXXX

You can have your say by completing the enclosed questionnaire and or attend one of the drop in sessions detailed below:

XXXXXX	Hornsey Library	2.30 – 4.30 pm
XXXXXX	Wood Green Library	2.30 – 4.30 pm
XXXXXX	Marcus Garvey Library	2.30 – 4.30 pm

What happens after the consultation?

Action	Date
We will consider your responses to the proposal in the consultation paper.	XXXXXX
We will prepare a report to Council's Cabinet on the outcome of the consultation and with recommendations on the proposals. Cabinet will make a final decision on the proposals.	XXXXXX
Cabinet decision on the proposals will be published in November 2019.	XXXXXX

If you need a questionnaire translated or in an easily accessible format, please contact Mr Raj Darbhanga on 020 8489 3650 who will be able to help you.

Please return the completed questionnaire in the enclosed pre-paid envelope to:

Brokerage and quality Assurance
Haringey Council
2nd Floor River Park House
225 High Road
London N22 8HQ

Questions for charging for managed accounts consultation questionnaire

Q1. Do you agree with the proposed introduction of administration change for self-funders?

Please tick the box that applies

Yes

No

Q2. As the Council looks to make the necessary savings required whilst still supporting the most vulnerable, do you agree with the proposal to charge for this service?

Select ONE only

Strongly agree

Agree

Disagree

Strongly disagree

Don't know

Q3. If you have any further comments, please tell us below:

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Consultation on charging for Managed Accounts

This consultation relates to the council's proposals to charge an administration fee where it manages funds on behalf of clients where it is acting as the client's Appointee. The Department of Work and Pensions (DWP) Appointee responsibility includes making and maintaining any benefit claims, collecting payments and managing the money including the payment of bills.

What is being proposed?

Adults have the right to manage their own financial affairs. However, this may be difficult for some individuals due to lack of capacity, illness and or disability.

Most local authorities provide a money management service for adult social care users who are unable to manage their own financial affairs. The council recognises the importance of supporting vulnerable adults to manage their finances and to protect them from potential or actual financial abuse.

The Council is currently able to charge Court of Protection clients based on legislative guidance issued by the Court of Protection. There is no national policy governing charging for DWP Appointeeship. Policy and charges are therefore subject to local council decisions under the Care Act 2014.

The Council is now proposing to introduce an administration fee for acting as a DWP Appointee. We recognise that this will have an impact on some adults who receive a money management service and support from Haringey Council so therefore we are consulting on the proposal with service users, carers and other stakeholders and bring the findings back to Cabinet for a decision.

The Council proposes to introduce an annual management fee where it acts as corporate Appointee for DWP income/benefits. It is proposed that this fee will be set at £650 per annum for the current year, except where the net savings of an individual are below £16,000, when an annual management fee not exceeding 3.5% of the client's net assets will be charged on the anniversary of the DWP appointing the council as corporate appointee.

The above fees are based on Practice Direction 19B Fixed Costs in the Court of Protection. The fees and charges are subject to change.

The need for change

The council is having to make savings due to significant and recurring reductions in its budgets which are having an impact across all areas of the Council's responsibilities, including adult social care.

What is currently offered?

The council currently manages accounts on behalf of clients for whom it acts as corporate Appointee but does not charge for this service.

What will change?

The Council proposes to introduce an annual management fee where LBH acts as corporate appointee for DWP income/benefits which will be £650 per annum for the current year.

Where the net savings of an individual are below £16,000 an annual management fee not exceeding 3.5% of the client's net assets on the anniversary of the DWP appointing the council as corporate appointee.

The above fees are based on Practice Direction 19B Fixed Costs in the Court of Protection. The fees and charges are subject to change.

We would like to hear your views

We would like to know what you think of the proposal outlined in this consultation paper. The consultation begins on Monday XXXXXX

Please submit your comments before the consultation closes XXXXXX

You can have your say by completing the enclosed questionnaire and or attend one of the drop in sessions detailed below:

XXXXXX	Hornsey Library	2.30 – 4.30 pm
XXXXXX	Wood Green Library	2.30 – 4.30 pm
XXXXXX	Marcus Garvey Library	2.30 – 4.30 pm

What happens after the consultation?

Action	Date
We will consider your responses to the proposal in the consultation paper.	XXXXXX
We will prepare a report to Council's Cabinet on the outcome of the consultation and with recommendations on the proposals. Cabinet will make a final decision on the proposals.	XXXXXX
Cabinet decision on the proposals will be published in November 2017.	XXXXXX

If you need a questionnaire translated or in an easily accessible format, please contact Mr Raj Darbhanga on **020 8489 3650** who will be able to help you.

Please return the completed questionnaire in the enclosed pre-paid envelope to:

Brokerage and quality Assurance
 Haringey Council
 2nd Floor
 River Park House
 225 High Road
 London N22 8HQ

Questions for charging for managed accounts consultation questionnaire

Q1. Do you agree with the proposed changes?
Please tick the box that applies.

Yes	No
<input type="checkbox"/>	<input type="checkbox"/>

Q2. As the Council looks to make the necessary savings required whilst still supporting the most vulnerable, do you agree with the proposal to increase charges for this service?
Select ONE only.

Strongly agree	Agree	Disagree	Strongly disagree	Don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q3. If you have any further comments, please tell us below:

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Report for: Cabinet 18th June 2019

Report Title: Tottenham Hale Strategic Development Partnership - draw-down of sites and Development Agreement waiver

CLG Lead: Dan Hawthorn, Director of Housing, Regeneration and Planning
Peter O'Brien, Assistant Director for Area Regeneration

Report Authors: Emily Read, Regeneration Manager – Tottenham Hale
Neil Simon, Strategic Property

Contact No: x3871

Ward(s) affected: Tottenham Hale

**Report for Key/
Non-Key Decision:** **Key**

1.0. Describe the issue under consideration

- 1.1. On 12th July 2016 Cabinet agreed to the council entering a Strategic Development Partnership (SDP) with Argent Related as one of the key means of delivering the vision for the comprehensive development of a new district centre at Tottenham Hale. On 21st March 2017 the two parties entered into a Development Agreement ('DA').
- 1.2. Under the terms of the DA between the council and TH DM Limited (a group company of Argent Related referred to hereafter as 'the Developer'), the parcels of land which are currently owned by the council will be transferred to the Developer to progress construction once planning permission has been granted and certain other conditions precedent have been met. The parcels of land that are directly relevant to this report are listed below (site 1 has not been included as this relates to land in the bus station that will form part of later phases of the development):
 - Site 2 - Welbourne site (labelled 1 in Appendix A)
 - Site 3 - Ashley Road West (labelled 10 in Appendix A)
 - Site 4 - Ashley Road East (labelled 2, 3 and 4 in Appendix A).
- 1.3. This report seeks authority to waive the Building Contract Condition for sites 3 – Ashley Road West and 4 – Ashley Road East (the Building Contract Condition would remain in respect of site 2 – Welbourne).
- 1.4. The SDP development was granted planning permission on 27th March 2019 and both parties now wish to progress with the transfer of the council's land to the developer to enable construction to commence. In order to ensure that development progresses in a manner that minimises the delivery risk, both

parties have concluded that one of the conditions precedent, the 'Building Contract Condition' (which requires the Developer to have agreed a final form of building contract with a contractor for development of the relevant site prior to transfer and subsequent granting of the long leases for each site) should be waived in respect of sites 3 and 4.

- 1.5. It follows that consequential amendments to the DA will be required and this report also seeks authority to extend the Construction Commencement Date (which requires the developer to commence construction within six months of the date of the lease) contained in the Development Agreement and the Construction Commencement Longstop Date contained in Schedule 3 of the Lease for site 3 – Ashley Road West and site 4 – Ashley Road East. This extension would be from six months to twelve months to reflect the fact that the lease would be granted in advance of a building contract condition being in place for all of the sites.
- 1.6. The report sets out the reasons behind these recommendations and the benefits of this approach to the council. The report is not about the principle of whether the SDP development can progress; it is about the detail of how and when the draw down of the council's land will occur, while ensuring that the council's exposure to risk is limited and protecting the council's interests throughout.

2.0. Cabinet Member Introduction

- 2.1. The aim of the Strategic Development Partnership between Haringey Council and Argent Related is to create a new town centre for Tottenham Hale, including the delivery of new homes, workspace and a much-needed new health centre.
- 2.2. On becoming Leader, I was clear that the SDP scheme would also need to deliver a significant number of council homes at council rents. The council subsequently worked with Argent Related to change their planning application to include 131 council homes on the Welbourne site. This represents 13% of the council's 1,000 council homes target.
- 2.3. Planning permission has now been granted and the council signed a contract on 9th May 2019 to bring the 131 homes into council ownership. I look forward to seeing this development move forward into construction this autumn, as a tangible example of us using all the tools at our disposal to secure the delivery of council homes.
- 2.4. I support the recommendations of this report as they will ensure that this delivery happens without delay, securing the council homes, and just as importantly the district healthcare facility.

3.0. Recommendations

- 3.1. Cabinet agrees:
 - a. To waive the Building Contract Condition in respect of site 3 – Ashley Road West and site 4 - Ashley Road East contained in clause 9.5 of the

Development Agreement dated 21st March 2017 for the reasons set out in section 4 of this report to allow these sites to be transferred prior to the end of the Initial Period, on the condition that the developer complies with all the conditions precedent in respect of site 2 – Welbourne and that this site is drawn down prior to site 3 and site 4.

- b. To an extension of the Construction Commencement Date as defined in the Development Agreement dated 21st March 2017, for site 3 and site 4 from six months to twelve months; and to an extension of the Construction Commencement Longstop Date contained in Schedule 3 (Landlord's Right to Break) of the Lease to be granted for site 3 and site 4 from six months to twelve months.
- c. To give delegated authority to the Director for Housing, Regeneration and Planning to agree any further non-material amendments to the Development Agreement dated 21st March 2017 after consultation with the Cabinet Member for Regeneration, the Assistant Director of Corporate Governance and the S151 Officer.

4.0. Reasons for decision

- 4.1. The Building Contract Condition is included in the Development Agreement in order to limit the time between transfer of land to the Developer and the commencement of the development on site, and to evidence the Developer's commitment to that commencement.
- 4.2. In considering the recommendation to waive the Building Contract Condition and to subsequently vary the Construction Commencement Date and the Construction Commencement Longstop Date in respect of sites 3 and 4, the council has sought advice from Avison Young (contained in full at Appendix B) on the risk that this poses of the commencement of development stalling. Avison Young concluded that *'the extent of the Developer's investment in this development to date would appear to be strong evidence that they will indeed progress development with as little delay as possible and that the risk of sites stalling, whether transferred early or not, is small.'*
- 4.3. Further to this, in bringing the transfer of land forwards ahead of 31st October the land value the council will receive will be as per the agreed deal. From a Best Consideration perspective, the value will also still be reflective of the original deal and the approvals obtained in entering it at the time.
- 4.4. The risks of the council not taking the recommended course of action are set out below.
- 4.5. **Programme risk**
 - If a mechanism cannot be agreed to enable the transfer of sites before the end of the Initial Period and therefore at the indexed values as originally envisaged in the DA, the Developer has indicated that they would delay the transfer of any single site until all the sites were ready, which would be after the Initial Period.

- This would cause significant delays to the construction programme for sites 2, 3 and 4. The extent of this delay is currently estimated to be about 6 months. This would likely push the delivery of the 131 council homes beyond the term of this council.

4.6. Outcomes risk

- Delay to the start on site date for construction of the Welbourne development could put at risk the GLA grant funding for 131 council homes at council rent on the site and NHS England funding for the Welbourne health centre.

4.7. Liabilities risk

- The Welbourne site, Ashley Road West and Ashley Road East are currently the responsibility of the council to manage and have been vacated in order to enable predevelopment surveys to be carried out and to allow the developer to set up their marketing suite.
- The developer currently occupies the sites under a license arrangement and has no responsibility for security when they are not in attendance.
- Welbourne and Ashley Road East have both been occupied by trespassers over the last six months which has taken a significant amount of officer time to resolve and has incurred costs to the council of an estimated £100,000 for site security and clearance of fly-tipped material.
- The ongoing costs of security of these sites are being borne by the council until the sites are transferred to the developer. These costs are estimated at £2,900 per week.
- The timely transfer of the land will relieve the council of the significant burden of security and management and transfer the risk and cost of security to the Developer.

4.8. Financial risk

- Advice that the council has received from Avison Young asserts that the market is currently facing unprecedented levels of uncertainty, as will remain the case in October.
- This means that the value of the sites if left to a revaluation is far from certain and could be higher or lower than that which the council will receive on an indexed basis if transferring before October.

4.9. As described above, the risks associated with waiving the Building Contract Condition and varying the Construction Commencement Longstop Date in respect of sites 3 and 4 (the proposed mechanism) are significantly less than the alternative scenario of delaying transfer until after the end of the Initial Period.

5.0. Alternative options considered

Building Contract Condition - proposed option

5.1. Waive the Building Contract Condition in the Development Agreement between the Developer and the council in respect of the Ashley Road West and Ashley Road East sites (labelled 10 and 2, 3 ,4 in Appendix A) to allow these sites to be transferred prior to the end of the Initial Period.

Building Contract Condition - alternative option: do nothing

- 5.2. Under this option, the transfer of all sites would be delayed until after the end of the Initial Period to allow for the sites to be revalued together. This would require the parties to agree the form of appraisal that will be used to re-value the land in the whole Development Agreement, including agreeing to all the inputs such as values, cost and developer return. This is likely to be a time consuming, costly and risky process for the council for the reasons set out in this report. For these reasons this option has been rejected.

Vary the Construction Commencement Date and Construction Commencement Longstop Date - proposed option

- 5.3. Should the recommendation to waive the Building Contract Condition in respect of Sites 3 and 4 be approved, it follows that the Construction Commencement Date and Construction Commencement Longstop Date would need to be varied to account for the date of transfer being brought forward prior to the building contracts for each site being agreed.

Construction Commencement Date and Construction Commencement Longstop Date - alternative option: do nothing

- 5.4. Should the recommendation to waive the Building Contract Condition be approved but the Construction Commencement Date and Construction Commencement Longstop Date not be varied, the developer would then have a six month period from the date of the transfers in which to negotiate the building contracts and commence construction on all three sites (site 2 – Welbourne, site 3 – Ashley Road West and site 4 – Ashley Road East). Based on the current estimated programme (paragraph 6.7.3), it is acknowledged that this timescale is unlikely to be achievable and as a result this option has been discounted as unrealistic.

6.0. Background information

- 6.1. On 12th July 2016 Cabinet agreed to the council entering a Strategic Development Partnership with Argent Related and on 21st March 2017 the council entered into a Development Agreement ('DA') with TH Ferry Island Limited Partnership (a group company of Argent Related). On 2nd April 2019 Cabinet agreed to novate the DA to TH DM Limited ('developer').
- 6.2. On 30th July 2018 the Developer submitted a planning application to the council's Planning Service for the development of the SDP sites.
- 6.3. Following the 2018 local elections, the council's incoming administration made a commitment to deliver 1,000 council homes during their electoral term. On October 4th 2018 the Leader of Haringey Council issued a statement confirming that the council was seeking 100% genuinely affordable homes on the Welbourne site and that the developer had agreed to amend their plans accordingly. An assessment of a number of options to achieve this was carried out and the council and the developer reached agreement that the Welbourne site would be acquired by the council to deliver 131 council rented units.
- 6.4. Planning permission for the SDP Core of District Centre sites was granted on 27th March 2019 and on 2nd April 2019 Cabinet approved the acquisition for

housing purposes of 131 homes and a ground floor non-residential space that are to be constructed at site 2 - Welbourne site.

- 6.5. In order to progress the development of sites 2, 3 and 4 and deliver much needed affordable homes and social infrastructure for Tottenham, the council wishes to avoid delay to the transfer of the land. A start on site for the Welbourne of September 2019 would give greater certainty to the delivery of 13% of the 1,000 new council homes by 2022, in keeping with Priority 1: Housing of the 2019 Borough Plan.
- 6.6. A number of influencing factors currently affect the date that these sites can be transferred from the council to the developer, as detailed below. These factors have been addressed through the recommendations set out in this report.

Land value

- 6.7. The land value of each site will be fixed at the date of transfer. In order to protect the council's interest and provide commercial certainty the value of these sites was agreed at the signing of the DA. Provision was included to index these values to further protect the council's interest.
- 6.8. Within the DA it was agreed that the indexation of the land values would be from the signing of the DA until the 31st October 2019 (known as the 'Initial Period'), after which the land would need to be revalued with reference to market conditions prevailing at the time.
- 6.9. The current estimated start on site dates for sites 2, 3 and 4 are as follows:
- Site 2 - Welbourne – September 2019
 - Site 3 – Ashley Road West – November 2019
 - Site 4- Ashley Road East – February 2020.
- 6.10. If some sites were to be transferred before the end of the Initial Period (as per the current programme) and others transferred afterwards, under the terms of the DA those sites transferred afterwards would be subject to a revaluation in isolation, ie. without taking into account the overall distribution of tenures across the SDP application.
- 6.11. At the time of drafting the DA it was envisaged that the tenure mix would be relatively consistent across the sites and there is no provision for the value/price/tenure of previous sites to be accounted for in the price of later transfers. The developer may therefore be required to pay land values associated with a balanced tenure mix for land drawn down during the Initial Period (Welbourne and potentially Ashley Road West), under the provisions for fixed land values, and then to pay re-valued site prices for predominantly private tenure uses on Ashley Road East. Officers acknowledge that this is an issue and if left unresolved would impact on the commercial position enshrined in the DA.

Conditions precedent

- 6.12. Before these sites can be transferred from the council to the developer, the conditions precedent contained in the DA must be satisfied. These conditions (in respect of Sites 3 and 4) are:
- a. Obtaining Satisfactory Planning Permission (‘Planning Condition’)
 - b. Delivery of the Programme for the relevant Site (‘Programme Condition’)
 - c. Carrying out a Financial Appraisal and Cashflow for the relevant Site (‘Viability Condition’)
 - d. Delivery of Certificate setting out the Developer’s commitment (‘Commitment Condition’)
 - e. Delivery of Business Plan for the relevant Site (‘Business Plan’)
 - f. Delivery of a Building Contract for each of Site 3 and Site 4 (‘Building Contract Condition’).
- 6.13. All of these conditions (in respect of Sites 3 and 4) have either been met already or will be met prior to the end of the Initial Period, with the exception of the Building Contract Condition (f) which requires the Developer to have agreed a final form of building contract with a contractor for development of the relevant site prior to transfer.
- 6.14. Planning permission was secured later than anticipated when the Development Agreement (DA) was drafted in 2017. This was due in-part to the scale and complexity of the development, but delays were also caused by late changes to the tenure mix in the development to allow for a greater proportion of genuinely affordable homes on the Welbourne site. As a result, there has been insufficient time between the granting of planning consent and the end of the Initial Period to conclude the construction contract negotiations on all three sites.
- 6.15. Both parties have concluded that the preferred course of action in order to maintain their commercial positions and avoid delay to the construction commencement dates, is for the Building Contract Conditions for site 3 – Ashley Road West and site 4 – Ashley Road East to be waived to allow both sites to be transferred from the council to the Developer prior to the end of the Initial Period and before the building contracts are agreed.
- 6.16. It follows that if the Building Contract Condition is waived to allow the sites to be transferred prior to the end of the Initial Period, the Construction Commencement Date and Construction Commencement Longstop Date (as defined in the DA and in Schedule 3 (Landlord’s Right to Break) of the Lease) would need to be varied to extend the period from six months to twelve months. This extension reflects the requirement for more time to be allowed for the negotiation and signing of the building contracts and the lead-in to commencement of construction activity on site, given the early draw down of the land without the building contracts in place.

7. Contribution to strategic outcomes

- 7.1. The recommendations in this report will contribute towards the following strategic priority outcomes in the Borough Plan:
- *Housing - a safe, stable and affordable home for everyone, whatever*

their circumstances. By securing the timely delivery of 13 per cent of the council's target of delivering 1,000 council homes on council land.

- *Place - a place with strong, resilient and connected communities where people can lead active and healthy lives in an environment that is safe, clean and green:* By delivering high quality new affordable homes for local people, a new district health centre and local retail facilities, set in a high quality, open and inclusive urban environment that contributes to the creation of a place for all of Tottenham Hale's communities to be proud of.
- *Economy - a growing economy which provides opportunities for all our residents and supports our businesses to thrive:* By contributing to the delivery of the heart of a new district centre at Tottenham Hale and unlocking opportunities for the local community to gain access to learning, skills and employment.

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

Finance

- 8.1. This report is recommending that the council agree to waive a specific term (the Building Contract Condition) of the DA between TH DM LP and the council in relation to the Ashley Road West and Ashley Road East sites for the reasons set out in the report. The report is also recommending that consequential amendments are made to the DA as a result of waiving the Building Contract Condition.
- 8.2. The DA envisages that the council will, on the satisfaction of the conditions precedent as explained in the report, transfer land from its ownership to the Developer. The values of the land to be transferred have been written into the DA at the point of its signature. These land values have been indexed using a pre-agreed indexation factor.
- 8.3. If the recommendation of this report is agreed Members will, in effect, be crystallising the value of the council's land. These values are in line with the assumptions with the DA so there is no financial effect to this decision. The agreement of the recommendation has a minor positive financial effect on the council as the council will be relieved of the expense of securing the sites of approximately £2,900 per week.

Strategic Procurement

- 8.4. Procurement note the contents of the report. Procurement comments are not applicable for property and land transactions as they are outside of the Procurement Contract Regulations.

Legal

- 8.5. This report seeks authority to (1) waive the Building Contract Condition in respect of Site 3 – Ashley Road West and Site 4 – Ashley Road East; and (2) vary the length of the Construction Commencement Date as defined in the Development Agreement dated 21st March 2017 and the Construction

Commencement Longstop Date as defined in Schedule 3 of the Lease attached as Appendix 2 of the DA.

- 8.6. The Building Contract condition is satisfied when the Developer has complied with the obligation contained in clause 9.5 of the DA. This requires the Developer to deliver to the council a final form of Building Contract for each of the two sites before the Developer can be granted a Lease of each of the sites. By waiving this condition, the council will not be provided with a final form of building contract but can still insist on it being provided after the site has been drawn down. It is unlikely that the waiver of this condition would have any legal effect on the DA. This is because provisions of the building contract do not by themselves ensure the development will be carried out and there are other assurances built into the Lease to ensure that land banking does not happen.
- 8.7. The form of Lease to be granted is attached to the DA. The Lease contains a break clause which allows the council to terminate the Lease if the development of that site has not commenced or completed by the longstop dates. The Developer must commence the development of the site within 6 months of the date of the lease otherwise the council can within 3 months of the longstop date serve notice and terminate the lease. The break clause allows the council to take the land back if development has not started. By extending the longstop the Developer would have a longer period to start the development but would not affect the council's ability to terminate if construction is not commenced.

Equality

- 8.8. 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.
- 8.9. 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.
- 8.10. This report seeks authority to waive the Building Contract Conditions for the sites Ashley Road West and Ashley Road East. This report also seeks authority to extend the Construction Commencement Longstop Date for the two sites from six months to twelve months. The overarching purpose of the decision is to enable timely commencement to construction on the two sites while preventing additional expense to the Council associated with any delay.
- 8.11. The decision falls within the scope of the Tottenham Hale Strategic Development Partnership, which was adopted by Cabinet in July 2016. This decision was informed by an Equality Impact Assessment (EqIA), which noted that all groups of residents should benefit from the proposals including

improved transport links and the local network of streets, improvements in access to green open spaces and new public spaces, a mixture of new housing developments and plans to increase jobs and training opportunities in the area.

- 8.12. This decision relates specifically to the benefit arising from new housing developments. It is noted that development on the two sites will deliver 13 per cent of the council's target of 1,000 council homes on council land. Delivery of new council housing is likely to have a positive impact on individuals in temporary accommodation as well as those who are vulnerable to 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. As such, it is reasonable to anticipate a positive impact on residents with these protected characteristics.
- 8.13. Allocations of council homes will be made in accordance with the Council's Housing Allocations Scheme, which has been subject to an EqIA.
- 8.14. Arrangements will be put in place in accordance with planning policies to ensure that any adverse effects on individuals or groups who share the protected characteristics arising from development on the two sites are prevented and mitigated as far as possible.

9. Use of Appendices

Appendix A: SDP site plan

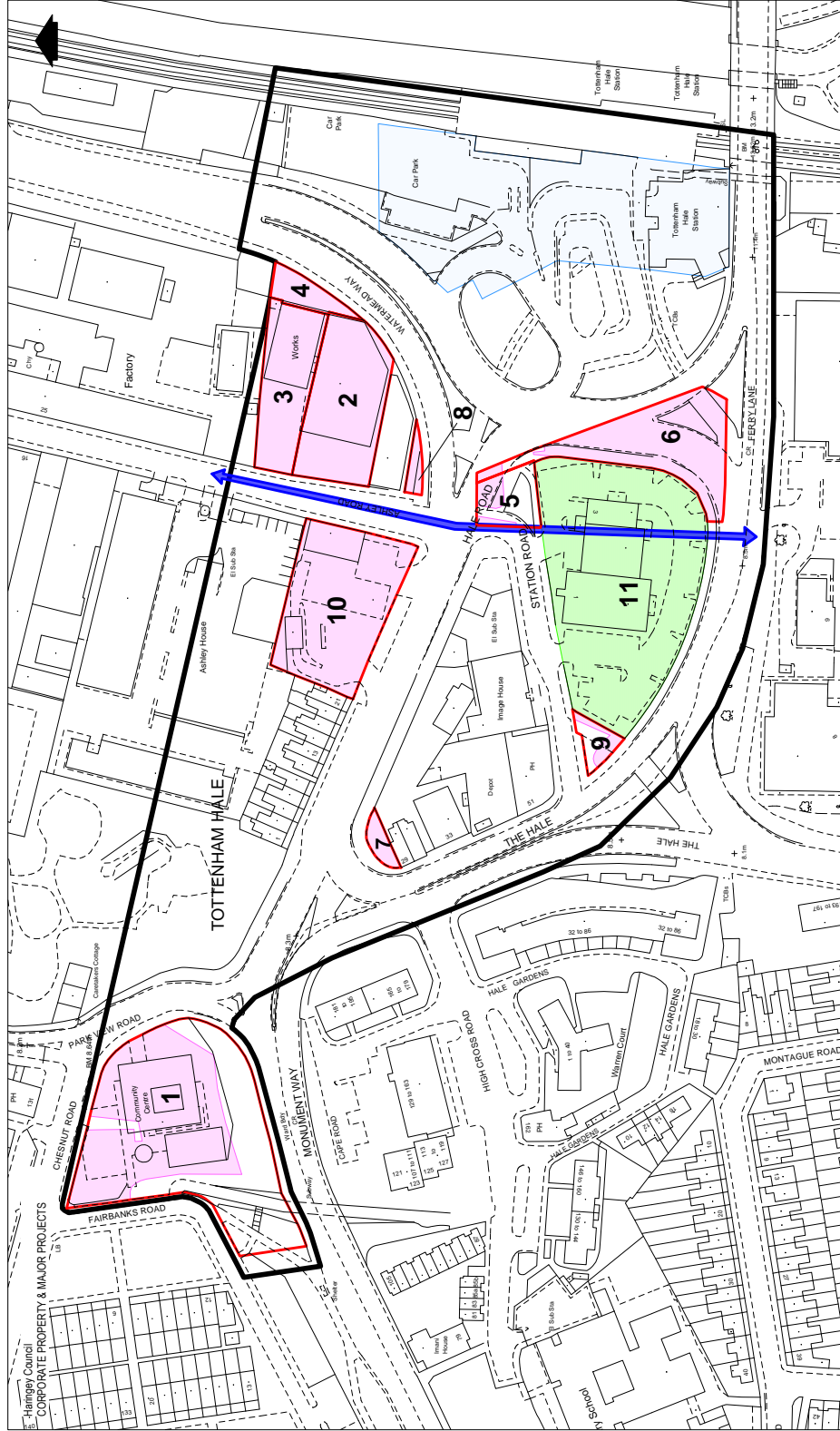
Appendix B: Avison Young Briefing Note: Potential transfer of Tottenham SDP sites (May 2019)

10. Local Government (Access to Information) Act 1985

Table 1 in Appendix B is exempt from publishing for the reason that it relates to the financial or business affairs of any particular person (including the authority holding that information).

Appendix A: SDP site plan

APPENDIX 1



APPENDIX 1
 This product includes mapping data sourced from Ordnance Survey with the permission of the Controller of Her Majesty's Stationery Office. © Crown Copyright 2016. All rights reserved. Licence number: 100019199

- Strategic Development Partnership Area & Key Sites**
- Thick black veiging - Strategic Development Partnership Area
 - Pink shading - Haringey Council ownership
 - Blue shading - TfL ownership
 - Green shading - Private ownership
 - Blue arrow - DCF North-South Link
1. Former Welbourne Centre 3816m²
 2. Site 4 Ashley Road 1383m²
 3. Site 5 Ashley Road 938m²
 4. Land rear of sites 4 & 5 Ashley Road 241m²
 5. Land on SE side of junction Station Road & Hale Road 383m²
 6. Tottenham Hale Bus Station, Bus stands land 1372m²
 7. Land on S side of junction Hale Road & The Hale 111m²
 8. Land fronting Watermead Way E of Ashley Rd 92m²
 9. Land on SE side of junction Station Road & The Hale 173m²
 10. BP garage 1877m²
 11. Ferry Island Retail Park 4079m²
- Scale 1:1250 @ A3
 Overlay: Regen JAD
 Plan produced by Janica Dabnatt on 20/06/2016
 BVES Drawing No. A3 0379c Revision 2

Briefing Note

Potential Early Transfer of Tottenham SDP Sites – DRAFT

1. In discussion with Argent Related it is proposed that some of the land transfers of parcels in the SDP occur earlier than originally envisaged in the Development Agreement (DA). We have been asked to comment on the commercial considerations and implications of this proposal.
2. Amongst others, there is a pre-condition for the transfer of land that requires Argent Related to have agreed a Building Contract with a contractor for development of the relevant site prior to transfer (“Building Contract Condition”). It is proposed that for some sites, a contract for site preparation works only (servicing, demolition, site clearance etc.) be treated as sufficient to satisfy this condition and therefore to draw down land. As per the latest programme, some sites will be transferred as envisaged with a full building contract in place. However, others are at a less advanced stage and by the time a revaluation of land would be triggered a build contract will only be in place for site preparation works, not full development.
3. The objective is to draw down land prior to provisions within the DA that require a revaluation of the land transfer price becoming operative. The DA includes agreed land values per site which are fixed, subject to indexation, up to 31st October 2019. In the event land transfers after this date the transfer price will be the Market Value reassessed at that time, defined as per broadly the RICS definition, subject to accounting for the DA itself. On an overall basis if all sites were valued this way, as acknowledged by Argent Related, it is not obvious that any such revaluation would actually entail a greater transfer price than currently allowed for under the fix and indexation provisions.

Potential Transfer Prices

4. To illustrate this we have run estimates of the transfer prices that will apply per site in the event they are transfers on an indexed fixed price basis, i.e. before October.
5. For the forecast scenarios we have taken an assumed forecast annual RPI rate of 2.9% (consensus compiled by AY of forecasts published by HM Treasury) and broken that back to a per month rate, then applied that to the number of months beyond Feb 19 applicable in each case. We have undertaken the analysis for a number of different potential completion dates, from the most recent RPI index available, to October 2019. As per the terms of the DA indexation is up to the month before the completion date.

The results are contained in the exempt part of the report – Table 1.

6. In considering how the values contained in the exempt part of the report (Table 1) may compare to alternative reassessment of the site values on a Market Value basis, we have not formally valued or estimated the Market Values of the sites. However, the reassessed values would have to take account of DA provisions in relation to planning overage and profit share, deducting much of the increased value associated with the density increases since the values originally set in the DA. Since signing the DA, Land Registry data suggests house prices have been stagnant in Haringey, falling by 1%, and in the meantime the BCIS All-in TPI index of build costs has risen 10%. This suggests there may also not have been a significant improvement in the underlying economics of development over the period. The market is also currently facing unprecedented levels of uncertainty, as will remain the case in October. Whilst the potential alternative value of the sites has not been formally estimated, all of this means the value if left to a revaluation is far from certain and could be lower than that which the Council will receive on an indexed basis if transferring before October.

Reason for the Minimum Period (October Transfer Deadline)

7. It is important to note that the use of a Minimum Period in the DA, after which the fixed land value approach would expire and a Market Value approach be used instead, was not to penalise Argent Related in the event of slow delivery. Rather, this was part of the overall commerciality of the agreement and included as part of demonstrating best consideration per s123 Local Government Act 1972.
8. The period, originally 2 years but agreed at 2.5 years in negotiation, was inserted to avoid the possibility of Council land being transferred at values on the basis (albeit indexed) agreed some years previously, in case there was considerable divergence from that basis and Market Value at the point of transfer. This was intended to protect the Council in the event of significant growth in development land values, ahead of RPI.
9. However it was also envisaged that after the Initial Period the value of the land may actually have fallen below the indexed values. The principle more to limit divergence and thereby keep in line with the principles of best consideration, than to necessarily preserve enhanced land receipts for the Council. The length of the Initial Period was also negotiated as a reasonable and representative length of time for the original land values to apply as a result of the overall terms of the DA, including other forms of consideration (e.g. the Welbourne health centre) and overage provisions.
10. In the event, it may be the case that there is not significant divergence between the indexed values and current Market Value. A formal valuation exercise would be required to confirm this for certain, but the point remains that part of the original justification of best consideration may be compromised if transfer were to be deferred to after the Initial Period but the land values were to remain on an indexed basis.

Commercial Issues and Transfer of Risk

11. Rather than necessarily for valuation reasons, Argent Related wishes to bring the transfer of some sites ahead of the 31st October 2019 deadline because the current programme would provide that some sites are transferred before the deadline and some afterwards. The issue is that as per the now proposed tenure distribution, the sites to be transferred afterwards include predominantly or entirely private residential units rather than affordable. At the time of drafting the DA it was envisaged that tenure mix would be relatively consistent across the sites and there is no provision for the value/price/tenure of previous sites to be accounted for in the price of later transfers. Currently therefore Argent Related may be caught paying land values associated with a balanced tenure mix for the earlier sites under the provisions for fixed land values, and then to pay re-valued site prices for predominantly private tenure uses on the later sites. The Council acknowledges that this is an issue and unintended consequence in principle.
12. In bringing the transfer of land forwards ahead of 31st October the Council may receive less land value than it would have done otherwise for the sites concerned, compared to having some sites valued on one basis and others on another. The land value it will receive will, however, be reflective of the original deal and will meet expectations. From a Best Consideration perspective, the value will also still be reflective of the original deal and the approvals obtained in entering into it at the time. It should also be noted that planning overage provisions will also be applied to the base transfer price.
13. Early transfer of the sites is proposed as a solution to the problem of inconsistent valuation approaches being taken across the portfolio of sites as a whole. It should be noted that there is a potential alternative remedy which is that the revaluations of the transfer of the later sites take account of the previous site transfer prices paid and tenures across the portfolio. This will be difficult in practice – the valuation exercise would have to cover all sites, adjusting in some way for time given the varied timing of transfers, and subtract from the value of the whole the prices already paid. This may be a complex valuation approach to agree and would require amendment to the terms of the DA through a Deed of Variation.
14. Argent Related has made clear its multi-million pound investment in the delivery of the SDP sites so far, the return from which will not be realised until the sites are developed. The extent of the spend commitment to date is not contested. Argent Related is of the view that it has no exit from the current commitment other than to progress with developing the sites and realising receipts from the completed uses. Under the terms of the Agreement, Argent Related does have to use reasonable endeavours to develop the sites in accordance with programme. We are not aware of any provisions that allow Argent Related to dispose of serviced (or indeed unserviced) land to a third party without development. Argent Related is able to alienate the entire agreement, but only with the Council's approval, which is not qualified in the DA. In our view it does appear correct that Argent's only ability to realise a return on its investment is through the development of the sites. The Council will need to satisfy itself that this is the case legally. In this case, the extent of the investment to

date would appear to be strong evidence that Argent will indeed progress development with as little delay as possible and that the risk of sites stalling, whether transferred early or not, is small.

15. There are provisions for slowdown of delivery in the event of adverse market conditions. This is however typical for a DA and is already drafted into the agreement regardless of the proposed early transfer. As such this does not represent any change in risk profile.
16. We also note that Argent Related is further obligated to deliver through Housing Zone Funding Agreement provisions, which require delivery of homes with the potential for millions of pounds of funding to have to be repaid in the event of non-delivery. We have not had sight of this agreement but we understand this cannot be assigned unless the DA itself is assigned, and therefore the comment above regarding the Council's approval to this still applies. We would note that the commitment to the number of homes to be delivered is probably now materially less than the total of homes Argent Related intends to deliver, given the evolution of scheme design. The obligation may not therefore incentivise the delivery of all the sites, only part, but is nevertheless an added consideration.
17. We also note finally that the earlier transfer of the sites would transfer another form of risk in the other direction. Namely, Argent Related would take over responsibility for securing the sites and security, which we understand is a current issue and cost for the Council.
18. Overall in our view if the Council is satisfied that Argent Related is not able to realise its investment through any means other than delivery of the development of the sites, then the risk of non-delivery is low and this is not materially impacted whether the land is transferred earlier or later. This is not to say there is no risk of non-delivery, indeed the sites may be stalled under the market slowdown provisions of the DA, but this is the case regardless of the transfer timing and is not a new or increased risk. The Housing Zone provisions further strengthen the case that Argent Related will deliver with minimal delay. We must state the potential for the earlier land transfer to result in a lower land payment than may be realised if the transfer only occurs when originally envisaged. We accept however that the resulting inconsistency in valuation approach across the sites, which have varying tenure mixes, would penalise Argent Related in a manner not envisaged or intended in the DA, and that the only alternative remedy in that case may be a protracted and complex amendment to the DA valuation approach. In our view the Best Consideration approval for the DA as a whole still applies given as at the date of transfer the land valuation terms originally agreed will still apply. The Council should seek legal advice to confirm this point.
19. We would also comment that the desire to value all sites on the same basis should work both ways. That is, in avoiding the potential for lower value sites to be valued on an indexed basis and higher value sites to be based on Market Value, the opposite should also not be possible. Specifically, in theory it would be possible to transfer more valuable sites early, and delay the transfer of the Welbourne site until after the Initial Period. In the event this does happen this would be detrimental to the Council as given the revised tenure mix there is less value in Welbourne.

20. Our understanding is that Welbourne is due to be delivered first and so the practical risk of this should be small. Nevertheless the whole argument above is to prevent the valuation of some sites on one basis and other sites on another. In our view it must therefore be agreed with Argent Related that if the Council goes ahead with early transfer this must cover all sites not just some. The principle must be that all sites are valued on the same basis, i.e. transfer early, and that none can be deferred.
21. We would be happy to respond to any queries arising in respect of the above advice.

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Report for **Cabinet 18 June 2019**

Title: Award of framework agreements for the provision of short breaks services for disabled children and young people

Report authorised by: Charlotte Pomery, Assistant Director Commissioning

Lead Officer: Orla Oakey, Commissioning Officer
0208 489 4752
orla.oakey@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 seeks approval from Cabinet to establish an open framework for the provision of short break services for children and young people with disabilities, and award framework agreements with the eight providers identified in appendix 1 of this report, as allowed under Contract Standing Order 9.07.1(d).
- 1.2 The framework will be for an initial period of three (3) years commencing on 29th July 2019 with an estimated value of £855,000, with the option to extend for a further period of up to one (1) year. The total estimated value over the life of the framework if extended is £1,140,000.00.
- 1.3 The framework may be re-opened at the sole discretion of the Council on a 6 to 12 monthly basis during the contract period, which will allow for new providers (who were not originally appointed to the framework) an opportunity to be appointed to the framework. Providers who have already been appointed to the framework will not need to re-tender when the framework re-opens.

2. Cabinet Member Introduction

- 2.1. As a council we have high ambitions for all children and young people growing up in Haringey. It is vital we work to give children the best start in life we can so they grow up to live healthy and fulfilling lives. The Borough Plan has this as a top priority. Social inclusion and having the right support to access the

opportunities our borough and communities offer is part of our commitment to children and families, and integral to our aspirations.

- 2.2. Our commitment to ensure fairness, inclusion and opportunity for all. Is set out in Haringey's Special Educational Needs and Disabilities Strategy 2017-19. It describes how we intend to implement these principles, and our commissioning approach outlined in the Joint Commissioning Strategy for SEND 2017 – 2019 complements this.
- 2.3. Within this broad policy framework, short breaks services are vitally important to families with children who have a disability. These breaks provide essential and needed support to families, whilst offering the children positive experiences and stimulating activities. In summary, these services support both carers and the children/young people themselves. The short breaks programme includes day, evening, overnight or weekend activities. They can take place in the child's own home, the home of an approved carer, or a residential or community setting.
- 2.4. The programme was developed following consultation with families and the services proposed represent the views put forward as to what families need and want. In summary, within the constraints of the budget available the services aim to give families with children with special needs respite, and for the children and young people, activities which enhance their lives.

3. Recommendations

- 3.1. For Cabinet to approve the proposals to:
 - 3.1.1 establish an open framework for the provision of short break services for children and young people with disabilities for an initial period of three years commencing on 29th July 2019, with the option to extend for a further period of one year with a total estimated value of £1,140,000;
 - 3.1.2 award framework agreements for the provision of short break services for children and young people with disabilities to the eight providers identified in appendix 1 of this report as allowed under Contract Standing Order 9.07.1(d) for a duration of three years commencing on 29th July 2019, with the option to extend for a further period of up to one year;
 - 3.1.3 give delegated authority to the Assistant Director of Commissioning to award framework agreements to successful providers on each occasion that the framework for the provision of short break services for children and young people with disabilities reopens, where award

of the framework agreements to the successful providers will not result in an increase to the total estimated value of the framework.

4. Reasons for decision

- 4.1. Haringey Council has a statutory duty to provide short break services for disabled children and young people and their carers, in line with the Children Act 1989 and Children and Families Act 2014 and their associated regulations and guidance.
- 4.2. The Council currently provides short break services through spot purchasing. The new framework will ensure that Haringey Council has robust contractual arrangements in place with high quality providers who are able to meet the needs of disabled children and young people.
- 4.3. A full tender process was conducted in accordance with the Council's Contract Standing Orders and the recommendations to establish an open framework and to appoint providers to that new framework is made following the completion of tender evaluations.

5. Alternative options considered

5.1. Keep current model of service delivery:

Haringey Council currently spot purchases short breaks services for children and young people with managed personal budgets, as allocated by the Disabled Children's Team.

This option was considered and rejected for the following reasons:

- Haringey Council should ensure that robust contractual arrangements are in place.
- A new framework would increase the Council's oversight of pricing and support robust, formal monitoring arrangements.
- Introducing a new framework for short breaks services will enable Haringey Council to increase the range and number of short breaks services available to Haringey families.

5.2. In- house provision

This option was considered and rejected for the following reasons:

- A directly delivered short breaks service could limit family choice, compared to the range of specialist services that families can access from external providers. Haringey families have consistently told us that it is very important to be able to choose from a range of short breaks services. This is key to supporting personalisation and choice in line with the Children and Families Act 2014.
- The Council does not currently have the significant level of resources that would be required to deliver the service in house. This option

would require substantial investment to establish an in-house short breaks service.

- Haringey Council has not been able to directly deliver consistently high quality short breaks services in the past, as highlighted in previous 'Requires Improvement' Ofsted judgements of the Haslemere Road Respite Centre. This resulted from challenges surrounding management capacity, staffing recruitment and workforce skills. There is a risk that these operational challenges would reoccur, should Haringey pursue an in-house short breaks provision.

5.3. A full options appraisal was conducted for the route to market, which resulted in the decision to establish an Open Framework Agreement. Alternative contract models included:

- **Block contracts:**

This option was rejected on the grounds that block contracts are not sufficiently flexible to support family choice and adapt to changing demand for short breaks services.

- **Closed Framework:**

Whilst this option would enable a more flexible approach to purchasing short breaks services, the risk of restricted entry to a Framework Agreement could result in not having enough approved providers to meet demand.

- **Dynamic Purchasing System:**

This option was rejected on the grounds that the volume and spend for short breaks services was not sufficiently high to require a Dynamic Purchasing System, particularly as take-up of direct payments increases.

6. Background information

6.1. The Children Act 1989 requires that local authorities provide a range of services including day care, overnight care, educational or leisure activities for disabled children and services to assist carers in the evenings, at weekends and during school holidays.

6.2. The 'Breaks for Carers of Disabled Children Regulations 2011' detail how local authorities must perform their duty in the Children Act 1989 to provide breaks from caring for carers of disabled children. In accordance with the Regulations, Local Authorities must:

- Provide a range of short breaks services;
- Give families the choice to access short breaks services using a direct payment;
- Publish a statement of their short breaks services on their website;
- Keep their short breaks statement under review;
- State in their short breaks service statement the range of short breaks services available, the criteria for assessing eligibility for services, and how

the range of services are designed to meet the needs of local families with disabled children;

- Consult parents as part of the review of the statement;
- Consider the legal implications of the eligibility criteria they apply to short breaks services; and not apply any eligibility criteria mechanistically without consideration of a particular family's needs.

6.3. In line with the Borough Plan, it is a key priority for Haringey to ensure that disabled children and young people and their parents / carers have the opportunity to access a range of short breaks services that enhance support for carers and help children to enjoy happy childhoods.

6.4. On average each year, circa 200 disabled children and young people access short breaks services through use of their personal budget. This includes both children with council managed budgets (60 per year) and those with direct payments (140 per year).

6.5. The Council will purchase short breaks services directly through the framework for children who have a council managed budget. The Council will also promote Haringey's list of approved suppliers to families with direct payments who purchase their short breaks services directly from suppliers.

6.6. The core outcomes described in the Service Specification have been co-designed with parents / carers of disabled children and young people. Engagement opportunities included a workshop on short breaks and respite services in May 2018 with 50 parents / carers and a follow-up session with a parent / carer focus group. Parents and carers told us that they wanted to see:

- More choice – a greater number of providers offering a wider range of services
- More provision during weekends and holidays
- Availability of transport as a key consideration
- Most parents prefer to access support locally, but some parents would travel out of borough to access short breaks activities
- More help from the Local Authority to identify services, where families have direct payments

7. Procurement Process

7.1. 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. An open tender process was carried out in accordance with the Council's Contract Standing Orders and procurement Code of Practice.

7.2. A market engagement event was held on 13th June 2018, to provide an overview of commissioning intentions, engage with the market and discuss the proposed service model. A follow up market event was held on 10th September 2018 to provide an update on timescales for the procurement process and offer potential service providers the opportunity to network and

raise any questions or present any views prior to the commencement of the tender process.

7.3. The tender was advertised by publishing a contract notice in Official Journal of the European Union (OJEU) and on contract finder on 24th November 2018. 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.

7.4. The service was tendered in the following 6 Lots and tenderers could submit a tender for one lot or a combination of any lots.

Lot 1 - After School

Lot 2 - Weekend Activities

Lot 3 - Holiday

Lot 4 – Outreach Support

Lot 5 – Overnight respite

Lot 6 - Other short breaks

7.5. By the closing date of 14th January 2019, 21 organisations had accessed the documents and registered their interest on the Haringey Contracts and Procurement System. Tenders were received from 11 organisations. Of these, 7 tenders were received for Lot 1, 6 tenders for Lot 2, 8 tenders for Lot 3, 4 tenders for Lot 4, 2 tenders for Lot 5 and 3 tenders for Lot 6. One tender was rejected because it was submitted after the deadline.

7.6. Tenders were checked for compliance with minimum requirements including mandatory and discretionary exclusion criteria before quality and price evaluations. All tenders passed the compliance checks.

7.7. Evaluations for Quality and Price were carried out on the basis of Most Economically Advantageous Tender (MEAT) with a ratio of 50:50 (Price: Quality). In order to ensure all bids considered met an acceptable quality standard, tenderers were required to score a minimum of 300 points to pass the quality (method statement) evaluation). The evaluation criteria and weighting were set out within the invitation to tender documents.

7.8. One tenderer for Lot 3 did not meet the required quality threshold and was, eliminated from the process with no further assessment.

After careful consideration of the tenders for Lot 5, it became clear that the submissions did not represent best value for the Council therefore, a decision was taken not to appoint the providers to the open Framework for this Lot. Strategic Commissioning and SEND are developing a separate service model for overnight short breaks and commencing parent carer engagement from June 2019 to shape the service specification.

- 7.9. The table below provides a list of successful bidders along with their quality and price scores. Further information about the tender evaluation is contained in Part B (exempt part) of the report.

Short breaks for Children and Young People with Disabilities – Lot 1 (After School Activities)				
Bidder	Quality Score	Pricing Score	Total Score	Ranking
A	410	460	870	1
B	350	500	850	2
C	460	375	835	3
D	390	375	765	4
E	370	375	745	5
F	320	417	737	6
G	340	341	681	7

Short breaks for Children and Young People with Disabilities – Lot 2 (Weekend Activities)				
Bidder	Quality Score	Pricing Score	Total Score	Ranking
A	410	500	910	1
B	460	245	705	2
C	350	288	638	3
D	390	245	635	4
E	370	245	615	5
F	340	222	562	6

Short breaks for Children and Young People with Disabilities – Lot 3 (School Holiday)				
Bidder	Quality Score	Pricing Score	Total Score	Ranking
A	460	469	929	1
B	410	460	870	2
C	320	500	820	3
D	350	441	791	4
E	390	375	765	5
F	370	375	745	6
G	340	341	681	7
H	220	Eliminated (Did not meet quality threshold)		

Short breaks for Children and Young People with Disabilities – Lot 4 (Outreach Support)				
Bidder	Quality Score	Pricing Score	Total Score	Ranking
A	410	500	910	1
B	350	453	803	2
C	390	370	760	3
D	340	370	710	4

Short breaks for Children and Young People with Disabilities – Lot 6 (Other Short Breaks)				
Bidder	Quality Score	Pricing Score	Total Score	Ranking
A	410	491	901	1
B	350	320	670	2
C	Eliminated (Proposal did not meet requirements)			

8. Transition arrangements and contract management

- 8.1. Contract management will be incorporated into the contract. Key performance indicators are included within the service specification and will be monitored by the Integrated service SEN and Disabilities team.

9. Contribution to strategic outcomes

- 9.1. The Young People at Risk strategy supports the following Haringey Borough Plan (2019-23) outcomes:

- 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 and in our community
- Every young person, whatever their background, has a pathway to success for the future
- Strong communities where people look out for and care for one another
- A proud, resilient, connected, and confident place

10. Statutory Officers comments (Chief Finance Officer, Head of Procurement), Assistant Director of Corporate Governance, Equalities)

Finance

- 10.1. The short breaks budget sits under 'Children and Young People with Additional Needs' in the priority titled 'People' as per the new Borough Plan. It is a statutory duty as outlined in the Children Act 1989 to support carers with disabled children. A total budget of £2m is allocated for 2019/20. This budget includes short breaks with activities highlighted on the report, home care support and direct payments for children with disabilities. Estimated cost of £285kpa on short breaks is set aside and will be contained with this budget. However, this budget is under pressure due to increased number of children with complex care packages being supported to avoid hospital admission or long-term placements.

Corporate Governance

- 10.2. The Assistant Director of Corporate Governance notes the contents of the report.
- 10.3. The award of framework agreements for the services described in this report is governed by Chapter 3, section 7 of the Public Contracts Regulation 2015

(the “light touch regime”). The proposed open framework is permitted under the flexibility of the light touch regime provided that the mandatory requirement to advertise has been met, and procedures applied in connection with the award of the framework agreements are transparent and provide equal treatment to bidders.

- 10.4. 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 the power to approve the recommendations in the report.
- 10.5. The Assistant Director of Corporate Governance sees no legal reasons preventing Cabinet from approving the recommendations in paragraph 3 of the report.

Procurement

- 10.6. The services outlined above fall within the ambit of Schedule 3 of the Public Contract Regulations 2015. As such, a prescribed open procurement process was carried out along with the requirement to formally advertise, both in the Official Journal of the European Union and Contracts Finder.
- 10.7. The process also complied with Council Standing Orders and the Procurement Code of Practice.
- 10.8. Unusually however, an open framework was adopted for this service. In general frameworks once let, cannot be reopened to admit other suppliers. However, as this provision is under schedule 3 of the PCR 2015, it allows for more flexibility in the use of procurement processes. The open framework was considered advantageous as it should enable commissioning some flexibility to grow its supply chain, as new suppliers may be admitted, thereby providing families a wider choice of vetted suppliers to provide short break activities for vulnerable disabled young people.
- 10.9. The tender process ensured that the Council obtained the best value available in the current market, the cost of which can be contained in the budget.
- 10.10. During the framework term, Strategic Commissioning will regularly monitor service provision to mitigate against any performance issues and ensure service targets and standards are met.

Equality

- 10.11. 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 people who do not
 - Foster good relations between people who share those characteristics and people who do not.

- 10.12. 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.
- 10.13. The decision is to approve contracts for the provision of short breaks services for disabled children aged 0 to 18 who receive Personal Budgets and their parents / carers. The cohort is broadly made up of children and young people aged 0-18 with disabilities and/or additional needs including:
- Complex health needs – including physical disability and/or life limiting conditions and/or cognitive or sensory impairments
 - Autism Spectrum Disorders (ASD) and/or Severe Learning Disabilities – challenging behaviour.
- 10.14. Those most likely to be affected are children and young people aged 5-18 and their parents / carers, with the tender responses primarily targeted towards young people aged 11 to 18. By re-opening the Framework at appropriate intervals, the Council will seek to increase the range of services delivered for children aged 0-10, as this is an identified gap in service provision within Haringey.
- 10.15. Most children and young people accessing short breaks services reside in the South East and North East of the borough. There is overrepresentation of people from BAME backgrounds within the cohort – the latest breakdown (April 2019) shows that 74% of children with managed budgets for short breaks are from BAME backgrounds. There is specific demand for culturally appropriate short breaks services for Orthodox Jewish children, with a number of Haringey families choosing to access support in specialist Orthodox Jewish settings.
- 10.16. Service Providers received information about the demographics of Haringey's short breaks service users at two market events in June and September, to inform their understanding of the client group for their service proposals. The evaluation of method statement responses during the tender process involved consideration of providers' understanding of the needs of the population.
- 10.17. 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.

11. Use of Appendices

- 11.1. Appendix 1 - Exempt Report with tender information.

12. Local Government (Access to Information) Act 1985 (if not applicable state)

- 12.1. The following background papers have informed the preparation of this report:
- Haringey Borough Plan 2019-2023

https://www.haringey.gov.uk/sites/haringeygovuk/files/joint_commissioning_strategy-hc-ccg.pdf

- Haringey SEND Strategy 2017-2019
https://www.haringey.gov.uk/sites/haringeygovuk/files/send_strategy_haringey_2017-19_final_feb_2019.pdf
- Haringey Joint Commissioning Strategy for SEND 2017-2019
https://www.haringey.gov.uk/sites/haringeygovuk/files/joint_commissioning_strategy-hc-ccg.pdf

12.2. Exempt Report (Appendix 1) with tender information – this report is not for publication 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).

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Report for: Cabinet – 18th June 2019

Title: Request to award a contract for the supply and support of the New Housing Management system

Report authorised by: Richard Grice, Director of Customers, Transformation & Resources.

Lead Officer: Peter Capp, Procurement Strategic Partner, x 3979

Ward(s) affected: N/A

**Report for Key/
Non-Key Decision:** Key decision

1. Describe the issue under consideration

- 1.1. This report seeks Cabinet approval under Contract Standing Order (CSO) 9.07.1(d) to award a contract for the provision of Housing software, and support and maintenance services.
- 1.2. This contract would be for a period of 5 years with an option to extend for a further 2 years for a total maximum contract value of £1,247,152.

2. Cabinet Member Introduction

- 2.1. The Housing Management IT System is a critical business system used in the effective management of the Council's Housing Services. At Haringey the areas that are currently used include: Homelessness (incl. HRA), allocations, lettings, rents and income collection, housing management, voids and repairs, management of temporary accommodation and non-residential units, estate services, reporting and performance monitoring. There are also online portals for customers and contractors. This contract for this system expires in October 2019. The new housing management system must encompass all the above services and more.
- 2.2. The New Housing Management system procured under the CCS Framework RM3821 will provide the platform for Haringey to manage a portfolio of approximately 25,000 properties across tenure types. The new system is expected to be modern and future proof with open APIs and an intuitive user interface that knows the user and prompts them to take the actions needed to deliver an excellent customer focused service. The new system will focus on usability and a proactive focus on reducing potential service failure, resulting in increased customer satisfaction and improvements in productivity. Navigation throughout all systems should be simple, seamless and intuitive with the capability for single log on and user authentication; there should be no duplication of information.
- 2.3. The solution procured will include an integrated Housing Management system running on the Council's infrastructure and capable of future hosting. This will incorporate the

services from the supplier to project-manage, assist in configuration, training, testing, data migration, integration and ongoing support.

3. Recommendations

- 3.1. That Cabinet approves, in accordance with Contract Standing Order 9.07.1(d), the award of a contract to the supplier named in paragraph 1 of Part B: Exempt report, for the provision of the Housing software and support and maintenance services for a period of 5 years at a contract value of £1,006,950 (Including implementation and support) with an option to extend for up to a further 2 years at a total maximum contract value of £1,247,152.
- 3.2. That Cabinet notes that this contract includes the provision of software licences, hardware, replacement and new modules, support and maintenance together with migration to the new system.

4. Reasons for decision

- 4.1. The Council's current expires in October 2019 and a procurement process has been undertaken to ensure a new contract can be placed that meets the Council's current requirements.
- 4.2. The new contract will feature migration to the more modern housing system and allow the service to realise savings of around £1,327K over the maximum 7-year contract period with scope for future savings.

5. Alternative Options Considered.

5.1 Do Nothing

This is not a viable option as the current contract for the existing housing management system expires on 31st October 2019.

5.2 Renew existing contract

The existing contract could not be further renewed without running an EU compliant procurement.

In addition, the existing software (OHMS) cannot support the new customer focus identified in the 2018-2023 Business Plan for Homes for Haringey and therefore the Priority 5 Housing objectives of the Council.

It is also unable to support the release of savings of £1.3 million identified in the outline business case.

5.3 Undertake a full OJEU procurement

The option to undertake a full EU tender had been considered. However, it was deemed that the level of Authority's resources and time required to complete an EU tender process was not justified when suitable EU compliant Framework Agreements were available.

In addition, the framework provides additional benefits as it enables us access to Government favourable terms and conditions using the new Public Sector Contract (PSC).

Further, the housing application market has shrunk considerably over recent years and there are only two or three potential alternate suppliers for a council with a housing stock of our size and aspirations to increase this.

6. Background information

- 6.1. The original business case to replace the current system was an output of the Housing Transformation Programme.
- 6.2. It recommended that in order to deliver the Medium-Term Financial Strategy (MTFS) and address the Council's housing priorities an investment was required to deliver a modern Housing system.
- 6.3. The council's Organisational Impact Assessment (OIA) board approved the business case in October 2016 and was in the process of referral to the Council's Resource Planning board for endorsement when Shared Digital launched to deliver IT services across Haringey, Islington and Camden Councils.
- 6.4. In January 2017, Shared Digital advised that it was not able to agree a 5-year contract extension on the terms proposed to, and agreed by, Homes for Haringey and Haringey council.
- 6.5. A contract extension, on improved terms, was agreed for 1 year 11 months to February 2019 to align with the Housing contract end dates in Camden and Islington pending a strategic decision on any future procurement.
- 6.6. After the change of remit for Shared Digital, the Council entered into a short-term contract starting 1st March 2019 to support and maintain the existing housing system until the current procurement exercise through a CCS framework concludes. This contract is due to expire on 31st October 2019.
- 6.7. **Procurement Process**
- 6.7.1. In order to ensure compliance with EU procurement rules and to ensure value for money, Strategic Procurement undertook a mini competition under Crown Commercial Services (CCS) Framework RM 3821 (Lot 2b) as allowed under CSO 7.01(b). The following evaluation weighting was applied to ensure the Council's requirement for high quality, sensitive, accurate and critical data was met by the winning supplier:

Criteria	Weights
Price	40 %
Quality Incl. site visits	35%
Technical Evaluation	25%
Total	100%

6.7.2. Responses

All 14 suppliers on the CCS Framework 3821 (Lot 2b) were invited to participate in the

mini competition. However only one bid was received, from the supplier identified in paragraph 1 of Part B: Exempt report, which was assessed against the Council's award criteria and found to represent good value for money. It is therefore proposed to award the contract to the only bidder.

The following is a summary of the outcome of the tender evaluation and clarification process.

Results

Supplier	Price	Quality Incl. site visit	Technical Evaluation	Total
Max points	40	35	25	100
Supplier score	40	28	24.07	92.07

Refer to the table below for the complete breakdown of the Scores.

Quality	Weighting	Result
Delivery Capacity/Project Management	5%	4.00%
Performance Management	5%	4.00%
Case Management and Housing Functionality	5%	4.00%
Live User System Demonstration	20%	16.00%
Quality Total	35%	28.00%
Commercial: Costs submission	40%	40.00%
Technical Evaluation	25%	24.07%
Total	100%	92.07%

The complete breakdown of the yearly cost and projected savings is available in **Part B: Exempt report, at paragraph 2, Table 1.**

7. Contribution to strategic outcomes

- 7.1. The migration to a modern system will support the 2018-2023 Homes for Haringey Business Plan and contribute to delivery of the council's Priority 5 to "Create homes and communities where people choose to live and are able to thrive".
- 7.2. The new system will support automation of processes involved in delivering the Homelessness Reduction Act (2017) and directly impact on our ability to improve customer satisfaction of residents across the borough.

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

8.1. Finance

The total maximum cost of this contract award is £1,247.2k. This includes implementation costs in Year 1 which will be met from funding set aside in the IT capital programme. The annual NPS support fee, detailed in **Part B: Exempt report (Section (ii))** , will be funded from existing IT revenue budgets and represents an annual saving of £128.4k compared to the current OHMS support fee. In addition there are further future cashable savings of £61.0k per annum from the termination of support systems whose functionality is in-built in the NPS software. In total the new contract provides for £877.8k of cashable savings over the 7 years compared to the cost of running the existing OHMS software. Further savings have also been identified through cost avoidance bringing the total benefit to £1,327k.

The complete version of the finance officer's comments is available in **Part B: Exempt from Publication** of this report (Section (ii)).

8.2. Strategic Procurement: PC

CSO 7.01 b) allows for the council to select contractors from a Framework. The Crown Commercial Services (CCS) Framework 3821 (Lot 2b) is a compliant framework and route to procure All potential providers of the solution under the framework where approached and asked to submit a bid for the provision of the solution. Procurement have no objection to the award of contract.

8.3. Legal

8.3.1 The report recommends the award of a contract called off from a framework agreement procured by the Crown Commercial Services (CCS) through a tender under EU procurement rules.

8.3.2 Contract Standing Orders (CSOs) apply to this procurement in as far as CSO 7.01(b) allows the Council to award a contract to a contractor selected from a framework duly established by another public sector body.

8.3.3 Paragraph 3.1 of the report proposes that the contract be awarded pursuant to a call off mini-competition under the CCS framework. The framework provides for public bodies, including local authorities like the Council, to call off contracts from the framework.

8.3.4 Given the value of the proposed contract, under CSO 9.07.01(d), the award must be approved at Cabinet level.

8.3.5 The Assistant Director of Corporate Governance confirms that there are no legal reasons preventing approval of the recommendations in paragraph 3 of this report.

8.4. Equality comments:

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.

The decision is to award a contract for a new housing management IT system. The system is to be used in the effective management of the Council's housing services, and so those most likely to be impacted by the decision include Haringey residents living in temporary accommodation, Haringey residents living in Council housing, and Haringey residents who are at risk of homelessness.

Women, BAME communities, and individuals with disabilities and/or long-term health conditions are over-represented among Council housing tenants in Haringey. Data held by the Council suggests that women, young people, and BAME communities are over-represented among those living in temporary accommodation. Individuals with these protected characteristics as well as those who identify as LGBT+ and individuals with disabilities are also known to be vulnerable to homelessness, as detailed in the Equalities Impact Assessment of the Council's Draft Homelessness Strategy. As the decision to award the contract will help ensure effective housing management for these stakeholder groups, it is reasonable to anticipate a positive impact on residents with these protected characteristics.

9. Use of Appendices / background documents:

10. Local Government (Access to Information) Act 1985

This report contains exempt and non-exempt information. The exempt information is contained in the exempt report and is not for publication. The exempt information is under the following category (identified in 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).

Report for: Cabinet Meeting 18th June 2019

Title: Hornsey Library Refurbishment - Construction Contract Award

Report authorised by : Richard Grice, Director of Customers, Transformation & Resources

Lead Officer: Judith Walker, Head of Customer Services and Libraries, 0208 489 2405, Judith.Walker@haringey.gov.uk

Ward(s) affected: Crouch End

Report for Key/

Non Key Decision: Key decision

1. Describe the issue under consideration

- 1.1. This report seeks approval to appoint the recommended contractor, Contractor C, to deliver adaptation and refurbishment works at Hornsey Library for the total contract cost of £2,300,370.
- 1.2. This report also seeks approval to issue a letter of intent prior to the formal contract signature in the sum of for £230,037 as allowed under CSO 9.07.3.

2. Cabinet Member Introduction

- 2.1. The council recognises that Haringey's libraries provide an incredibly important service to the borough, which is why we are committed not only to protecting them but investing in them. The proposals contained within this report will lead to more than £3m being spent on Hornsey Library to create a fantastic facility for our residents
- 2.2. As a council, we have made a clear commitment to not only retain our libraries but also develop them into true hubs for the communities they serve. For Hornsey Library this investment will enhance its integral role within the local community for years to come.

3. Recommendations

- 3.1. To approve the appointment of Contractor C to deliver refurbishment and enhancement works to Hornsey Library for a contract sum of £2,300,370; and
- 3.2. To approve the issue of a letter of intent prior to the formal contract signature for £230,037 being 10% of the contract sum

4. Reasons for decision

- 4.1. To award a contract which will enable the timely mobilisation and construction of works to Hornsey Library.

5. Alternative options considered

- 5.1. The authority procured the contractor through the London Construction Programme (LCP) Major Works 2014 Framework Agreement. The authority considered use of the Southern Construction Framework for award of this contract. Upon consideration, the SCF framework was considered not suitable for this size of project.

6. Background information

- 6.1. The works have been designed to Stage 4 of the Royal Institute of British Architects (RIBA) Plan of Work 2013.
- 6.2. The project was tendered using a lump sum single stage Traditional method of procurement. Other methods of procurement considered included single stage Design and Build, two stage Design and Build and two stage Traditional.
- 6.3. A list of eight companies was generated using Lot 5 of The London Construction Programme (LCP) Major Works 2014 Framework Agreement, and, following an Expression of Interest Exercise, four were invited to submit a proposal in response to an Invitation to Tender. Four responses were received and evaluated.
- 6.4. During the evaluation process, post tender clarifications were sought and fully responded to.
- 6.5. The tender was based on a 60 % quality and 40 % price bid and contract period of 7 months.
- 6.6. A quality assessment was conducted by an Evaluation Panel, comprising the Project Delivery Team Project Manager, Hornsey Library Delivery Manager, Principal Designer, Mechanical & electrical engineering consultant and the Lead Design Consultant. A pre agreed list of questions relevant to this project was included in the tender as part of the Qualitative Delivery Proposals (QDP). Each question was offered a score between 0 (for question not answered) to 5 (excellent) together with a weighted score.
- 6.7. The outcome of the quality and price scores is shown below.
 - 6.7.1. Contractor A scored a total of 82.87% comprising a score of 45.60% for quality and 37.27% for price.
 - 6.7.2. Contractor B scored a total of 85.60% comprising a score of 45.60% for quality and 40.00%for price.
 - 6.7.3. Contractor C scored a total of 99.59% comprising a score of 60.00% for quality and 39.59% for price.

- 6.7.4. Contractor D scored a total of 94.74% comprising a score of 56.40% for quality and 38.34% for price.
- 6.8. Quality and cost queries addressed through the clarification process with the contractor have been satisfied.
- 6.9. The recommendation is to award to Contractor C as their tender bid was the most economically advantageous compliant tender and scored the highest combined marks for price and the highest tender score for quality and is within the budget allowances.
- 6.10. The recommended tender submission is considered to offer good value for money.
- 6.11. The quantity surveyor for this project is satisfied with the pricing offered by Contractor C.
- 6.12. The defects liability period (rectification period) is 12 months.
- 6.13. The contract is to be awarded on a fixed price basis.
- 6.14. The procurement route is based on a traditional (full design) form of contract - JCT 2016 Standard Building Contract with Quantities.
- 6.15. Tenders include all construction costs, site establishment and management costs, contractors overhead and profit.
- 6.16. Whilst a range of surveys have been carried in the preparation of the tender documents for this refurbishment scheme, they will never provide absolute certainty as to the condition of the building and this is especially so in a building that is listed and will be operational during the works. A contingency has been allowed for in the budget and its use will be carefully monitored and reported upon during the projects progress.

7. Contribution to strategic outcomes

- 7.1. This proposal will enable the Council to deliver a key aspect of the Customer Services Transformation Programme and continue to meet its statutory obligations to provide a comprehensive and efficient library service.

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

8.1 Finance

The report is recommending the acceptance of a tender from Contractor C for the sum of £2,300k on a fixed price basis. The original 2018/19 budget for this scheme was £1.011m. Subsequently Cabinet at its meeting of the 11th September 2018 agreed to increase the budget for the scheme as follows:

2018/29	2019/20	Total
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Original budget	£1,011k	-	£1,011k
Virement from Corporate Landlord	£696k	£1,283k	£1,979k
Contribution Carbon Management	£123k	£164k	£287k
Total	£1,830	£1,447k	£3,277k

In addition, the budget set by Council in February 2019 included a supplemental £500k to fund the expected additional cost of complying with the listed building requirements for the windows. The total budget therefore is £3,777k.

The projected outturn of the project is in line with the budget.

8.2 Procurement

Strategic Procurement (SP) note that this report relates to the approval of an award for Hornsey Library Refurbishment (Construction Contract Award) to accommodate building and improvement Works to upgrade the infrastructure.

SP confirms that following an Expression of Interest exercise, four tenderers were invited to Tender through the London Construction Programme Framework MW2014 (LOT5). All four tenderers submitted a compliant bid that required further clarifications from all four to achieve the final price.

SP Notes that Contractor C was evaluated independently by the Panel on the Quality element prior to release of the Price element of the Tender. Contractor C scored the highest in quality and were ranked the 2nd highest in price, scoring 99.59% overall.

SP notes that as per section 6 of this report, funding is available for this Contract.

Strategic Procurement support the recommendations within this report and have no objections with awarding this Contract to Contractor C for £2,300.370.

8.3 Legal

The Assistant Director of Corporate Governance notes the contents of the report.

The contractor recommended for the award of this contract was selected following a mini-competition under the London Construction Programme (LCP) Major Works 2014 Framework Agreement (the "Framework Agreement").

The Framework Agreement was established in compliance with EU procurement legislation. The award of a contract by way of mini-competition is permissible under the Framework Agreement.

The Assistant Director of Corporate Governance sees no legal reasons preventing Cabinet from approving the recommendations in the report.

8.4 Equality

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.

An Equalities Impact Assessment has been completed for the proposed refurbishment of the library, included as Appendix A to this report, and uploaded on to the Haringey Council website. The EqlA raises no equalities concerns, with the proposed works being conducted in phases, to ensure there is minimal interruption to service provision. There expected impact on protected characteristic groups is either neutral or positive.

The following measures have ensured that the works comply with the Council's equalities duties:

- A key objective of the proposed works is to improve the accessibility and amenity of the existing site for staff and service users, including those from the protected characteristic groups. The Council has gone through a traditional design process and has therefore maintained control over the design of the works to ensure that they meet our high accessibility requirements, including DDA compliance under part M of building regulations. The building will also remain accessible throughout the works.
- No reduction in service provision, either during the works or once they are completed – all services will be maintained or improved through better buildings and IT, making services more accessible and effective;
- No reduction in accessibility through opening hours – opening hours remain unchanged and are now some of the longest in London for library services;
- Improved access arrangements - lifts will be repaired to give better access to the first floor, and all development will be in line with current DDA requirements;
- New heating will also be installed, making the environment more comfortable for all;
- The special collections of predominantly Black history and culture will be maintained and the library stock overhauled to reflect the community;
- Children's services will be maintained;
- CCTV and additional security will be of benefit to all in creating a safer environment.

9. Use of Appendices

9.1. Appendix A – Equalities Impact Assessment

9.2. Appendix B – Part B Exempt Information

10. Local Government (Access to Information) Act 1985

10.1. This report contains exempt and non-exempt information. Exempt information is under the following categories (identified in amended Schedule 12A of the Local Government Act 1972);

10.2. Information relating to financial or business affairs of any particular person (including the statutory holding that information).

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 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 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	Hornsey Library Enhancement
Service area	Customer Services and Libraries
Officer completing assessment	Sara Khan & Courtney Corlis
Equalities/ HR Advisor	Lucy Fisher
Cabinet meeting date (if applicable)	18 th June 2019
Director/Assistant Director	Richard Grice / Andy Briggs

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*

Hornsey Library was constructed c.1965 and is classed by English Heritage as a grade II listed building. The library occupies 3400m² over 3 floors (1 of which is a basement). There is a sub tenancy in part of the building to the YMCA as offices. The tenant is to remain in occupation throughout building works. No works are planned to the tenanted area.

It has been proposed for Hornsey Library to be enhanced to provide a contemporary library experience for both our service users and staff. It will look to achieve this by improving customer perception, satisfaction and operational efficiency. The proposed plans include a phased approach to construction works to enable the library to remain operational whilst the refurbishment is ongoing. The proposal includes the revitalisation of the internal space by reorganising space and floor plans to best utilise and maximise the available space. The interior is to undergo a complete redesign to provide a modern better facilitated library including self-service technology. New furniture will be provided in addition to the complete overhaul and upgrade of all our IT facilities to include improved connectivity speed and updated software. All hardware is to be upgraded include new RFID kiosks to further enhance the working/ learning environment. Critical maintenance will also be undertaken on the building to include fabric repairs (walls windows and roof) mechanical and electrical services.

Key Stakeholders at Hornsey Library.

- Embrace UK
- YMCA (leaseholder)
- Aquilac (sub leaseholder)
- Alexandra women's institute
- Citizens advice bureau
- Coffee and computers
- Crouch end festivals
- Crouch end open studies
- Community and youth music (CYM)
- Crouch end poets' group
- Dashwood arts society
- Haringey Advice Partnership
- Heruka meditation
- Hornsey library book groups
- Islington art society
- Life drawing with Judy Purbeck
- London independent photography group
- Movers and shakers
- Zen garden group

- Word for word creative writing workshop
- Transport Police Haringey safer transport team and Metropolitan Police
- Tottenham Hotspur Foundations reignite and heritage ambassador
- Songwriters writing workshop
- Safer neighbourhood team (SNT)
- Songwriters writing workshop
- Once you stop smoking
- One support drop in service

The decision-making route being taken is to proceed with the enhancement of Hornsey Library to include the adaptation to all internal spacing arrangements providing new furniture, IT facilities upgraded service user WC's, and improved lighting throughout. Works will also be carried out to restore and repair the external fabric of the building (walls, roof and windows). A communication plan will be developed and circulated to cover a wide range of stakeholders. All key stakeholders will have an active and ongoing role in design development to ensure the final design adheres to stakeholder needs and requirements. Phased constructions will provide some disruption to service delivery as during the construction phase there will be reduced services, due to the reallocation of specific areas. The library will however remain operational throughout the entirety of the construction works. The works will be planned thoroughly ensuring timely decanting and pre-planned designated reallocated areas will limit the extent of disruption to our service users and wider stakeholders.

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
Sex	Total active borrowers female: 2,975 Total active borrowers male: 2,026	Female: 10 Male: 7
Gender Reassignment	9	0
Age	Under 16: 4,387 (29.7% of total active) Adults: 7,784 (52.8% of total active) Older Person: 2,558 (17.2% of total active)	16-24: 0 25-34: 0 35-44: 7 45-54: 4 55-64: 5 65+: 1

Disability	26	2 (3 not declared)
Race & Ethnicity	Bangladeshi:46 Black African:242 BlackCaribbean:200 Chinese:93 East African Asian:9 Greek:47 Greek Cypriot:46 Indian:153 Irish Traveller:5 Kurdish:37 Mixed White and Asian :199 Mixed White and Black African:60 Mixed White and Black Carribbean:107 Other Asian Background:88 Other Black Background:35 Other Mixed Background:205 Other White Background:1288 Pakistani:30Turkish:66 Turkish Cypriot:12 Other Ethnic Background:98 White British:4447 White Irish:319	Asian: 2 Black: 5 Mixed: 1 Other: 0 White Minorities: 5 White: 4 BME total: 8
Sexual Orientation	Bisexual: 81 Gay: 42 Heterosexual: 3,002 Lesbian: 39	Data not Available
Religion or Belief (or No Belief)	Buddhist: 48 Christian: 1166 Hindu: 27 Jewish: 123 Muslim: 155 No religion: 2101 Other Religion: 106 Rastafarian: 8 Sikh: 13	Data not available
Pregnancy & Maternity	No data Available	Data not available
Marriage and Civil Partnership	No data Available	Data not available

*The Service User data above is gathered from Haringey Libraries LMS (Library Management System) for Active Members.

(Please note: Active Members: the number of the service users who have borrowed, returned or renewed items in the past two (1st May 2017 to 1st May 2019) years at Hornsey library. Please note that the actual number of service users in each group are likely to be higher in reality, as not all service users provide the equalities data at the time of joining the library and therefore could not be included in this analysis.)

The data is broken down by demographic and usage data.

Total Number of staff: 17

Total Active Borrowers (May 2017 to May 2019): Approx. 14,844

- Third busiest library in Haringey Libraries (total visitors in 2018-2019: 188,504)
- Highest issue numbers in Haringey Libraries (total issue numbers in 2018-2019: 117,561)
- Highest usage: Adult members (16 to 65 years old)

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.

According to the statistics there is no disproportionate impact on the protected characteristic groups.

The new proposed layout of the library improves accessibility by

- A) Fitting an additional lift to allow access to the mezzanine level by all members of the public. Currently the only way for the service users to access the mezzanine is to speak to a member of staff to accompany them upstairs, using a lift, only accessible by members of staff
- B) Relocating the public network PCs, from the mezzanine level to the ground floor to improve ease of access for all members of the public and increase the level of support provided by members of staff.
- C) Zen Garden accessibility will be improved with the provision of a DDA compliant ramp to provide adequate access to and from the Zen Garden courtyard area.

The new proposed layout of the library improves service delivery and provision for members under the age of 16 and those included in Pregnancy & Maternity group by

- A) Increasing the size of the children's library and creating a safe entrance where safeguarding requirements are met effectively
- B) A dedicated area for buggies which provides a suitable area where parents with young children can use the library with ease of mind and safely
- C) Increased space of children's area will provide ample space to meet the needs of individuals in Pregnancy and Maternity group more efficiently

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

Public Engagement

Ongoing dialogue with service users through public engagement sessions carried out at Hornsey Library. During these sessions the proposed layouts were shared, and feedback received has informed changes in designs where applicable.

As part of the public engagement we encouraged the service users to volunteer to form a focus group to continue public engagement throughout the project. Currently we are in the process of arranging the 3rd meeting with the focus group, following which we will arrange a separate session with the stakeholders in June 2019.

Staff Engagement

The staff have been involved with the project through regular briefing sessions, and staff engagement sessions, and the feedback has informed changes in designs.

Comments did not highlight any concerns or possible negative impact on members of highlighted groups.

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?

Feedback from service users, stakeholders and staff did not highlight any concerns or possible negative impact on any of the groups. The improved accessibility and amenities were received positively.

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 (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	
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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)

Positive		Negative		Neutral impact	x	Unknown Impact	
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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	x	Negative		Neutral impact		Unknown Impact	
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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	x	Negative		Neutral impact		Unknown Impact	
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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	
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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	
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7. Religion or belief (or no belief) (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	
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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)*

Positive	x	Negative		Neutral impact		Unknown Impact	
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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)*

Positive		Negative		Neutral impact	x	Unknown Impact	
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10. Groups that cross two or more equality strands e.g. young black women

Neutral/ positive depending on the group.

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?

Libraries play a key role in reaching a wide range of residents, reducing social isolation, increase accessibility to cultural offer and enhancing learning for children and young adults. This project will improve accessibility and service efficiency and delivery, through space enhancement and improved accessibility for all residents and it does not alter, nor reduce, the range of services provided. All services are maintained or improved.

In addition:

- There is no loss of library space
- No reduction in accessibility through opening hours – the opening hours remain unchanged, which are now some of the longest in London for library services
- DDA compliant
- Improved IT
- CCTV and additional security will create a safer environment

- No reduction in volume of stock
- Improved toilets facilities
- Improved silent study area
- Increased sitting capacity across the building
- Improved access to building
- New lift accessible by all members of the public
- Increased space and enhanced children's library
- Key repairs such as roof, windows and heating system which improves the user experience

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
NA NA			

<p>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.</p>			
<p>NA</p>			
<p>6 c) Summarise the measures you intend to put in place to monitor the equalities impact of the proposal as it is implemented:</p>			
<p>We will continue to monitor service usage data, accessibility and continue to engage with service users through focus groups and carrying out surveys.</p>			

7. Authorisation

<p>EqlA approved by (Assistant Director/ Director)</p>	<p>Date</p>
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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 18th June 2019

Title: Establishment of the Corporate Parenting Committee and Appointment of Cabinet Members to Committees and Partnerships 2019/20& Confirmation of their Terms of Reference.

Report authorised by : Bernie Ryan- Assistant Director for Corporate Governance

Lead Officer: Ayshe Simsek – Acting Democratic Services and Scrutiny Manager

Ward(s) affected: N/A

**Report for Key/
Non Key Decision:** Non Key

1. Describe the issue under consideration

To appoint Members to serve on: an advisory Cabinet sub-committee, Joint Committees, and a statutory partnership body set out below for the new municipal year 2019/20 and to confirm the terms of reference of these Committees:

- Corporate Parenting Advisory Committee
- LHC Joint Committee.
- Community Safety Partnership

2. Cabinet Member Introduction

- 2.1 The Corporate Parenting Advisory Committee is responsible for the Council's role as corporate parent for children and young people in care. Its purpose is to ensure that the health, education and access to employment of children in care is maximised, to monitor the quality of care provided, and also to ensure that children leaving care have sustainable arrangements for their future. It is proposed to continue with the current arrangement for the Corporate Parenting Advisory Committee.
- 2.2 The LHC is a not for profit body set up to provide effective procurement solutions for public sector bodies, to include local authorities. The Council has been represented on the Joint Committee of the Consortium since it was established in December 2012. It is proposed that such an arrangement continues.

- 2.3 The Community Safety Partnership plays an important role in ensuring that key local agencies are brought together to improve outcomes for our residents across different service areas.

3. Recommendations

It is recommended that for 2019/20 municipal year the Cabinet:

- 3.1.1 Establish the Corporate Parenting Advisory Committee, and that the terms of reference for this advisory sub committee, attached at appendix A be noted;
- 3.1.2 Note the Community Safety Partnership membership and terms of reference attached at Appendix B;
- 3.1.3 Note the LHC Constitution, set out in Appendix C.
- 3.1.4 Appoint the Members, indicated below, to serve on the Corporate Parenting Advisory Committee, and the LHC and Community Safety Partnership

Corporate Parenting Advisory Committee

Chaired by the Cabinet Member for Children and Families –
Councillor Brabazon
Cllr Ahmet
Cllr Dogan
Cllr Culverwell
Cllr Davies
Cllr Chenot
Cllr Palmer

LHC

X2 – Cllr Bull Cabinet Member for Local Investment and Economic Growth and one non Cabinet Member -Cllr John Bevan. These appointments are for a term of 4 years, which started from [2018/19] in accordance with the LHC constitution.

Community Safety Partnership

Cabinet Member for Communities, Safety and Engagement
Cabinet Member for Children, Education and Families
Councillor Ogiehor

4. Reasons for decision

- 4.1.1 Establishing a Corporate Parenting Advisory Committee ensures that there is an overview of the Councillors statutory role as a corporate parent, assisting the Council to deliver its duties to children in care and young people leaving care.
- 4.1.2 The Council currently uses LHC frameworks as an efficient way of procuring technically complex products and services for its building refurbishment and maintenance programmes.
- 4.1.3 By becoming a Constituent Member of LHC the Council will benefit from: influencing the future direction of LHC including the identification of new products and services which could be beneficial to the Council; increased learning of procurement practices and technical know-how for use by the Council's officers in carrying out its own procurement programmes, and share of the LHC annual surplus.
- 4.1.4 The LHC Committee agreed, in June 2016, to amend their constitution to allow members to nominate for a term of office of four years duration, from 2018, to coincide with the local council elections. They agreed that the Joint Committee shall comprise two members from each of the Authorities. Each Authority's representatives on the Joint Committee shall be appointed by the Authority's executive, a member of the executive or a committee of the executive, as appropriate and be appointed to serve for a term of four years.
- 4.1.5 The LHC agreed that the Joint Committee shall elect a chairperson of the Joint Committee and a Vice Chairperson of the Joint Committee from among the members of the Joint Committee to serve for a term of four years.
- 4.1.6 Appointments from Cabinet are required to the Community Safety Partnership to reflect statutory duties and enable high level, accountable, strategic, oversight of issues relating community safety.

5. Alternative options considered

- 5.1.1 The Constitution advises that all Advisory or Consultative Committees will continue in operation only until the first meeting of the Cabinet ,in the next municipal year following their establishment, when they must be expressly renewed or they cease to exist. Therefore, the alternative option would be for the Corporate Parenting Advisory Committee to cease and this would mean that there is not a scheduled opportunity for members and officers to meet and discuss the wellbeing of children in care and to ensure that the Council is meeting its corporate parenting obligations. This Committee is different to the Children and Young People's Scrutiny Panel as it concentrates on Looked After Children and care leavers and reports directly to the Cabinet.
- 5.1.2. Haringey has been a member of the LHC, formerly the London Housing Consortium, for forty years. In February 2012 the Haringey Cabinet approved a recommendation to remain in the LHC Joint Committee and leaving this consortium would affect accessing some shared procurement expertise and support on compliance.

5.1.3 The Community Safety Partnership is a statutory partnership body and therefore not appointing Cabinet Members to this body is not an option.

6. Background information

6.1.1 All Councillors, when they are elected, take on the responsibility of corporate parents to children that are looked after by their local authority. This means that they have a duty to take an interest in the well being and development of these children who are one of the most vulnerable groups in society.

6.1.2 The Corporate Parenting Committee has an overview of the Council's role as Corporate Parent for children and young people who are in care. It is responsible for ensuring that the life chances of children in care are maximized in terms of health, educational attainment and access to training and employment, in order to aid the transition to a secure and fulfilling adulthood.

6.1.3 The LHC Joint Committee was established under Section 101(5) of the Local Government Act 1972, as applied by Section 9EB of the Local Government Act 2000 and Part 4 of the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012 by the Executives of each of the Councils.

6.1.4 The LHC is comprised of ten Local Authorities, including representatives from other London boroughs, and other boroughs outside London. It discharges the executive functions of the participating Consortium Local Authorities. Members of the Joint Committee must be appointed by the Cabinets of those authorities. Where five or more authorities form a joint Committee, Regulations provide that the membership of the joint Committee need not be entirely comprised of Cabinet members and where that is the case, other Regulations concerning publicity prior to and following the making of key decisions do not apply. To minimise the administration surrounding the Joint Committee it is written into its Constitution – see Appendix B to this report at page 1, sub paragraph 1.3 - that each participating Local Authority should appoint one Cabinet Member and one non Cabinet Member. The Council's nominees fulfil these criteria. The benefits of participating in this Committee are:

expert support in four critical areas of building procurement:

- **Quality** - The LHC employs technical experts to research, specify and monitor the quality of building products and services to help maintain the maximum long term value of assets.
- **Efficiency** - As a collaborative purchasing organisation, the LHC can gain benefits from bulk buying leading to greater efficiency savings.
- **Sustainability** - The LHC develops an intimate knowledge with the supply chain and engages with it, on behalf of users, to drive up the green credentials of all supply companies.
- **Compliance** - As public procurement legislation has grown increasingly complex and local authorities and other registered social landlords have

found themselves at greater risk of challenge and litigation in relation to their procurement activities, the LHC has been able to provide valuable assistance through the provision of its regulatory compliant framework arrangements.

- 6.6 The Community Safety Partnership (CSP) is a statutory body established pursuant to sections 5 -7 of the Crime and Disorder Act 1998. The CSP fulfils the duty placed on local authorities to address community safety in partnership with the Police and other partners.

7. Contribution to strategic outcomes

- 7.1 Borough Plan Objective - Reducing Inequality and making Haringey a fairer place . The Virtual School Team was established in 2009 and is a small multi-disciplinary team based in the Council and working to raise the educational attainment and attendance of children and young people. It works in close collaboration with colleagues across the authority, but also in partnership with the third sector (voluntary / community). It tracks educational progress, and monitors work with children and young people in care to help them achieve their full potential, and supports and advises those who care and work with them. The Head of the Virtual School is a regular attendee of the Corporate Parenting Advisory Committee and reports to this Committee.
- 7.2 Borough Plan Objective – Housing Haringey’s People. Having access to expert support in building procurement will assist with the Council’s home building projects.
- 7.5 The Community Safety Partnership supports meeting the requirements of the Borough Plan objective of tackling serious violent crime.

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

Finance

- 8.1 The service manager confirms that these Committees can be serviced from within existing business unit resources. Members should note that these Committees do not have the authority to incur expenditure or make budgetary decisions.
- 8.2 There is no direct cost of becoming a Constituent Member of LHC. There may be an indirect cost of the Councillors attending the meeting of the Board of LHC Elected Members in London which takes place twice a year. The Council will receive a share of the annual surplus generated by the LHC. There are no other financial implications arising from this report.

Procurement

- 8.3 Haringey Council is not obliged to use the services or framework agreements of the LHC unless these demonstrably provide better Value for Money when compared to other options.
- 8.4 The establishment of a Joint Committee should not affect the current VfM test that is applied at a programme or project level.

Legal

- 8.6 The Assistant Director Corporate Governance has been consulted on the contents of this Report.
- 8.7 The Council's Constitution sets out the relevant Cabinet arrangements at Part Three, Section C and confirms that the Cabinet may establish advisory Committees the membership of which does not have to be limited to Cabinet Members. The Cabinet may change them, abolish them, or create further ones, at its own discretion. These powers must be exercised with the agreement of the Leader and may be exercised by the Leader personally. The requirement to expressly renew the Corporate Parenting Advisory Committee each municipal year following its establishment is referred to in paragraph 5.1.1 of this report.
- 8.8 The legal and constitutional requirements relating to appointment of members to the LHC Joint Committee are referred to in paragraph 6.1.4: the proposed appointments comply with those requirements.
- 8.9 The Council would be liable, jointly with the other LHC Constituent Members, to cover any losses incurred by LHC. This is thought to be minimal and manageable through participation on the LHC Joint Committee.
- 8.11. The Community Safety Partnership (CSP) is a statutory body established pursuant to sections 5 -7 of the Crime and Disorder Act 1998. The CSP fulfils the duty placed on local authorities to address community safety in partnership with the Police and other partners.

Equality

- 8.12 There are no specific equalities and cohesion implications to the proposals made in this report.

9. Use of Appendices

Appendix A - Corporate Parenting Advisory Committee Terms of Reference
Appendix B - LHC Constitution
Appendix C Community Safety Partnership Terms of Reference

10. Local Government (Access to Information) Act 1985

London Housing Consortium - Cabinet Report - 7th February 2012

Appointment of Cabinet Committees 2017/18 – Cabinet 20 June 2018

Corporate Parenting Advisory Committee

Terms of Reference

1. To be responsible for the Council's role as Corporate parent for those children and young people who are in care;
2. To ensure the voice and views of children in care are heard;
3. To seek to ensure that the life chances of children in care are maximized in terms of their safety, health and well-being, housing, educational attainment and access to training and employment to aid the transition to a secure and fulfilling adulthood;
4. To ensure that the voice and needs of disabled children in care are identified and provided for;
5. To monitor the quality of care provided by the Council to Children in Care;
6. To ensure that young people leaving care have sustainable arrangements for their future wellbeing; and

To make recommendations on these matters to the Cabinet or Cabinet Member for Children and Families and Director for Children's Services.

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This Constitution had been approved by each of the Authorities as the Constitution of the LHC Joint Committee.

1. Establishment of the Joint Committee

- 1.1 The Joint Committee shall be the “LHC Joint Committee”
- 1.2 The Joint Committee is established under Section 101(5) of the Local Government Act 1972, as applied by Section 9EB of the Local Government Act 2000 and Part 4 of the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012 by the Executives of each of the Councils.
- 1.3 The Joint Committee shall comprise two members from each of the Authorities. Each Authority’s representatives on the Joint Committee shall be appointed by the Authority’s executive, a member of the executive or a committee of the executive, as appropriate. One member shall be an executive member and one a non-executive member.
- 1.4 A member of the Joint Committee shall cease to be a member of the Joint Committee, and a vacancy shall automatically arise, where the member ceases to be a member of the Executive of the Appointing Authority or a member of the Appointing Authority.
- 1.5 Upon being made aware of any member ceasing to be a member of the Joint Committee, the Secretary to the Joint Committee shall write to that member confirming that he/she has ceased to be a member of the Joint Committee, and notify the Appointing Authority and the other members of the Joint Committee accordingly. The relevant Appointing Authority shall appoint another qualifying member to the Joint Committee for the duration of the term of office of the original member.
- 1.6 When sitting on the Joint Committee members are bound by the provisions of the Members’ Code of Conduct for their authority.

2. Chairperson and Vice-Chairperson of the Joint Committee

- 2.1 At the first meeting of the Joint Committee and thereafter at the first meeting of the Joint Committee after 1 May in any year, the Joint Committee shall elect a Chairperson of the Joint Committee and a Vice Chairperson of the Joint Committee for the following year from among the members of the Joint Committee.
- 2.2 Where a member of one Authority is elected as the Chairperson of the Joint Committee, the Vice Chairperson of the Joint Committee shall be elected from among the members of the Joint Committee who are members of the other Authorities.



LHC Constitution.V7a.Jan 2013

2.3 The Chairperson and Vice Chairperson of the Joint Committee shall each hold office until:

- (i) A new Chairperson or Vice Chairperson of the Joint Committee is elected in accordance with Paragraph 2.1 above;
- (ii) He/she ceases to be a member of the Joint Committee; or
- (iii) He/she resigns from the office of Chairperson or Vice Chairperson by notification in writing to the Secretary to the Joint Committee.

2.4 Where a casual vacancy arises in the office of Chairperson or Vice Chairperson of the Joint Committee, the Joint Committee shall at its next meeting elect a Chairperson or Vice Chairperson, as the case may be, for the balance of the term of office of the previous Chairperson or Vice Chairperson.

2.5 Where, at any meeting or part of a meeting of the Joint Committee, both the Chairperson and Vice Chairperson of the Joint Committee are either absent or unable to act as Chairperson or Vice Chairperson, the Joint Committee shall elect one of the members of the Joint Committee present at the meeting to preside for the balance of that meeting or part of the meeting, as appropriate.

3. Secretary to the Joint Committee

3.1 The Joint Committee shall be supported by the Secretary to the Joint Committee.

3.1 The Secretary to the Joint Committee shall be an officer of one of the Authorities, appointed by the Joint Committee for this purpose. 3.2 The functions of the Secretary to the Joint Committee shall be:

- (i) To maintain a record of membership of the Joint Committee;
- (ii) To summon meetings of the Joint Committee in accordance with Paragraph 4 below;
- (iii) To prepare and send out the agenda for meetings of the Joint Committee after consultation with the Chairperson and the Vice Chairperson of the Committee and the Project Director;
- (iv) To keep a record of the proceedings of the Joint Committee and to publicise such record as is required by law;
- (v) To take such administrative action as may be necessary to give effect to decisions of the Joint Committee;



(vi) Such other functions as may be determined by the Joint Committee.

4. Convening of Meetings of the Joint Committee

4.1 The Joint Committee shall meet at least twice in the course of each financial year.

4.2 Meetings of the Joint Committee shall be held at such times, dates and places as may be notified to the members of the Joint Committee by the Secretary to the Joint Committee, being such time, place and location as:

- (i) the Joint Committee shall from time to time resolve;
- (ii) the Chairperson of the Joint Committee, or if he/she is unable to act, the Vice Chairperson of the Joint Committee, shall notify to the Secretary to the Joint Committee; or
- (iii) The Secretary to the Joint Committee, after consultation where practicable with the Chairperson and Vice Chairperson of the Joint Committee, shall determine in response to receipt of a request in writing addressed to the Secretary to the Joint Committee:

(a) from and signed by two members of the Joint Committee, or

(b) from the Chief Executive of any of the Authorities,

which request sets out an urgent item of business within the functions of the Joint Committee.

4.3 The Secretary to the Joint Committee shall settle the agenda for any meeting of the Joint Committee after consulting, where practicable:

- (i) The Chairperson of the Joint Committee;
- (ii) The Vice Chairperson of the Joint Committee;

and shall incorporate in the agenda any items of business and any reports submitted by:

- (a) the Chief Executive of any of the Authorities;
- (b) the Chief Finance Officer to any of the Authorities;
- (c) the Monitoring Officer to any of the Authorities;
- (d) the Legal Adviser to the Joint Committee;
- (e) the Director of the LHC Operations Group;
- (f) any two members of the Joint Committee in accordance with Paragraph 8.1(iii) below.



5. Procedure at Meetings of the Joint Committee

- 5.1 The Joint Committee shall, unless the member of the Joint Committee presiding at a meeting or the Joint Committee determines otherwise, conduct its business in accordance with the Joint Committee Procedure Rules set out in Appendix One to this Constitution
- 5.2 The Chairperson of the Joint Committee, or in his/her absence the Vice Chairperson of the Joint Committee, or in his/her absence the member of the Joint Committee elected for this purpose, shall preside at any meeting of the Joint Committee.

6. Powers Delegated to the Joint Committee

- 6.1 The Joint Committee shall act as a strategic forum for LHC, providing direction to the Operations Group. Its executive decision-making powers shall include the following:
- (i) identification of the overall strategic objectives of the LHC;
 - (ii) management of the LHC
 - (iii) overseeing and monitoring the work of the Operations Group;
 - (iv) setting the staffing structure of the LHC
 - (v) overseeing the procurement of framework agreements on behalf of the Authorities
 - (vi) overseeing the provision of technical advice and consultancy services provided by the LHC Operations Group.
- 6.2 The Joint Committee may make such other executive decisions from time to time as are necessary for the efficient operation of LHC.
- 6.3 Without prejudice to Paragraph 6.1 above, it is hereby declared that the following functions are reserved to each of the Authorities and shall not be within the powers of the Joint Committee:
- (i) All non-executive functions of any of the Authorities.
 - (ii) Any decision which is contrary to or not wholly in accordance with the Budget approved by each Authority for the Joint Committee, or is contrary to an approved policy or strategy of any of the Authorities;

7. Attendance at meetings of the Joint Committee

- 7.1 Notwithstanding that a meeting or part of a meeting of the Joint Committee is not open to the press and public, the officers specified in Paragraph 7.2 below of each of the Authorities shall be entitled to attend all, and all parts,



of such meetings, unless the particular officer has a conflict of interest as a result of a personal interest in the matter under consideration.

7.2 The following are the officers who shall have a right of attendance in accordance with Paragraph 7.1:

- (i) the Chief Executive of any of the Authorities;
- (ii) the Chief Finance Officer to any of the Authorities;
- (iii) the Monitoring Officer to any of the Authorities;
- (iv) the Director of the LHC Operations Group

8. Financial Regulations, Officer Employment Procedure Rules and Contract Standing Orders

8.1 The Joint Committee shall operate under the Financial Regulations, Officer Employment Procedure Rules and Contract Standing Orders of the London Borough of Hillingdon ('Hillingdon').

9. Amendment of this Constitution

9.1 This constitution may be altered by resolution of a meeting of the Joint Committee supported by a majority of the members voting provided that notice in writing of such alterations has been given to the Members of the Joint Committee by the Secretary to the Joint Committee not less than 21 clear days before the meeting.

10. Lead Borough Arrangements

10.1 Hillingdon shall act as lead borough for and on behalf of all the Authorities in relation to:

- (i) the employment of the staff of LHC,
- (ii) insurance,
- (iii) financial oversight,
- (iv) the entering into of legal relations where LHC would enter such relations were it a competent legal entity, (v) Secretary to the Joint Committee.

10.2 The LHC Operations Group shall be employed by Hillingdon and the terms and conditions of staff within the LHC Operations Group shall be those used by Hillingdon.

10.3 Hillingdon shall effect insurance for all the insurable risks of LHC including employer's, public, professional and motor contingency liability insurance together with all other risks which it considers appropriate to cover, in order to protect the liabilities and assets of the Authorities.



10.4 Hillingdon shall enter all contractual and other legal relations for LHC and shall defend or settle any proceedings issued for liabilities arising from the activities of LHC.

10.5 The method of calculating the reimbursement of the costs of performing lead borough functions shall be on such basis as the Joint Committee shall from time to time approve. Calculations relating to payments of reimbursement of costs to lead boroughs shall be presented to the Joint Committee for information.

11. Indemnities

11.1 The Authorities (which for the elimination of doubt includes Hillingdon) in equal shares shall indemnify Hillingdon against any costs, losses, liabilities and proceedings which Hillingdon may suffer as a result of or in connection with its obligations herein provided that any such costs are not due to any negligent act or omission (determined at law) of Hillingdon or any breach by it of its obligations.

11.2 Hillingdon shall indemnify the Authorities against any costs, losses, liabilities and proceedings which the Authorities may suffer as a result of or in connection with any breach by Hillingdon of its obligations and/or any negligent act or omission (determined law).

12. LHC Operations Group

12.1 Notwithstanding that Hillingdon shall be the employer of the staff, the Joint Committee shall determine the structure of the staffing group from time to time to ensure that the LHC can carry out its role efficiently and effectively.

12.2 The Director shall report to the Joint Committee on all activity relating to the work of the Operations Group at least annually.

12.3 Notwithstanding that Hillingdon shall, as employer, be responsible for the staff of the LHC in circumstances where either the Joint Committee or the LHC cease to exist, the Authorities shall co-operate with each other with a view to finding continued employment for the displaced staff with one or more of the Authorities.

13. Budget

13.1 An annual budget showing forecasts and estimates for income and expenditure for the following two years shall be presented for approval by the Joint Committee annually.

14. Surpluses and deficits

14.1 The method of calculating the share of the surplus due to LHC members shall be on such basis as the Joint Committee shall from time to time approve. Calculations relating to payments of surpluses to LHC members shall be presented to the Joint Committee for information. Any deficits



arising from the activities of the LHC Operations Group shall be borne equally between the Authorities.

15. Premises

15.1 Any premises relating to the work of the LHC Joint Committee must be owned or leased by one of the Authorities.

15.2 Premises currently occupied by the LHC Operations Group are leased by the London Borough of Hillingdon.

16. Withdrawal from membership of the Joint Committee

16.1 If any of the authorities wishes to withdraw from membership of the Joint Committee that authority shall give notice to the Secretary to the Joint Committee by no later than 30 September in any year and that authority shall cease to be a member of the Joint Committee on 1 April in the following year.

16.2 From the date of giving notice up to and including 31 March in the following year the authority which has given notice shall remain a full member of the Joint Committee and shall be entitled to receive its full share of any distributed surplus or will be liable to pay its full share of any deficit, as the case may be, for the financial year in which its membership ceases.

17. Interpretation

17.1 In this Constitution the following words and phrases shall have the following meanings”

“Authority” means each of the London Boroughs of Ealing, Hackney, Haringey, Hillingdon, Islington, Tower Hamlets and Buckinghamshire County Council and “Authorities” shall mean all of these Authorities. “Council” means each [as above] and “Councils” shall mean all of these Councils.

“Director” means the officer of the London Borough of Hillingdon who acts as Director of the LHC Operations Group

“The Joint Committee” means the LHC Joint Committee comprised of members of each of the Authorities.

“LHC” means the London Housing Consortium which exists to provide specialist technical and procurement services to building programmes undertaken by participating local authorities and other public sector bodies and provides framework arrangements for such procurement services to such bodies

“The LHC Operations Group” means such team of officers from the Authorities, as the Authorities shall establish to manage LHC under the guidance of the Joint Committee.



“The Secretary to the Joint Committee” means the officer of one of the Authorities appointed for the time being by the Joint Committee to perform this function.



Appendix One Joint Committee Procedure Rules

1 Application

1.1 These procedure rules apply to all meetings of the Joint Committee, any Sub-Committee of the Joint Committee, and to decisions of individual Joint Committee Members and executive decisions taken by officers under powers delegated from the Joint Committee.

2 Allocation and Delegation of Functions

2.1 Where the Joint Committee is responsible for the discharge of a function, it may arrange for the discharge of that function by a Sub-Committee of the Joint Committee or by an officer.

2.2 Where a Sub-Committee is responsible for the discharge of a function, it may arrange for the discharge of that function by an officer.

2.3 Where a function has been delegated by the Joint Committee or a SubCommittee of the Joint Committee, the Joint Committee or Sub-Committee may at any time resume responsibility for the discharge of that function by giving notice in writing to the person or body to whom the function has been delegated, with a copy to the Secretary to the Joint Committee.

2.4 Where a Sub-Committee of the Joint Committee or officer has been given delegated powers in respect of a function, that body or person may at any time refer the matter back for decision to the body by which the power was delegated.

3 Meetings

3.1 The Joint Committee shall meet as necessary for the effective discharge of its functions. Any Sub-Committees shall meet as necessary to discharge their functions.

3.2 The Joint Committee shall meet at such time, date and location as may be determined:

- (i) by the Joint Committee;
- (ii) by the Chairperson of the Joint Committee or if the Chairperson is unable to act, the Vice-Chairperson;
- (iii) following a request from any two members of the Joint Committee and notified to the Secretary to the Joint Committee;



- (iv) following a request from the Chief Executive of any of the Authorities and notified to the Secretary to the Joint Committee.
- 3.3 Meetings of Sub-Committees shall be on such time, date and location as the Sub-Committees may determine and notify to the Secretary to the Joint Committee.

4 Summons and Agenda Procedure

- 4.1 All meetings of Joint Committee and Sub-Committees shall be summoned by the Secretary to the Joint Committee.
- 4.2 Except in cases of special urgency, at least 5 clear working days before the meeting, the Secretary to the Joint Committee shall prepare and send to each member an agenda setting out:
- (i) The identity of the body;
 - (ii) The time, date and location of the meeting;
 - (iii) The business to be transacted at the meeting, including:
 - (a) A report concerning the finances of LHC
 - (b) Any reports and recommendations from any of the Authorities;
 - (c) Any reports or recommendations from the Joint Committee, or a Sub-Committee;
 - (d) Any notices of motion to, or referred to, the Joint Committee;
 - (e) Any petitions to, or referred to, the Joint Committee;
 - (f) Any reports to be made by statutory officers of any of the Authorities;
 - (g) Any matters which the Chair has notified to the Secretary to the Joint Committee for inclusion in the agenda;
 - (h) Any reports to be made by the Project Director or other officers of any of the Authorities appropriate to the proper discharge of the Joint Committee's business;
 - (i) Consideration of the Joint Committee's work programme
 - (j) Where practicable, an indication that the Secretary to the Joint Committee is of the opinion that it is likely that the press and public will be excluded from all or part of the meeting.
- 4.3 No business may be transacted at a meeting which is not specified in the agenda or supplementary agenda for the meeting unless the Chairperson of the Joint Committee or Sub-Committee agrees that the item should be considered as a matter of urgency. The reason for the urgency shall be specified in the statement of decision.
- 4.4 The agenda shall be accompanied by any reports and documents necessary for the decision-maker(s) to discharge the business effectively. Each such report shall be in such standard form as the Secretary to the



Joint Committee may prescribe and shall include a list of all background papers which the author of the report has relied upon in compiling the report. As a matter of principle, any written report relating to a matter included in the agenda should be made available and circulated at the same time as the agenda, but where this is not practicable because of the urgent nature of the matter, the agenda will state that the report is to follow and the report will be circulated as soon as possible after the circulation of the agenda for the meeting.

5 Rights of Attendance and Audience

- 5.1 Agendas of the Joint Committee and of any Sub-Committee meetings and reports, except those marked “Not for Publication”, will be available for inspection on request by the public at the offices of the constituent Authorities during normal office hours.
- 5.2 The presumption is that all meetings of the Joint Committee and of any Sub-Committees shall be open to the public. However:
- (i) Where the Secretary to the Joint Committee is of the opinion that it is likely that the press and public will be excluded from all or part of a meeting, he/she shall so indicate on the agenda and may withhold from the press and public any report or background paper which would disclose confidential or exempt information;
 - (ii) The Joint Committee and any Sub-Committee must exclude the press and public from any part of a meeting at which confidential information is likely to be disclosed;
 - (iii) The Joint Committee and any Sub-Committee may exclude the press and public from any part of a meeting:
 - (a) at which exempt information is likely to be disclosed; or
 - (b) at which officers will provide a briefing to members on a matter on which a decision is likely to be taken on the matter within the next 28 days;
- 5.3 Where the Joint Committee or a Sub-Committee excludes the press and public from a meeting, all members of the constituent authorities who are not members of the Joint Committee or Sub-Committee, as appropriate, shall leave the meeting unless specifically invited to remain. This provision shall not apply to:
- (i) the Chief Executive of any of the Authorities;
 - (ii) the Chief Finance Officer to any of the Authorities;



(iv) the Monitoring Officer to any of the Authorities; (v) the Director of the LHC Operations Group.

5.4 All documents which are open to public inspection will normally be available at least five clear days before the relevant meeting. Where a report is not available when the agenda is published, the report shall be made available for public inspection when it is made available to members of the Joint Committee.

5.5 Any Member (of any of the Authorities) may:

- (i) Provide the Secretary to the Joint Committee, before the day on which the meeting is to be held, with representations in writing in respect of any matter on such an agenda, in which case the Secretary to the Joint Committee shall ensure that such representations are provided to the decision-maker(s);
- (ii) Attend the meeting and address the decision-maker for up to 5 minutes in respect of the matter to be decided.

5.6 Members of the public may submit to the Secretary to the Joint Committee comments in writing about any matter on an agenda for a meeting before the day on which the meeting is to be held. Where practicable, such comments will be reported to the decision-maker(s)

6 Departure Decisions

6.1 The Joint Committee and any Sub-Committee shall not take a decision which is contrary to or not wholly in accordance with an Authority's approved Budget or the Authority's approved plan or strategy for borrowing and capital expenditure, and which is not within the approved virement limits, but shall refer the proposed decision to all relevant Authorities for determination.

6.2 The Joint Committee and any Sub-Committee shall not take a decision which is contrary to an Authority's Policy Framework, but shall refer the proposed decision to all relevant Authorities for determination.

6.3 Paragraphs 6.1 and 6.2 shall not apply where the decision -

- (i) is urgent (in the sense that the interests of the Authority, its area or the inhabitants of the area are at risk of suffering unacceptable damage if the decision were to be deferred.); and



(ii) the Secretary to the Joint Committee has notified the Chairperson of Scrutiny Committee of the relevant Authority or, if he/she is unable to act, the Chairperson of Council or, if he/she is unable to act, the ViceChairperson of Council of the intended decision and the reasons for urgency and that Councillor has notified the Secretary to the Joint Committee in writing that he/she agrees that the matter needs to be determined as a matter of urgency.

6.4 In each instance where an urgent decision is taken under Paragraph 6.3 above, the decision-maker(s) shall as soon as reasonably practicable after the making of the decision, submit a report to each relevant Authority setting out the particulars of:

- (i) the decision which has been taken
- (ii) the reasons why the decision was urgent, and (iii) the reasons for the decision itself.

6.5 The Secretary to the Joint Committee shall ensure that a report setting out each urgent departure decision is presented to the next convenient meeting of the relevant Scrutiny Committee.

7. Overview and Scrutiny

7.1 Decisions of the Joint Committee will be subject to scrutiny and call-in by the Authorities. Each of the Authorities will apply their existing overview and scrutiny arrangements to decisions of the Joint Committee.

7.2 The Secretary to the Joint Committee will publish a record of the decisions of the Joint Committee within 3 clear working days of a meeting and will send a copy of the decisions to a nominated person of each Authority.

7.3 Each nominated person will publish the record of decisions within his/her Authority on the day of notification at which point the requirements of the Authorities' Overview and Scrutiny Procedure Rules shall apply in relation to the call-in of any decision.

7.4 If a decision of the Joint Committee is not called-in in any of the Authorities by the expiration of 5 clear working days from the date on which the nominated persons were provided with a record of the decision and the Secretary to the Joint Committee has not been notified of any such call-in then the decision may be implemented forthwith.

7.5 If a decision is called-in in one or more of the Authorities, the overview and scrutiny arrangements of each Authority which has called-in the decision shall apply as if the decision was one made by that Authority's own executive. When the appropriate overview and scrutiny committee has considered the matter and determined whether or not to agree with the decision of the Joint Committee, the nominated officer of each Authority which has called-in the decision shall notify the Secretary to the Joint Committee of the outcome of such consideration.



- 7.6 If the decision of each relevant overview and scrutiny committee is to agree with the decision of the Joint Committee, the Secretary to the Joint Committee will notify each nominated officer and the decision may be implemented forthwith.
- 7.7 If the decision of one or more relevant overview and scrutiny committees is to recommend to the Joint Committee an alternative course of action, then the decision of the Joint Committee shall be held in abeyance until further consideration is given to the matter at the next appropriate meeting of the Joint Committee.
- 7.8 At the meeting of the Joint Committee at which the matter is considered further, the Chair of the relevant overview and scrutiny committee(s) may attend and address the Joint Committee upon the decision of his/her overview and scrutiny committee and in relation to the alternative course of action recommended.
- 7.9 The Joint Committee will reconsider the proposed decision and may affirm it, or amend it as it considers appropriate.

8 Rules of Procedure

- 8.1 The Chairperson shall preside at meetings of the Joint Committee. In his/her absence, the Vice Chairperson shall preside. In the absence of both Chairperson and Vice Chairperson, the meeting shall elect a member of the Joint Committee to preside for the duration of the meeting.
- 8.2 Each Sub-Committee shall elect a Chairperson. In his/her absence, the Sub-Committee shall elect a member to preside for the duration of the meeting.
- 8.3 At each meeting of the Joint Committee the following business will be transacted:
- (i) Apologies for absence
 - (ii) Declarations of interest
 - (iii) Matters arising from the minutes of the previous meeting
 - (iv) Matters set out in the agenda for the meeting.
- 8.4 The person presiding at a meeting shall conduct the meeting in accordance with these Procedure Rules.
- 8.5 The person presiding at the meeting may vary the order of business at the meeting.
- 8.6 The person presiding at the meeting may invite any person, whether a member or officer of the Joint Committee or a third party, to attend the meeting and to speak on any matter before the meeting.



9 Quorum

9.1 The quorum for a meeting of the Joint Committee or a Sub-Committee shall be three members each from a separate authority

10 Record of Attendance

10.1 All Joint Committee Members and Sub-Committee members present during the whole or part of a meeting must sign their names on the attendance sheet before the conclusion of the meeting.

11 Disorderly Conduct

11.1 If in the opinion of the person presiding, any member of the Joint Committee or of a Sub-Committee misbehaves at a meeting by persistently disregarding the ruling of the person presiding, or by behaving irregularly, improperly or offensively, or by wilfully obstructing the business of the Joint Committee or a Sub-Committee, the person presiding may move not to hear the member further. If the motion is seconded it shall be put to the vote without discussion.

11.2 If in the opinion of the person presiding, the member persistently misbehaves after such a motion has been carried, the person presiding may require the removal of the member for such period as the person presiding shall determine. The person presiding may if necessary adjourn or suspend the sitting of the Joint Committee or Sub-Committee.

11.3 If a member is required to leave a meeting under this Procedure Rule, the member is not entitled to vote during the period of exclusion.

11.4 If a member of the public or Councillor who is not a Joint Committee or Sub-Committee Member interrupts the proceedings at any meeting, the person presiding may issue a warning. If the interruption continues the person presiding may order the person's removal from the room or chamber in which the meeting is being held.

11.5 In case of general disturbance in any part of the chamber open to the public the person presiding may order that part cleared. If the person presiding considers it necessary, he may adjourn or suspend the sitting of the Joint Committee or Sub-Committee.

12 Voting

12.1 Whilst the Joint Committee shall seek to operate by consensus, matters under consideration shall be determined by a majority vote of those members present and voting



12.2 Voting is generally by a show of hands.

12.3 Any Joint Committee or Sub-Committee Member may ask for a vote to be recorded. Individual votes will then be taken by way of a roll call and recorded in the minutes so as to show how each member present and voting gave his vote.

12.4 Any Joint Committee or Sub-Committee Member may ask that his/her individual vote be recorded in the minutes.

12.5 Whenever a vote is taken by show of hands and not by roll call, the person presiding shall ask for those in favour and those against to vote in turn. He will then ask those abstaining from voting to indicate accordingly. Any member may ask for the number of those in favour, the number of those against and the number of those abstaining to be recorded in the minutes.

12.6 A member may not change his/her vote once he/she has cast it and another member has been called upon to vote.

12.7 If a member arrives before the casting of votes has been commenced he/she is entitled to vote.

12.8 Immediately after a vote is taken any member may ask for it to be recorded in the minutes that he/she voted for or against the question, or that he/she abstained.

12.9 A matter shall be considered to be approved if it receives the votes of a majority of those members entitled to vote who are present and voting. In the event that the votes cast for and against a proposal are equal, the person presiding, will have a second and/or casting vote. There shall be no restriction on the manner in which the casting vote is exercised.

12.10 Where there are more than two persons nominated for any position to be filled by the Joint Committee or a Sub-Committee, and no person receives more than one half of the votes given, the name of the person having the least number of votes will be struck off the list and a fresh vote taken, and so on until a clear majority of votes is given in favour of one person.

13 Recording the Decision

13.1 The person presiding shall be responsible for ensuring that the Secretary to the Joint Committee is clear as to the decision taken and the reasons for that decision.

13.2 The Secretary to the Joint Committee shall then, as soon as reasonably practicable after the end of the meeting, prepare a statement of the decisions taken at the meeting, including:



- (i) The Joint Committee and Sub-Committee and other members of the Authorities attending the meeting
- (ii) Any disclosures of personal or prejudicial interests
- (iii) The decisions taken and the date of those decisions
- (iv) Whether the decision is urgent and should be implemented directly
- (v) A summary of the reasons for the decision
- (vi) The options which were considered at, but rejected by, the meeting

The Secretary to the Joint Committee may consult the person presiding at the meeting as to the matters to be recorded in the minute.

13.3 Where the statement of decision(s) would disclose confidential or exempt information, the Secretary to the Joint Committee shall produce a formal statement of decisions of the meeting and a summary of the decisions taken at the meeting excluding such confidential and exempt information but providing a coherent account of the matters decided.

13.4 Where the decision is a decision upon a reconsideration of a decision on a Call-In by a Scrutiny Committee, the Secretary to the Joint Committee shall be responsible for reporting that reconsideration decision to the Scrutiny Committee.

13.5 The Secretary to the Joint Committee shall be responsible for circulating the statement of decisions to officers of the authority responsible for the implementation of the decision(s).

14 Implementing decisions

14.1 Decisions shall not be implemented until 5 clear days from the publication of the statement of decision(s) of the meeting or the decision.

14.2 Paragraph (a) shall not apply where the author of any report has stated therein, or the decision-maker(s) have determined, that the matter is urgent and that the interests of one or more of the constituent authorities, its area or the inhabitants of the area are at risk of suffering unacceptable damage if the decision were not to be implemented directly.

14.3 Where a non-urgent decision is called in by a Scrutiny Committee before it is implemented, implementation of the decision will be deferred until the decision-maker has had the opportunity to consider any request from the Scrutiny Committee for the re-consideration of the matter.



Appendix C
Community Safety Partnership - Membership List 2018/19

	NAME OF REPRESENTATIVE
Statutory partners/CSP members	<p>Cllr Mark Blake, Cabinet Member for Communities and Equalities (Co-chair)</p> <p>Treena Fleming, Borough Commander (Co-chair), Haringey Metropolitan Police</p> <p>Cllr Ogiehor Opposition representative</p> <p>Cllr Zena Brabazon, Cabinet Member for Children and Families</p> <p>Zina Etheridge, Chief Executive, Haringey Council</p> <p>Andrew Blight, Assistant Chief Officer, National Probation Service - London for Haringey, Redbridge and Waltham Forest</p> <p>Douglas Charlton Assistant Chief Officer, London Community Rehabilitation Company, Enfield and Haringey</p> <p>Simon Amos, Borough Fire Commander, Haringey Fire Service</p> <p>Mark Landy, Community Forensic Services Manager, BEH Mental Health Trust</p> <p>Geoffrey Ocen, Chief Executive, Bridge Renewal Trust</p> <p>Joanne McCartney, MPA, London Assembly</p> <p>Stephen McDonnell, Director for Environment and Neighbourhoods</p> <p>David Murray – Interim Assistant Director for Environment and Neighbourhoods</p> <p>Dr Will Maimaris, Interim Director Public Health, Haringey Council</p> <p>Ann Graham, Director of Children Services, Haringey Council</p> <p>Beverley Tarka, Director Adults & Health , Haringey Council</p> <p>Sean McLaughlin , Managing Director, Homes for Haringey</p> <p>Helen Twigg, Victim Support</p> <p>Tony Hartney, Safer Neighbourhood Board Chair</p>

Supporting advisors	Nigel Brookes , Superintendent, Haringey Metropolitan Police Eubert Malcolm , Assistant Director for Stronger Communities Sarah Hart , Commissioning Manager, Public Health Committee Secretariat
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The Community Safety Partnership (CSP) – Terms of Reference

1. Purpose

The CSP is a statutory partnership which is responsible for delivering the outcomes in the Community Safety Strategy that relate to the prevention and reduction of crime, fear of crime, anti-social behaviour, harm caused by drug and alcohol misuse and re-offending. The prevention of violent extremism will become a further statutory duty from 1st July 2015. The CSP has strong links to the work of the Early Help Partnership and the Health & Wellbeing Board especially in respect of mental disorder and violence prevention.

The Partnership will work towards its vision by:

- Having strategic oversight of issues relating to all aspects of community safety
- Overseeing production of rolling crime/needs assessments
- Using evidence from crime audits, needs assessment and other data sources to plan value for money services and interventions
- Closely monitoring changes and trends in performance
- Making decisions in an inclusive and transparent way

2. Principles

The following principles will guide the CSP's work. It will seek to:

- Solve problems with long-term positive outcomes
- Balance risk and harm
- Seek long-term solutions to areas of multiple deprivation
- Maximise resources (co-locating, reducing duplication and pooling budgets where possible)
- Share information effectively as a default principle
- Build on proven interventions
- Facilitate effective community input and capacity
- Integrate approaches to enforcement/front-line services
- Monitor robustly, evaluating progress and applying good practice

3. Responsibilities and core business of the CSP

3.1 Strategic planning:

- To oversee the delivery of the strategic priorities for community safety, holding those responsible to account.

- To integrate, wherever appropriate, the plans and services of partner organisations.
- To ensure that the partnership is kept up to date so that it is able to respond effectively to changes in legislation, information and developments in relation to community safety.
- To identify, gain and manage funding as required to implement the Community Safety Strategy
- To review and update relevant information sharing protocols.

3.2 Monitoring outcomes:

- To agree a performance framework with regular monitoring and evaluation of outcomes against agreed milestones and targets.
- To monitor and review key performance indicators.
- To ensure equalities underpins the work of the partnership and all improvements deliver equality of access, outcome, participation and service experience.

3.3 Community engagement:

- To ensure the views of service users and residents are taken into consideration in planning and prioritising objectives.
- To remain flexible in order to respond to and help support individuals and communities that are affected by crime.

4. Priorities and Outcomes

4.1 The CSP is currently working on the following strategic outcomes in partnership with the Mayor’s Office for Policing and Crime and the Home Office:

Outcome One	Rebuild and improve public confidence in policing and maintaining community safety
Outcome Two	Prevent and minimise gang-related activity and victimisation
Outcome Three	Respond to Violence against Women and Girls*
Outcome Four	Reduce re-offending (through an integrated multi-agency model)
Outcome Five	Prevent and reduce acquisitive crime and anti-social behaviour (to include residential burglary, personal robbery, vehicle crime, fraud and theft)
Outcome Six	Prevent violent extremism, delivering the national PREVENT strategy in Haringey

*This has been renamed from the original ‘Domestic and Gender-based violence’

5. Operational protocols

5.1 Membership

The membership of the CSP will:

- reflect statutory duties
- be related to the agreed purpose of the partnership
- be responsible for disseminating decisions and actions back to their own organisations and ensuring compliance
- be reviewed annually

5.2 Chairing arrangements

The CSP is currently being co-Chaired by the Cabinet Member for Communities and the police Borough Commander.

5.3 Deputies and representation

Partner bodies are responsible for ensuring that they are represented at an appropriate level. It is not desirable to delegate attendance unless this is absolutely necessary. Where the nominated representative is hampered from attending, a deputy may attend in their place.

5.4 Co-opting

The Board may co-opt additional members by agreement who will be full voting members of the Board.

5.5 Ex-officio

The partnership may invite additional officers and other stakeholders to attend on an ex-officio basis, who will not be voting members of the CSPB, to advise and guide on specific issues.

5.6 Confidentiality

The CSP has a strategic remit and will not therefore discuss individual cases. However, the disclosure of information outside the meeting, beyond that agreed, will be considered as a breach of confidentiality.

5.7 Meetings

- Quarterly meetings will be held
- A meeting of the CSP will be considered quorate when at least one Chair and a representative of each of the local authority, health and police are in attendance.
- Attendance by non-members is at the invitation of the Chairs.
- The agendas, papers and notes will be made available to members of the public when requested, but meetings will not be considered as public meetings.

5.8 Agendas

Agendas and reports will be circulated at least five working days before the meeting, after the agenda has been agreed by the Chairs. Additional late items will be at the discretion of the Chairs.

5.9 Partner action

Representatives will be responsible for ensuring that all key issues are disseminated back to their organisations, ensuring compliance with any actions required and reporting back progress to the CSP.

5.10 Interest

Members must declare any personal and/or pecuniary interests with respect to agenda items and must not take part in any decision required with respect to these items.

5.11 Absence

If a representative of a statutory agency is unable to attend, a substitute must be sent to the meeting. If there is no representation for three meetings the organisation/sector will be asked to re-appoint/confirm its commitment to the partnership.

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