NOTICE OF MEETING

CABINET

Tuesday, 11th February, 2020, 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 24 below. New items of exempt business will be dealt with at Item 31 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** *[25]* **: Exclusion of the Press and Public.** No representations with regard to these have been received.

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

6. MINUTES (PAGES 1 - 28)

To confirm and sign the minutes of the meeting held on 21st January 2020 as a correct record.

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

8. DEPUTATIONS/PETITIONS/QUESTIONS

To consider any requests received in accordance with Standing Orders.

9. 2020/21 BUDGET AND 2020-2025 MTFS REPORT (PAGES 29 - 292)

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

Cabinet received a report on the Draft Budget on 10th December 2019 which highlighted an outstanding budget gap to be resolved between then and now and also proposed that Cabinet agree to start consultation. The 2020/21 Budget and 2020-2025 Medium Term Financial Strategy (MTFS) now proposed have due regard to the corporate Equalities Impact Assessment, consultation feedback and recommendations from the Council's Overview and Scrutiny Committee.

10. BOROUGH PLAN 2019-2023 YEAR 2 DELIVERY PLAN (PAGES 293 - 380)

[Report of the Director for Customers, Transformation and Resources. To be introduced by the Leader of the Council]

This report sets out what will be delivered in the second year of the Council's four-year Borough Plan (2019-23), including resource and budget considerations. It also looks back at what has been delivered in the first year of the plan.

11. ASSET MANAGEMENT PLAN (PAGES 381 - 498)

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

This report presents the Council's new Asset Management Plan for the period 2020-25 and recommends its adoption.

12. WARDS CORNER POLICY ADVISORY GROUP REPORT ON THE OPTIONS FOR THE FUTURE MANAGEMENT OF THE SEVEN SISTERS MARKET - NON KEY (PAGES 499 - 664)

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

The report seeks Cabinet to note the work of the Wards Corner Policy Advisory Group (PAG), which was established to review the options for the future management of the Seven Sisters Market in Tottenham Green Ward, in response to ongoing concern regarding the current management of the market.

13. ADMISSION TO SCHOOLS – DETERMINED ADMISSION ARRANGEMENTS FOR 2021/22 (PAGES 665 - 744)

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

This report recommends that Cabinet determines the Council's admission arrangements for the academic year 2021/22.

14. THE FUTURE OF STAMFORD HILL PRIMARY SCHOOL (PAGES 745 - 866)

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

This report sets out the result of the statutory representation period on the proposal to amalgamate Stamford Hill Primary with Tiverton Primary School.

The Chair of Overview and Scrutiny has agreed that the call-in procedure shall not apply to this decision as the action being taken is urgent and time critical and any delay in implementation caused by the call-in procedure would seriously prejudice the Council's or the public's interests. This is in accordance with Part 4, Section H, Paragraph 18 (a) and (b) of the Council Constitution.

15. CLOSURE OF OSBORNE GROVE NURSING HOME PENDING REDEVELOPMENT (PAGES 867 - 934)

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

This report requests Cabinet consider the outcome of the consultation on the proposal to close Osborne Grove Nursing Home to allow for the development of an expanded 70 bed nursing home provision on site to meet current and future care needs in the Borough.

16. COMMUNITY EQUIPMENT CONTRACT (PAGES 935 - 940)

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

This report considers the variation of the contract value with Medequip Assistive Technologies over the next 3 years.

17. AWARD OF CONTRACT TO A POSITIVE BEHAVIOURAL SUPPORT (PBS) PROVIDER FROM PBS FRAMEWORK (PAGES 941 - 960)

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

This report details the outcome of a mini-competition process conducted under the Council's Positive Behaviour Support (PBS) Services Framework Agreement and seeks approval to award a 'Call-Off' contract to the successful tenderer.

18. CANNING CRESCENT MENTAL HEALTH RECOVERY CENTRE (PAGES 961 - 968)

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

This report sets out how the Council and NHS can contribute to meeting local need by bringing together a range of services in a single approach at Canning Crescent, recently acquired by the Council.

19. 1-35 HEADCORN ROAD & 51-92 TENTERDEN ROAD - FIRE SAFETY WORKS (PAGES 969 - 976)

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

This report requests Cabinet approval for the award of a contract for the installation of Automatic Fire Detection (AFD) and associated works at 1-35 Headcorn Road and 51-92 Tenterden Road. This will be to ensure they are compliant with current fire safety requirements and regulations.

20. INSTALLATION OF AUTOMATIC FIRE DETECTION (AFD) TO SCATTERED VICTORIAN & EDWARDIAN DWELLINGS (PAGES 977 - 1040)

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

This report seeks approval for the award of a contract for the installation of Automatic Fire Detection (AFD) and associated works to converted scattered Victorian and Edwardian street dwellings.

21. AMENDMENT TO LONDON COUNCILS TRANSPORT AND ENVIRONMENT COMMITTEE AGREEMENT (PAGES 1041 - 1108)

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

This report is seeking Cabinet to approve the delegation of additional functions to the London Councils' Transport and Environment Committee Agreement (LCTEC Agreement). It would provide London Councils TEC with the authority to take on the operational management and strategic oversight of a London-wide residential electric vehicle charging point delivery partnership on behalf of London's local authorities, if required.

22. THE ACQUISITION OF THE FREEHOLD INTEREST IN ALEXANDRA HOUSE, STATION ROAD, WOOD GREEN (PAGES 1109 - 1118)

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

The report will recommend the acquisition of the freehold interest in Alexandra House from the Ability Group.

23. MINUTES OF OTHER BODIES (PAGES 1119 - 1126)

To note the minutes of the following:

- Cabinet Member Signing 17 January 2020
- Leader's decision 20 January 2020

24. NEW ITEMS OF URGENT BUSINESS

To consider any items admitted at Item 3 above.

25. EXCLUSION OF THE PRESS AND PUBLIC

Note from the Acting Democratic Services and Scrutiny Manager

Items 26 to 31 allow for consideration of exempt information in relation to Items 17, 19, 20, and 22.

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:

- Information relating to the financial or business affairs of any particular person (including the authority holding that information).
- Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

26. AWARD OF CONTRACT TO A POSITIVE BEHAVIOURAL SUPPORT (PBS) PROVIDER FROM PBS FRAMEWORK (PAGES 1127 - 1128)

As per item 17.

27. 1-35 HEADCORN ROAD & 51-92 TENTERDEN ROAD - FIRE SAFETY WORKS (PAGES 1129 - 1132)

As per item 19.

28. INSTALLATION OF AUTOMATIC FIRE DETECTION (AFD) TO SCATTERED VICTORIAN & EDWARDIAN DWELLINGS (PAGES 1133 - 1136)

As per item 20.

29. THE ACQUISITION OF THE FREEHOLD INTEREST IN ALEXANDRA HOUSE, STATION ROAD, WOOD GREEN (PAGES 1137 - 1156)

As per item 22.

30. EXEMPT MINUTES (PAGES 1157 - 1158)

To agree the exempt minutes of cabinet held on the 21st January 2020.

31. NEW ITEMS OF EXEMPT URGENT BUSINESS

To consider any items admitted at Item 3 above.

Ayshe Simsek, Acting Democratic Services & Scrutiny Manager
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Bernie Ryan
Assistant Director – Corporate Governance and Monitoring Officer
River Park House, 225 High Road, Wood Green, N22 8HQ

Monday, 03 February 2020

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Agenda Item 6

MINUTES OF MEETING CABINET HELD ON TUESDAY, 21ST JANUARY, 2020, 6.30PM

PRESENT:

Councillors: Joseph Ejiofor (Chair), Charles Adje, Kaushika Amin, Mark Blake, Gideon Bull, Seema Chandwani, Kirsten Hearn, Emine Ibrahim and Sarah James

ALSO ATTENDING: Councillors: das Neves, Rice, Palmer, Gordon and Hare

128. FILMING AT MEETINGS

The Leader referred to the notice of filming at meetings and attendees noted this information.

129. APOLOGIES

Apologies for absence were received from Cllr Brabazon.

130. URGENT BUSINESS

There were no items of urgent business put forward.

131. DECLARATIONS OF INTEREST

Councillor Chandwani and Councillor Bull declared a personal and prejudicial interest in item 15, Annual leasehold Service Charge - Review of Management Fee as they were both leaseholders in the borough.

132. 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.

133. MINUTES

To approve the Cabinet minutes for the 10th of December 2019 as an accurate record of the meeting.

134. DEPUTATIONS/PETITIONS/QUESTIONS

A deputation had been received from Mr Stuart McNamara and Mrs Victoria Alvarez in relation to item 9 of the Agenda – the Cabinet Response to the Scrutiny Panel Review on Wards Corner.

Ms Victoria Alvarez, representing the Latin Village, was invited by the Leader to put forward her deputation to Cabinet. Ms Alvarez was joined by Mr Patrick Rey.

Mr Rey introduced the deputation and spoke for the traders of Latin Village in his capacity as a leader of the campaign to Save the Latin Village.

Mr Rey expressed that the Housing and Regeneration Scrutiny Panel had listened to the voices of the traders at Wards Corner and had considered evidence over many months, deliberated and reached its conclusions carefully. The traders felt heard by the Scrutiny Panel and praised the Planning Officer, who reviewed whether Grainger had complied with Section 106 planning obligations when it was appointed the Market Operator, Quarterbridge. Citing the Planning Officer's report in which he wrote Grainger had breached the Section 106 agreement, Mr Rey queried why the draft response to the Scrutiny Panel claimed there was no breach.

The deputation asked Cabinet to fully consider and respond to the questions the traders had raised with action. Mr Rey claimed the proposed responses to the recommendations gave the traders no confidence that Cabinet had considered the concerns of the traders.

Mr Rey continued to praise the Scrutiny report and its contents. He claimed the Scrutiny process had allowed all parties to be tested and queried whether Cabinet accepted the facts found within the report.

Mr Rey sought for Cabinet to agree that Haringey had a responsibility to protect the market, its traders and the community it serves.

Mr Rey noted the Council and traders wanted a mutual future where the traders and Market were secure. However, they were not confident this would be realised with Mr Rey claiming there had been harassment by the Market Manager. He further claimed several traders faced eviction from the Market because of alleged breaches of their Market agreements with MAM.

Mr Rey questioned what precisely the draft response offered traders in terms of the future. He stated real commitment meant supporting traders now and fully committing to community involvement and oversight of the next Market facilitator. Cabinet were requested to support those commitments.

The deputation asked for round table discussions and for Cabinet to support the Community Plan that had been proposed. Cabinet were also asked to demand the dismissal of the current Market Operator and to engage in the recruitment process for this position.

Mr Rey closed by asking Cabinet to reconsider its response to the Scrutiny report and answer questions raised in the deputation.

Following the deputation, the Leader invited Cabinet Members to ask questions.

Councillor Bull queried whether there had been any conversations with the owners of the site, London Underground Limited, and what representations had been made to them. The deputation responded that they had tried for years to meet the owners of the site but had found initial difficulty in identifying who the owners were. They claimed that, following lengthy discussions with London Underground Limited, they were told they had been addressing the wrong department, which delayed discussions. Mr Rey further noted that once the current Market Operator took over in September 2015, the traders had asked TfL if they could take over the lease but were told that those who held the lease had a right to extend or renew it. He claimed that the traders were unaware that Grainger had been able to act as guarantor for MAM despite it working for Grainger, which the traders felt was unprofessional. The traders complained to TfL but Mr Rey claimed they said they had no involvement in the day to day management of the Market.

Councillor Bull further queried what direct representations the deputation had made to those responsible for the building and whether they had sought legal advice regarding the state of the building. The deputation responded by stating they had lawyers representing a group of the traders but claimed the main issue they faced was that this group of traders were not allowed to make investments in the Market. They further felt that the Market Operator were not allowing updates so that they could make a case to knock down the building. The deputation considered that the building could be invested in to improve it and highlighted its essentialness to the community. Mr Rey claimed that the traders had tried to speak with the previous Market Manager but had found him to be abusive. TfL had carried out investigations following this and had made the individual apologise to traders for inappropriate behaviour.

Councillor Hearn thanked the party for their deputation and queried whether they felt the existing facilities met the needs of traders and customers and whether they considered anything needed to change. The deputation responded by noting they had a Community Plan which had been agreed by the Council in its role as a Planning Authority. They accepted that the Market could have better facilities which was addressed in their Community Plan by utilising the empty space situated at the top and side of the Market. They claimed the Community Plan also addressed the needs of the customers and community at large.

Councillor Ibrahim questioned whether the deputation had discussed with TfL their proposed investments in the building to improve conditions or their concerns about the state of the building. The deputation claimed the Market was easy to operate and generated good revenues yet no investment was being made to the building. They claimed they were not able to invest to improve the building, cosmetically, and that this was the responsibility of the Market operator. They further claimed the Market Operator had failed to invest in the Market and the traders had approached TfL regarding this but were informed it was nothing to do with them, with a similar response received from the Council.

The deputation was joined by Mr Ben Beach who accepted the building required substantial investment. He claimed the problem was that the Market Operator had responsibility for the ground floor and TfL had allowed the building to be derelict for

over four decades, and so long as the roof and structure of the building were not invested in, any changes to the Market could only be cosmetic. The Community Plan sought to strip the building back to its core structure and rebuild it to allow the disused and inaccessible parts of the building to be redone. The redone upper floors would be able to be used by the community with any money generated reinvested to support the wider community. Regarding representations that had been made, he informed there had been numerous and substantial correspondence with TfL. There had further been correspondence with the Mayor of London's Office, Joanne McCartney. There had also been a direct approach for a meeting with James Murray and Heidi Alexander.

The Leader invited the Cabinet Member for Finance and Strategic Regeneration to respond to the deputation.

The Cabinet Member for Finance and Strategic Regeneration thanked the representatives of the Latin Village for their deputation. In response to the questions and concerns raised, the Cabinet Member made the following points:

- The Council had always taken the welfare and concerns of the traders into consideration. The Council had set up the Wards Corner Policy Advisory Group, which was chaired by the Cabinet Member. There was also an independent consultant who had spoken to a number of key stakeholders. The Council empathised with the traders and set up these measures to ensure that their interests were considered.
- The Cabinet Member was aware the traders had raised a number of issues with TfL regarding the conduct of the Market manager and that they had apologised where they found fault.
- The Council was not the freeholder of the site but rather London Underground Limited was and the property was managed by TfL on behalf of LUL. They had a duty to ensure the building was safe and had a duty under health and safety requirements to deal with issues raised, which the Cabinet Member understood had been addressed.
- Regarding the Community Plan, the Cabinet Member noted it had received Planning approval on the basis that the traders engaged with the freeholder of the property, TfL. The Council would assist however it was able to.
- The report of the Policy Advisory Group was published on 17th January 2020 which was viewable online in English and Spanish.
- The Council had taken the concerns raised seriously and engaged with TfL. Further, an independent Market consultant had been brought into liaise with key stakeholders such as the traders and other interested parties.
- The Cabinet Member sought to reassure the traders that the Council was with them and would continue to work with them moving forwards. Ultimately, however, the traders would need to engage with TfL.

The Leader allowed Mr Rey to provide a short response to the Cabinet Member. Mr Rey claimed the Council had a compulsory purchase order on the site and requested they release the site so that they could freely talk to the landowner and carry out the Community Plan.

The Leader highlighted that the traders needed to have conversations with TfL. The Council would continue to look at making the Market in the long term sustainable and also continue its discussions with TfL, Grainger and traders. The Leader reminded the deputation that the building was owned by TfL and leased to MAM. The Leader noted MAM's contract to run the Market was due to run out in September 2020.

The Leader closed by thanking the party for their campaign.

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

The Leader advised the meeting that the Cabinet would consider the Scrutiny Review on Wards Corner which the Chair of Overview and Scrutiny would present and the Cabinet Member for Finance and Strategic Regeneration would present the Cabinet response to the Scrutiny recommendations.

136. SCRUTINY PANEL REVIEW ON WARDS CORNER - NON KEY

The Chair invited Councillor das Neves to introduce the Scrutiny Panel Review on Wards Corner.

Councillor das Neves addressed Cabinet and noted that the Overview and Scrutiny Committee had brought forward a review of Wards Corner which was the culmination of many months of work with 36 hours of evidence heard by the Housing and Regeneration Scrutiny Panel. The Chair of Overview and Scrutiny continued to articulate the 14 recommendations put forward by the Overview and Scrutiny Committee which were contained at pages 57 to 59 of the agenda pack.

The Leader invited the Cabinet to put forward questions to the Chair of Overview and Scrutiny. There were questions from Councillors: Bull, Chandwani and Ibrahim on the Scrutiny Review recommendations and the following responses were provided by Councillor das Neves with assistance from Councillor Ruth Gordon, who had been the Chair of Housing and Regeneration Scrutiny Panel in 2018/19 where the main evidence for the review had been gathered.

- With regards to the considerations behind recommendation 2 which sought a review of the Constitution, Part 4 Section G, Overview and Scrutiny Procedure Rules, and asserted that there should be a presumption of officer attendance at Scrutiny meetings, it was noted that the Housing and Regeneration Scrutiny Panel had not been able to hear first- hand evidence from the Town Centre Manager who was a fourth tier officer in the Council. The Cabinet noted that Officers below tier three could only attend Scrutiny meetings at the discretion of the Director. Therefore the Committee had added this recommendation for Standards Committee to consider changes to the Constitution. The Leader interjected to highlight that it was correct and important to adhere to the current rules of the Constitution. This document was clear on which Officers Scrutiny had right to question and which Officers were able to attend Scrutiny as part of their job description.

- In further follow up questions, Councillor Gordon, expressed that any proposed changes to the Constitution, on this aspect, would of course need to involve trade unions and this was set out in the recommendation. It was further clarified that this recommendation was included to highlight that there was discretion to allow this officer to attend which was not applied. Councillor Gordon outlined that the Scrutiny Panel had been receiving information at their evidence gathering meetings on the issues that had occurred at the Market Traders Steering Group meetings over an 18 month period and wanted to verify this with an officer present at these meetings. They further requested the notes of this meeting which were not forthcoming and still felt that it was appropriate for a fourth tier officer to attend and provide this information. The Leader interjected to emphasise that the Councillor was referring to a particular officer and this was inappropriate to do so in this meeting given this issue had already been raised in the Scrutiny review process. Therefore, it was inappropriate to raise this issue at this meeting and more appropriate for the Councillor to relate issues to the response to the recommendations of the Scrutiny review which was the decision at hand for the Cabinet.

- Taking account the previous exchange between the deputation and Cabinet Members, Cllr Gordon, advised that the Scrutiny Review of Wards Corner had been clear on who owned the land on the Wards Corner site and which parts the Market was situated within and had compiled their recommendations accordingly. There was confusion caused by the conflict of interest between the Market Facilitator and Market Manager role being taken forward by the same person. The Market Facilitator role was a key one, enshrined in the Section 106 responsibility. It was felt that this alleged conflict of interest should have been acknowledged in consideration of the Scrutiny recommendation and agreed given the Council's responsibility as a Planning Authority. It was further contended that it was the responsibility of the Council to monitor this Market Manager role and how it had been fulfilled. The Leader asked the AD for Planning to respond on this issue who agreed that ultimately the role of the Council was to monitor section 106 agreements. This point had been accepted and this conflict had been rectified with a change made to the Market Facilitator role.

The Cabinet Member for Finance and Strategic Regeneration formally responded to the Scrutiny review recommendations, thanking the Chair of Overview and Scrutiny for taking forward this review. The recommendations were welcomed and had been carefully considered. The response to each recommendation was set out in appendix 2 of the attached report.

The Cabinet Member outlined that the Council would seek to learn the lessons of the Scrutiny Review and improve its process for the Seven Sister's development. The Cabinet Member highlighted that the Wards Corner scheme will deliver 196 new homes, and a new commercial space with a vibrant Seven Sisters Market with the Latin village at its heart. This was a long standing scheme and the Development Agreement was reached in 2007. The Cabinet Member was fully aware of the different views expressed about the scheme, including at this meeting. As a Council, the Cabinet were committed to working with communities to ensure that regeneration and investment benefited communities and this had formed the basis of the community

wealth building ethos in the manifesto and was further outlined in Borough Plan. This had been the constant focus and the Cabinet Member who was working to ensure that the scheme was consistent with the Council priorities.

The Cabinet Member noted the significant protections in place for traders to continue trading whilst their new Market home was built and a package of financial measures to ensure that they can succeed as businesses when moving to their new home.

The Cabinet Member outlined that, in order to identify a way forward to secure buy in from key stakeholders, the Wards Corner Policy Advisory Group was established to identify a viable future management approach for the Market. As Chair of this group, the Cabinet Member had been working alongside Tottenham ward Councillors and an independent Market expert to review viable models for the future management of the Market. This group's work and report was previously alluded to in the responses to the deputation.

The Cabinet Member was pleased that the Policy Advisory Group report had been published on 17th of Jan which had been informed by an independent Market expert who had engaged with key stakeholders. The Cabinet Member was aware that one of the key stakeholders in disagreement with the Policy Advisory Group report findings was the Market asset management group. The report was self-explanatory and addressed a number of issues in the Scrutiny recommendations. The Cabinet Member continued to commend the response to the Scrutiny Review to Cabinet colleagues for adoption.

Further to a request from the Chair of Overview and Scrutiny, the Cabinet Member for Finance and Strategic Regeneration further referred to appendix 2 of the Cabinet response to the Scrutiny review and articulated whether each of the 14 Scrutiny recommendations had been agreed, partially agreed or not agreed.

The Leader invited questions on the Cabinet response to the Scrutiny Review from Councillor Gordon who expressed her disappointment that only 3 of the 14 recommendations had been accepted and 3 partially agreed with 8 not agreed. She felt that there was insufficient acknowledgement that the Scrutiny Panel had found that the Council was adopting an incorrect legal position which, in her view, had led to the CPO enquiry in 2017 also having an assumption that the section106 conditions were not operable or enforceable. Cllr Gordon contended that the Section 106 was deemed not in operation for a long time and this position had only changed during the Scrutiny review in March 2019 when there was an acknowledgement by Legal services that the Section 106 was now operative. The Panel sought to discover the timing of this change in position and did not receive a response during the review.

Cllr Gordon further impressed on the Cabinet to reconsider and approve recommendation 13, acknowledging the support for the traders expressed by Cabinet Members outside of the meeting on social media. This recommendation was simply asking for discussions to take place. She advised that the developer themselves had written to authors of the community plan, acknowledging that this had received planning permission. Whilst Grainger had indicated in their letter that this was not a viable plan, they had offered to meet with the proponents to see which elements could

be incorporated into their own development plan. Cllr Gordon felt that this was a good opportunity for the Council to facilitate this engagement.

Cllr Gordon referred to the long standing relationship between the Council and Grainger and continued to advocate that recommendation 13, which sought agreement to a task force made up of community groups working with Grainger to develop their ideas and co-ordinate any combined solution, be agreed. Also that the Council engage with the community and traders to find a way forward.

The Cabinet Member responded, taking account of the disruptions emanating from the Council public gallery, emphasising the respectful collaborative approach needed by all parties to continue dialogue on the development of the Wards Corner site. The Cabinet Member welcomed the participation of the traders in establishing a viable model for the management and maintenance of the future Market. The Policy Advisory Group had made recommendations relating to this. The Cabinet Member advised that this was the forum where these matters can be discussed. The Cabinet Member was also pleased that Grainger had said that they were willing to engage and the Policy Advisory Group was again the place for these conversations to take place.

There were continual loud disruptions in the gallery area, deterring Cabinet Members and Councillors speaking. The Leader provided a warning for the disturbance to cease otherwise the Cabinet would need to adjourn and convene the meeting in private. The disturbance continued and the Leader called again for the disturbance to cease. The Leader called for a third time for the disturbance to cease.

As the disturbance continued in the gallery, the Leader referred to his right as Chair of the meeting to use his discretion to move straight to the recommendations in the report which would be considered without any further questions. The Leader apologised to attendees and stated that he had wanted to take further questions from members but this had not been made possible due to the frequent and sustained disturbances in the public gallery, objecting to the responses provided and report. To ensure an orderly meeting, it was necessary to move to the recommendations of the report in hand.

The Leader referred to Cabinet Procedure rule 2.7 contained in the Constitution at part 4, section F, which allowed members of the Council to only speak at the invitation of the Chair. [This invitation was no longer in place.] The Leader asked Cabinet colleagues to consider the recommendations set out at paragraphs 3.1 and 3.2 of page 46 of the report pack.

RESOLVED

1. To note the recommendations of the Overview and Scrutiny Committee and the Housing and Regeneration Scrutiny panel attached at appendix 1.

2. To agree the response to these recommendations attached at appendix 2.

137. WELCOME STRATEGY

The Cabinet Member for Adults and Health introduced this report which set out the Council's strategic response to migration and integration building on its current approach.

The Cabinet Member was pleased to present the Welcome Strategy and paid special thanks to the community voluntary sector organisations who participated in the process. The Council would be working with them to set up a Board and to create an action plan that could then be monitored to measure progress.

The Cabinet Member closed by stating that, despite the uncertainty for migrants entering into the borough, the Council wished to send a message that it, and the borough, welcomed new migrants and wanted to work with them. There already existed the Connected Community Project and the Welcome Strategy was the next step.

The Leader invited Councillors to ask questions on this report. Councillor Palmer placed on record her dissatisfaction with not being able to ask questions in relation to item 9**.**

In response to questions from Councillor Palmer and das Neves, the following information was provided:

- The Cabinet Member confirmed that the review of the current practices in how the Council supported migrant residents would include all the agencies that enforced migration law within the borough.

- Regarding the timescale of that review, the Cabinet Member informed that, given its comprehensive coverage, it would take time to complete. For that reason, it was considered necessary to have a Welcome Advisory Board which the Cabinet Member envisaged would be cross party and noted the Liberal Democrats had co-sponsored the Welcome Strategy motion at Full Council in November 2018. The Council had already begun to talk with community monitory organisations about membership of the Board. The Board would be looking at: what were the Council's priorities; what should be worked on; and any medium to long term goals. An overarching issue for migrants had been the United Kingdom's expected exit from the European Union which had created uncertainty. The Council needed to develop an approach that was flexible and able to react to any changes as and when required.

- The Cabinet Member was not able to provide the complete list of organisations that the Council had so far worked with regarding the Welcome Strategy but would arrange for that information to be made available.

- The Cabinet Member confirmed there had been a round table meeting organised through the Selby Centre which was attended by over 50 individuals from different organisations. There had also been separate smaller meetings with different organisations looking at migration issues such as cases where migrants had no recourse of public funds and issues surrounding settled status

for European migrants. Draft versions of the strategy had been circulated to various organisations and community groups who had in turn provided input and subsequent revisions were made. To further embed the work of the community into the work of the Welcome Strategy, the Welcome Advisory Board was set up to ensure that their contributions would continue.

- Regarding the involvement of the wider community, the Cabinet Member noted there had been input provided from the Polish, Turkish, Irish, Black and African Caribbean communities.

- The Cabinet Member invited Councillors to provide information on any communities or organisations they considered might wish to be involved in the Welcome Strategy, if they were not already.

RESOLVED

To approve the Welcome Strategy at Appendix 1, which requires stakeholders to co-produce an Action Plan to be approved by Cabinet.

Reasons for decision

Haringey Council is committed to building a borough where strong families, strong networks and strong communities nurture all residents to live well and achieve their potential. In November 2018, Full Council adopted a motion to publicly reaffirm this commitment, in particular to migrant communities and those fleeing conflict abroad.

The Welcome Strategy represents a step towards the fulfilment of the commitment expressed in the motion. It provides a framework and approach for taking developing and taking forward activity across partners to ensure that Haringey can continue to be a borough where migrant communities are able to settle and thrive, and where strong communities get on well together.

Alternative options considered

Do Nothing

The Welcome Strategy would not be adopted. This would compromise the capacity of the Council, partners, and the community to take forward action that supports migrant communities in Haringey to settle and thrive in the borough. It would also mean that the Council would not fulfil the commitment of the November 2018 Full Council motion referenced above. It is not mandatory to have a Welcome Strategy. However, not having one would fail to signal the Council's intent and commitment on this issue.

138. REPORT ON THE COUNCIL'S HOUSING DELIVERY PROGRAMME

The Cabinet Member for Housing and Estate Renewal introduced the report which sought approval to include nine Council-owned sites in the Council housing delivery programme in order that their feasibility and capacity for the delivery of new Council homes can be determined.

The Cabinet Member referred to the relatively restricted levels of Government grant for building Council homes, and the need for the Council to make the best use of land

owned by the Council to support this programme. The identified sites would support the Council's initial programme to deliver a thousand new homes by 2022 and would also enable putting in place a pipeline of sites to support a long-term sustainable programme of Council house building. The Cabinet Member advised that this type of action would become a core part of what the Council did to support the required increases in housing needed to further help the 10,000 households on the Council's waiting list for a decent affordable home.

In response to questions from Councillors: Chandwani, Palmer, das Neves, Gordon and Cllr Rice the following information was provided by the Cabinet Member for Housing and Estate Renewal:

- In relation to the sites used by community organisations, set out at paragraph 6.10, there was previous awareness of their potential addition to the Council's housing development programme. There had been ongoing conversations, over a number of years, before this programme had been initiated and an understanding of their potential for housing site development. The Cabinet Member could not comment on the enthusiasm of the community organisation related site holders for these potential decisions but had no reason to believe that they were not aware and informed of the potential progress with these sites.

- In relation to consultation, it was important to note that this report initiated the start of the engagement and consultation process with stakeholders and the community. The Cabinet Member gave assurance that this was being undertaken in an open and transparent manner to avoid misunderstandings and ensure residents and community stakeholders were continually aware and involved in plans. This report initiated the conversation with stakeholders and councillors and set out to the public that the Council would be starting consultations.

- The Cabinet Member explained that, where sites already contained housing, this factor would be included in the feasibility work completed. If it was found that the site was suitable for housing development, there would then still be further consultation with residents and stakeholders. Overall, any decisions relating to demolition would require a section 105 consultation and if it involved building a large number of new homes, then there would need to be an estate ballot.

- The Cabinet Member was aware that that some ward councillors had not received an email about a meeting on the sites contained in the report but this had been rectified and invites had been sent to councillors in all wards affected since publication of the report. The Cabinet Member was keen to enable councillors and residents to receive information at the same time and was making this available at an early stage.

- The Cabinet Member highlighted that one of the sites listed at section 6.10 of the report, Reynardson Court, was subject to a previous consultation in 2014

and would need to have renewed consultation. It was not felt prudent to base a future feasibility study on consultation information obtained 6 years ago.

- The Cabinet Member appreciated the comments on Reyanardson Court and the issue that this block had not received decent homes works in the past. She reiterated that it was important to restart the conversation about the site and had asked to be sent a briefing on this particular block. Correspondence should now have been received by ward councillors about meeting with the Cabinet Member in relation to this site.

- In response to concerns about the lack of trust that residents in this court had about plans for their homes, the Cabinet Member assured councillors that she was genuine about the use of the word 'potential' and any housing development had to be with the agreement of residents. The consultation process which had been followed in the 2014 consultation had indicated overwhelming support for additional homes but there was a need to consider the questions asked at the time of the consultation to help ensure the information was current and reflected the current resident's views and opinions.

- In relation to Decent Homes works, although 85% of the Council housing stock met Decent Homes standards, Reynardson Court was in the group of sites which had yet to receive these works.

- It was clarified that appendix 1, which contained the plans of additional sites, included existing properties within the red line. This was to convey the area on which the developments could take place but did not mean any of the sites in the red line area would necessarily be demolished.

- In response to the concerns of residents at Reynardson Court about the plans for their homes, the report was clear that the decision being taken, at this meeting, was to consult on the potential sites for addition to the housing delivery programme. In response to the question on demolition of this block, there was no decision in the report on this issue. The Cabinet Member apologised to residents if the report had been misinterpreted. However, she did not believe there to be anything in the report to suggest that the current housing in this site was indicated for demolishment. The report was clear that this is just the first of 3 decision making stages and was just agreeing to go ahead with initial engagement, feasibility study and further consultation. Therefore, residents and councillors would be involved in two of the three stages. The Cabinet Member reiterated that the Cabinet could not legally take a decision, at this meeting, to demolish the court in the absence of a s105 consultation.

- With regards to the financing of the additional sites for the Council's Housing Delivery Programme, the February 2019/20 budget report included an expansive Housing Revenue Account business plan which responded to the housing aspirations of the administration. This Business Plan had been further revised and included in the draft budget report considered by Cabinet in December and included resourcing for these additional sites. The final budget report in February would further contain this information.

RESOLVED

1. To agree to add the nine Council-owned sites listed in paragraph 6.9 and shown in Appendix 1 to the Council's housing development programme in order that their feasibility and capacity for the delivery of new Council homes can be determined.

2. To note that the potential costs of carrying out the preparatory work up to a Planning Application for each individual site are expected to be within the delegated authority of the Director of Housing, Regeneration and Planning, although the cumulative costs of all these sites would be in excess of this.

3. To agree to delegate authority to the Director of Housing, Regeneration and Planning, in consultation with Director of Finance, to approve the costs of progressing these nine sites to Planning Application, except where the costs on any individual site exceed the existing delegated authority of the Director.

4. To note that this is the first of three stages at which Members can take formal decisions in relation to each site in the programme. If any one of these sites is determined to be suitable for housing development, the next stage of formal Member oversight would be at the Planning Sub Committee. Finally, if planning is consented, a detailed report would be brought back to Cabinet for a decision on whether to commit finances to housing development or acquisition on the site.

Reasons for decisions

The Council is committed to delivering a thousand new Council homes at Council rents by May 2022 and this decision is an essential next step in achieving this aim.

The sites listed in paragraph 6.9 have been identified as potentially suitable sites on which to build new Council homes. It is provisionally estimated that these sites may have the potential to deliver up to 380 homes. Each site listed has undergone initial assessment of its potential suitability and capacity for housing development. In order to assess that suitability and capacity further, a range of work now needs to be undertaken in relation to each site. In some cases, this will require the engagement of external contractors.

Alternative options considered

<u>Not to assess these sites for their development potential</u>

The Council has no statutory duty to develop these sites. However, the Council's has set as its top priority the aim to deliver 1,000 new Council homes by May 2022, and to develop a pipeline of schemes beyond that. It is provisionally estimated that these sites may have potential to deliver up to 380 homes. To exclude them from the development programme would therefore significantly undermine this core ambition, so this option was rejected.

To rely solely on purchasing affordable homes available under s106 agreements, rather than the Council building out its own sites, or to postpone identifying new sites until new funding is announced

The former option would not be acceptable, as purchasing homes from developers, rather than the Council building them itself, means that controls over quality, cost and certainty of delivery are weakened and the new homes would not always be additional affordable homes for the borough. The second option was not pursued because waiting to identify further sites until there is more funding announced could result in the Council not being in a position to put forward a credible bid, which may result in a significantly smaller share of the available funding than it was awarded in the current GLA funding round.

139. COUNCIL TAX PREMIUM ON LONG TERM EMPTY PROPERTIES

The Cabinet Member for Finance and Strategic Regeneration introduced the report which requested Cabinet recommend that Full Council agrees to increase the Council Tax Premium on Properties empty for more than five years in 2020 and 10 years in 2021.

The Cabinet Member detailed that the Administration's manifesto was clear that it was committed to redistributing the burden of Council Tax. This included exploring and evaluating the scope of the existing discretionary reliefs the Council provided in the borough to ensure that it was targeting support at those residents in particular need.

The Cabinet Member noted that, since 2013, Councils had been given the discretionary power to charge a premium on dwellings deemed to be 'long-term empty', i.e. properties which have been unoccupied and substantially unfurnished for at least two years. After implementing the last permissible change from 1 April 2019, the amount of Council Tax premium for such properties is currently 100%, so that the payer was liable to pay a total 200% Council Tax. The legislation again had recently been changed to give Councils the power to increase the premium on 1 April 2020 from 100% to 200% on properties empty for more than 5 years with a further increase on 1 April 2021 from 200% to 300% for properties empty for more than 10 years.

The Cabinet Member informed that some of the Council's neighbouring boroughs, such as LB Enfield, LB Islington and LB Barnet currently charged the maximum existing premium of 100% (as did this Council)and were also considering increasing this following the change in legislation. Therefore, the proposal was likely to mean Haringey is aligned with its neighbouring boroughs. In this financial context, the Cabinet Member proposed it was correct to increase the premium payable on long-term empty properties.

The Cabinet Member closed by noting the proposal would create additional income for the Council and contribute to the delivery of vital services and support for the most vulnerable residents.

In response to a question emanating from a Freedom of Information request concerning the number of homes within the borough which were considered long term empty, the Cabinet Member invited Councillor Palmer to provide further details of that request and would look into the matter. The Cabinet Member assured that the Council did collect tax premium on any long-term empty properties.

RESOLVED

That the Cabinet recommends to Full Council:

1. Increasing the premium charged on long-term empty dwellings, empty for more than 5 years, from 100% to 200% this would take effect from 1 April 2020.

2. That from 1 April 2021 there is a further increase from 200% to 300% for properties empty for more than 10 years.

Reasons for Decision

Since 2013, Councils have been given the discretionary power to charge a premium on dwellings deemed to be 'long-term empty', i.e. properties which have been unoccupied and substantially unfurnished for at least two years. After implementing the last permissible change from 1 April 2019, the amount of Council Tax premium for such properties is currently 100%, so that the payer is liable to pay a total 200% Council Tax.

The legislation again has recently been changed to give Councils the power to increase the premium on 1 April 2020 from 100% to 200% on properties empty for more than 5 years with a further increase on 1 April 2021 from 200% to 300% for properties empty for more than 10 years.

Increasing the premium has the potential to bring in additional income which would support the Council's Medium Term Financial Strategy and help mitigate its funding pressures.

Some of the Council's neighbouring boroughs, such as LB Enfield, LB Islington and LB Barnet currently charge the maximum existing premium of 100% (as does this Council) and are also considering increasing this following the change in legislation. Therefore, the proposal is likely to mean Haringey is aligned with its neighbouring boroughs.

It is recognised that Council Tax payers who are liable to pay the premium are unlikely to be making full use of Council services whilst the property is long-term empty. Council Tax is not charged, however, on the basis that every payer will use every service and Council services do not stop or reduce in cost when a property becomes long-term empty.

In addition, an increased premium may encourage residents to bring long-term empty properties back into use. There is shortage of housing in the area and so there is potential for long-term empty dwellings to be put to better use if used to increase the available housing. This would in turn reduce the pressure on housing stock.

Some properties are exempt from the premium by statute and this will not change:

- A property which would be the sole/main residence of a person but which is empty while that person resides in accommodation provided by the Ministry of Defence by reason of their employment (e.g. service personnel posted away from home).
- A dwelling forming part of a single property, where other parts of the property are used as a sole or main residence.

The Council will continue to have the means to reduce or eliminate Council Tax liability, for example to cater for cases of exceptional hardship.

Alternative Options Considered

Not increasing the premium to 200% from 1 April 2020 for properties empty over 5 years and/ or not increasing the premium from 1 April 2021 to 300% for properties empty over 10 years

The Council could choose not to extend the premium and leave it at 100%, or to increase the premium from 1 April 2020 to more than 100% but less than 200% for properties empty over 5 years.

The Council could choose not to increase the premium to 300% from 1 April 2021 for properties empty over 10 years, or to increase the premium to more than 200% but less than 300% for properties empty over 10 years.

These alternatives are not proposed because the Council is under significant financial pressure to deliver a sustainable Medium Term Financial Strategy. Increasing the Council Tax premium from 1 April 2020 to 200% for properties empty over 5 years and from 1 April 2021 to 300% for properties empty over 10 years would generate additional income for the Council.

In addition, increasing the premium to the maximum may encourage residents to bring long-term empty properties back into use which could in turn lead to an increase in available housing.

Removing or reducing the existing premium

The Council could choose to remove or reduce the existing premium.

This is not proposed because the Council is under significant financial pressure to deliver a sustainable Medium Term Financial Strategy. Removing or reducing the Council Tax premium would reduce the Council's income.

In addition, removing or reducing the premium may reduce the incentive for residents to bring long-term empty properties back into use.

140. CONTRACT EXTENSION FOR HARINGEY YOUNG PEOPLE SEXUAL HEALTH AND WOMEN'S CONTRACEPTION SERVICE

The Cabinet Member for Adults and Health introduced this report which sought agreement from Cabinet to extend the existing Haringey Community Sexual Health services - Young People and Long Acting Reversible Contraception contract to Central and North West London NHS Foundation Trust. It sought to provide a community sexual health service focusing on young people's sexual and reproductive

health, comprising health promotion, testing and treatment for sexually transmitted infections (STIs) and access to contraception. The service also provided open access to Long Acting Reversible Contraception (LARC) methods for women of all age groups.

The Cabinet Member highlighted that patient feedback from young people on the local dedicated service had been very positive. With 96% of patients attending the service responding that they were extremely likely or likely to recommend the service to someone, who needed similar care or treatment and 99% saying that the treatment and care they received was very good and also helped them achieve what mattered to them.

The Cabinet Member closed by noting that, given the positive performance indicators and feedback from the Council that these services had been operating successfully, the Cabinet Member was pleased to recommend that Cabinet extend the contract.

In response to a question from Councillor Palmer, Officers noted there were a range of different services available to all service users, including specialist providers for the Trans community. Councillor Palmer welcomed this but also noted it was important to engage with members of the Trans community to ensure inclusivity by asking what services were right for them.

RESOLVED

To agree to the extension of the contract to CNWL for the provision of Community Sexual Health services - Young People and Long Acting Reversible Contraception (LARC). As allowed under Contract Standing Orders 10.2.1 (b) for a period of up to 2 years from 3rd July 2020 to 2nd July 2022. The maximum value of the 2-year extension is £2,000,000, with a maximum contract value of £5,046,939 for the life of the contract.

Reasons for decision

In 2015/16, as part of the wider London sexual health transformation Programme, London Borough of Haringey initiated a review of locally commissioned services to scope their viability and effectiveness and ensure they were designed to meet the changing sexual health needs of local residents.

To gather a better understanding of the sexual and reproductive health needs of the Haringey population, the Council completed an Equality Impact Assessment (EQIA) and commissioned ‘Haringey Public Voice’ (Healthwatch) to conduct a survey on user experience relating to the existing services and to collate feedback on future models of service provision. The results showed that;

- A significant number of Haringey residents (primarily <25years and women) chose to access contraception and sexual health/sexual reproductive health (CaSH/SRH) services ‘in area’ in Haringey as opposed to choosing to go ‘out of area’ compared to neighbouring boroughs1. (EQIA - London Sexual health transformation Programme 2015). Out of a total of 17,400 attendances into CaSH services by Haringey residents in 2015/16 – 13600 attendances (78%)

were through the locally commissioned service and 3800 attendances were 'out of area' (22%) (GUMCAD 2015/16).

- The Healthwatch survey demonstrated the importance of having a local service for current local users. The findings identified that;
    - The demographic data for the age group of those participating in the survey largely belonged to the 18-24 age group. The majority were female 72%, males 15%, transgender 1% and 12% providing no response.
    - Out of the range of multiple questions asked relating to service model, quality and delivery, the most frequently selected factor overall when it came to reasons for using the service was how close the clinic was to the patient's home. (Haringey Public Voice Survey 2016)

Following the findings from the EQIA and Healthwatch survey, in September 2016 the Council undertook a full procurement exercise for a dedicated young people sexual health and women's contraception service, inviting bids through the open Market. As a result of the procurement exercise, which was carried out in accordance with the Council's Contract Standing Orders and the Procurement Code of Practice. The Council awarded the contract to CNWL for an initial period of 3 years with the option to extend for a further 2 years, subject to satisfactory performance and delivery of the contractual KPI's by the successful tenderer (CNWL) as outlined in section 3 (above) in accordance with CSO 10.2.1 (b).

Alternative options considered

Prior to going out to Market, the Public Health team (as part of a scoping exercise) explored providing this service through the North Central London (NCL) sub regional tender process.

However, it was decided that as the NCL Genitor-Urinary Medicine GUM) contract would be based on a full clinical tariff and located outside Haringey this was not financially viable nor conducive to the needs of the service's target audience i.e. young people and women. Instead, it was deemed more suitable to embed the service alongside the existing dedicated 'step change' community providers in Haringey to ensure a seamless pathway and collaborative approach towards young people and women's health and wellbeing in the borough.

This decision was further strengthened by the equality impact assessment conducted via Healthwatch which identified that a large proportion of young people (under 25 years) and women preferred to access local services (see section 13 'Equalities' for further information).

The Council has decided against retendering at this stage and is opting to extend because since tendering, there has been no new Market entrant that might offer a more cost effective service. From an access point of view, we are still in a position where we would not be able to merge the Haringey clinic into clinics in Islington and Camden and disrupting a relatively new service to vulnerable young people by changing providers would be detrimental and wasteful of resources.

141. AWARD OF CONTRACT TO A POSITIVE BEHAVIOURAL SUPPORT (PBS) PROVIDER FROM PBS FRAMEWORK

The Cabinet Member for Adults and Health introduced this report which sought agreement to the award of contract for a PBS provider to provide wrap around care and support to residents who would be living at 10 Linden Road and property management of the property.

The Cabinet Member was delighted to present this report, which marked the closing phase of the project to bring Linden House back into use. This project offered four Haringey residents with very complex needs the opportunity to live as independently as possible in a building designed to meet their needs with a service which would be flexed as required.

The Cabinet Member closed by noting that, whilst building works on the premises continue apace, there had been a focus on working with the four identified residents and their families to support them to make a successful transition to their new homes. The award of contract to the successful bidder would make this transition a reality over the coming weeks.

In response to a question from the Leader, the Cabinet Member confirmed that, where other individuals in long term care sought to live more independently, this contract would significantly assist in providing them with that transformative opportunity

Further to considering exempt information at item 20,

RESOLVED

1. To approve the award of a 'Call-Off' contract to deliver PBS Service to successful tenderer (identified in the exempt report) for a period of (4) four years with an option to extend for further period/periods of up to 12 months years, commencing from 1st April 2020 to at the maximum cost of £7,000,000 (inclusive of LLW).
2. To approve variation of hourly rate increase for PBS Keyworker to bring in line with LLW inclusive rates. The current and new proposed hourly rates are set out in Appendix 2 - Part B (exempt information) of this report.

Reasons for decision

All five framework participants were invited to tender. The tenderers' proposals were evaluated using a 50% quality and 50% price weighting and, on this basis, the recommended Provider is deemed to be the most economically advantageous tender representing the best value option to deliver the required service.

Alternative options considered

An option not to proceed was considered but rejected on the grounds that there is a pressing need for local provision for this cohort of vulnerable people.

The needs of the people who will live at Linden Road are highly complex and they will each have spent considerable periods of time in long stay Assessment and Treatment Units in hospitals. In light of this, the future care and support offer must be able to meet their individual needs and to respond to their highly challenging and

individualised behaviours. Positive Behaviour Support (PBS) is a person-centred approach to supporting people who display or are at risk of displaying behaviours which challenge. It involves understanding the reasons for the behaviour and considering the person as a whole - including their life history, physical health and emotional needs – to implement ways of supporting them. It focuses on creating physical and social environments that are supportive and capable of meeting people's needs, and teaching people new skills to replace the behaviours which challenge. The PBS approach will support service users who present 'challenging behaviours' to live in a community setting. It was felt that using a PBS model would improve life outcomes for our most highly vulnerable service users with Learning Disabilities and autism, those who display behaviour that challenges and those with mental health condition

It was considered that there are two options for delivering this specialist provision: a PBS provider from the Council's existing framework or an in-house service, also delivering to a PBS model.

An options appraisal was completed to consider how best the service should be provided. It was recognised that in-house services can give the Council greater control over the care that is provided, delivering improvements, minimising risks and balancing cost and quality requirements against the available budget (although quality is not necessarily guaranteed through an in-house model). However, the Council has no recent track record in delivering this type of service successfully and it was also recognised that transitioning this cohort of service users to Linden House will be challenging especially for those who have been inpatients in an acute setting for a long period of time.

Seeking the delivery through the Positive Behaviour Support Framework from an external provider was selected as the optimal way to meet the needs of this cohort both at the outset and over time as it allows for a high level of care (with high staff numbers) when service users first move into Linden Road and start to deal with the new and different environment of a supported living setting.

The Positive Behaviour Support model gives the flexibility to step down service users' package of care over time. The payment model for a PBS provider on the Framework is outcomes related; 80% of flat weekly fee will be paid monthly in arrears based on sustainment of placement and remaining 20% of flat weekly fee will be paid pro-rata, quarterly in arrears linked to delivery of basket of outcomes. When services are sourced using the PBS Framework agreement, 15% of the Care and Support costs will be paid by the Big Lottery, Commissioning Better Outcomes Fund.

The PBS model will be delivered by a highly skilled workforce and it is built in through the contract that Haringey staff will benefit from direct input to their skills development. This will include training, sharing of best practice, shadowing both management and practice and building strategies and skills to deliver this model of care and support. Such an approach is aimed at ensuring that Haringey's directly employed staff are in a better position to carry out such specialist and highly challenging work in the future.

The opportunity to pass on and develop in-house skills is reflected in the approach undertaken here to commission this service for a fixed period, when it is planned that users will enjoy Linden Road as their home for the rest of their lives and will therefore

have care and support needs too for their lifetimes. This supports the option for an in-house service to be developed.

142. ANNUAL LEASEHOLD SERVICE CHARGE - REVIEW OF MANAGEMENT FEE

[The Cabinet Member for Neighbourhoods and the Cabinet Member for Local Investment and Economic Growth, recused themselves from the meeting following their earlier declarations of interest – 20.37]

The Cabinet Member for Housing and Estate Renewal introduced this report which provided an update on the management, including the introduction of a further management band fee, which Cabinet were asked to approve.

The Cabinet Member noted that administration was committed to providing high quality services and to ensuring that, where these were paid for by residents, all charges were fair and equitable and there were no unjustifiable unintended impacts of charging policy. As part of this the Council had been reviewing areas where existing charges may fail to meet that test.

The Cabinet Member highlighted there was a change to the banding of leaseholder charges in 2019/20, to reflect the costs of a new cleaning and inspection service. This had significant impacts on some leaseholders, in particular those in converted street properties, who were just under 10% of leaseholders and faced an increase of over £100 per year. The Cabinet Member considered that the scale of increase in charges those leaseholders faced was inequitable and placed an unfair proportion of the burden of these new charges on this group. Therefore, a new charging band was being proposed, specifically for these properties, to eliminate that inequity.

The Cabinet Member emphasised that this re-banding did not affect the level of overall service charges for leaseholders as a whole but sought to spread these costs more equitably. As a result, the three quarters of leaseholders who live on estates would now face a small increase of around £2 per year in their charges, while those who faced a manifestly unfair increase in their charges will have far more reasonable bills.

The Leader noted that the change to the service charge was expected to benefit the vast majority of tenants, with over 1,200 leaseholders seeing a decrease in their bills.

Further to consideration of exempt information at item 21,

RESOLVED

1. To approve the introduction of an additional fourth band of leasehold management fee for converted street properties as set out in paragraphs 6.8 to 6.14.
2. To note the proposed management fee charge for each of the four bands as set out at the final column of the table at 6.13

Reasons for decision

A new band of leasehold management fee will ensure that the charges paid by leaseholders for the management of their homes better reflect the service they receive. It will also ensure that service charges are reasonable and reflect the requirements of section 19 of the Landlord and Tenant Act 1985.

Alternative options considered

A flat rate management fee: This would mean that one fee is applied to all leaseholders irrespective of the type of service received. Although some landlords use this mechanism, it would not be appropriate to implement a flat rate management fee because this would not reflect the different costs of managing different types of property owned by the Council

A percentage of total service charge: This was the method for calculating fees used by the Council prior to 2004/05. In 2004/05, a review of the management fee was carried out, which recommended that this method should be changed to a two band system (later revised to three). It would not be appropriate to revert to this method since it would lead to those properties which receive expensive services having an excessively high management fee.

Not to make any change: This option was rejected because it would fail to deal with the perceived unfairness of the charges currently being levied on leaseholders in converted street properties.

143. LOCAL GOVERNMENT OMBUDSMAN FINDING - NON KEY

[The Cabinet Member for Neighbourhoods and the Cabinet Member for Local Investment and Economic Growth returned to the meeting – 20.44.]

The Cabinet Member for Corporate and Civic Services and Cabinet Member for Housing and Estate Renewal jointly introduced this report. Cabinet were informed that the Ombudsman had made a report finding fault with the Council in relation to a complaint made by Ms X and had asked the Council to take certain steps to remedy that fault. The complaint related to the way the Council dealt with her housing benefit and subsequent homelessness. This report summarised the Ombudsman's report and the steps that had been taken to date. It also proposed further steps to be taken by the Council in response to the report.

The Cabinet Member for Corporate and Civic Services informed Cabinet that she had requested the Council carry out random checks every three or four months to make sure that people were following the correct procedures.

The Cabinet Member for Housing and Estate Renewal drew Cabinet's attention to the compensation payments recommended by the Ombudsman to Ms X. The Cabinet Member noted that since May 2018, there had been a significant improvement in the service, specifically in benefit calculations.

In response to a question from Councillor James, Officers confirmed that lessons had been learnt and that the Council had carried out a number of checks, as per the Ombudsman recommendations. The Council had sampled 154 cases and found only 1 minor error in a case. The Council was also doing thorough checks and would be

going through the full caseload of over 2,000 cases before 31st March 2020 to ensure all was as it should be.

RESOLVED

1. To accept the findings and recommendations of the Ombudsman in the report shown at Appendix 1.

2. To authorise officers' compensatory payments to Ms X totalling £5,587.94, as set out in paragraphs 4.7 and 4.10 below.

3. To adopt this report as the Council's formal response under s.31 Local Government Act 1974, to be communicated to the Ombudsman.

4. To adopt this report as the Cabinet's formal response as required by s.5A Local Government and Housing Act 1989, for distribution to all members and the Monitoring Officer.

Reasons for Decision

Overview

The Ombudsman's report is dated 7th October 2019 but was not published until 7th January 2020. This is because publication was delayed due to purdah around the general election held on 12th December 2019.

As set out in the Ombudsman's report, Ms X has been found to have suffered injustices as a result of faults on behalf of the Council. In summary:

- Ms X's housing benefit was calculated incorrectly and communicated to her landlord, leading to Ms X feeling pressured to leave the property.
- Ms X was also not immediately offered alternative accommodation on the basis of priority need or protection for her possessions that required storage, leading to her being placed in unsuitable accommodation for approximately 6 months and having to pay for storage of her property.

The Ombudsman has recommended that action be taken to remedy this. In essence, the recommendations seek to:

- Compensate Ms X and ensure her case is now being dealt with appropriately.
- Ensure that any similar past faults are identified and remedied.
- Ensure the fault is not repeated in the future.

The Ombudsman's findings are accepted. The service is sorry for the mistakes made and is determined to learn from them. An apology has been given to Ms X, as set out at paragraph 4.10 below and the Council is seeking to remedy the mistake for Ms X by following the Ombudsman's recommendations. Officers are also reviewing all similar cases in order to ensure that any similar mistakes in other cases are identified and corrected.

The Ombudsman's recommendations are considered to be appropriate because:

- The Council must ensure Ms X's case is now being dealt with appropriately in order to comply with its legal obligations in respect of housing.
- It is right to offer compensation to Ms X given the Ombudsman's findings of injustice.
- The Council must identify both the errors that led to these faults and any similar past faults in order to remedy them and ensure it is now complying with its legal duties towards other service users. This will help prevent any similar injustices occurring in the future.

The Ombudsman's recommendations

The Council should apologise to Ms X for the distress caused.

The Council should pay Ms X within 1 month of the report:

- £1,000 for the distress caused by denying her chance to appeal its housing benefit decision in October 2017, its initial miscalculation and for, without authority, informing her landlord that she was over £8,000 in debt with the Council;
- £1,300 to recognise she was in unsuitable accommodation from the end of November 2017 to the end of May 2018, while she was actively seeking help from the Council or while the Council should have kept her case open; and
- £500 for storage costs she incurred when she had to leave her rented property. Or, if Ms X can provide receipts for storage costs and for any furniture or possessions she had to dispose of, reimburse her for any loss she can evidence.

The Council should submit Ms X's case to the first-tier tribunal if she still wants this to be done.

The Council should within 3 months of the report:

- Review the case to investigate why it made calculation errors and report the detailed findings to the Ombudsman.
- Audit cases where the Council calculated overpayments and applied the two-child restriction between July 2017 and March 2018 and report the findings to the Ombudsman. Where mistakes were made, it should correct those mistakes. If the audit reveals the Council calculated incorrectly in a majority of cases, it should complete a further review of all cases during that period or consider what other steps it should take to detect and remedy any systemic fault. The Council should inform us of any steps it has taken and explain why it considered its actions are proportionate and appropriate.

Action already taken

Officers have apologised to Ms X for the distress caused and made compensatory payments to Ms X totalling £5,587.94. This sum represents:

- £1,000 for the distress caused by denying her chance to appeal the Council's housing benefit decision in October 2017, its initial miscalculation and for, without authority, informing her landlord that she was over £8,000 in debt with the Council;

- £1,300 to recognise she was in unsuitable accommodation from the end of November 2017 to the end of May 2018, while she was actively seeking help from the Council or while the Council should have kept her case open; and
- £3,287.94 for storage costs and loss of possessions incurred when Ms X had to leave her rented property. Ms X has evidenced these costs and items.

Ms X wished to pursue her appeal and so officers referred Ms X's case to the First-tier Tribunal in the summer of 2019. The First-tier Tribunal has since determined the appeal. The appeal was upheld but it was found that the Council has since correctly assessed Ms X's housing benefit entitlement.

A review of Ms X's case concluded that:

- The Council's housing service was going through significant changes at the time as a result of preparation for and implementation of the Homelessness Reduction Act 2017 from 4th April 2018. As part of those changes, there was a large number of new and inexperienced staff in the service. Different teams were responsible for progressing each step for a case and so cases were transferred between different teams accordingly. Three separate officers may have been involved.
- Ms X was not immediately offered alternative accommodation because it was recorded that she was living with her mother and this was not followed up or checked again with Ms X as it should have been.
- It had previously been identified that the use of multiple teams in the housing service could lead to difficulties in communication and service users falling between the gaps. Therefore, since 3rd April 2018, service users have been allocated a Housing Needs Officer; a single point of contact who is accountable for managing the case throughout the assessment period.
- Her housing benefit entitlement was calculated incorrectly because the Council did not:
    - apply the 'underlying entitlement' rule as it was obliged to do. (I.e. it did not deduct from the overpayment the amount Ms X would have been entitled to if the Council had known the facts of the case throughout and had been notified of all changes of circumstances on time.)
    - provide an allowance for Ms X's third child because it considered the two-child restriction applied. (This restriction applied to children born after 6th April 2017 but Ms X's children were born prior to that date.)
- There was a delay in applying the underlying entitlement rule because the requisite information was not provided until February 2018 and, due to backlogs, it was not processed until April 2018.
- An allowance was not provided for Ms X's third child because, although the child was born before 6th April 2017, his birth was notified to the Council after 6th April 2017. Regrettably, it was not recognised that the child's date of birth pre-dated 6th April 2017 and this meant that the two child restriction did not apply.
- The backlog has now been eliminated as the new staff brought on prior to April 2018 now have significantly more experience and the new system has been in place for nearly two years.

- Staff have been reminded both of the general procedures and policies and the specific rules regarding the two child restriction. This will help ensure staff are aware of what they should be looking for in similar cases in the future.

Officers have audited 54 randomly selected housing benefit cases where the Council calculated overpayments and applied the two-child restriction between July 2017 and March 2018. The findings have been duly reported to the Ombudsman. The results showed that an error was made in one of the cases, resulting in an under rather than overpayment to the relevant claimant. This has been corrected and the claimant's entitlement has been re-calculated so as to award the correct sum. The claimant has been notified and the amount of the underpayment paid to their bank account.

The service was audited by Mazars in March 2019 and was concluded with a finding of 'substantial assurance'. The performance is in the top quartile of London boroughs.

Two public notice advertisements were placed in newspapers: (i) the Enfield and Haringey Independent on 8th January 2020 and (ii) the Ham and High on 9th January 2020, stating that copies of the Ombudsman's report were available to inspect by the public at the Council's offices for a period of three weeks.

Action it is proposed to take

The Ombudsman report recommended a review of all cases only if the audited revealed the Council calculated incorrectly in a majority of cases. Although the audit has shown an incorrect calculation in only one case, officers are nevertheless keen to ensure the correct action has been taken. Therefore, officers are currently undertaking a further review of all 2,056 housing benefit cases where the Council calculated overpayments and applied the two-child restriction between July 2017 and March 2018. Any mistakes that are identified will be corrected. This is expected to be completed by 31st March 2020 and the results will be reported to the Ombudsman.

All cases with households with more than two dependent children will also be reviewed on a monthly basis for a further three months in April, May and June 2020, to ensure any similar errors are identified and corrected promptly.

Views of senior officers

The Monitoring Officer has consulted with the Chief Executive and Chief Finance Officer, and they agree with the recommendations within this report.

Alternative Options Considered

The Ombudsman cannot force the Council to follow its recommendations, but local authorities generally do follow them.

If the Ombudsman is not satisfied with the Council's response, he will make a further report explaining this and making recommendations. He can also require the Council to make a public statement about the matter.

Therefore, Cabinet could choose to reject any of the recommendations made by the Ombudsman.

However, this alternative is not recommended because the Ombudsman's recommendations represent an appropriate remedy for the reasons set out above.

144. MINUTES OF OTHER BODIES

RESOLVED

To note the minutes of the Corporate Parenting Advisory Committee meeting held on the 15th of October 2019.

145. NEW ITEMS OF URGENT BUSINESS

None

146. EXCLUSION OF THE PRESS AND PUBLIC

That the press and public be excluded from the remainder of the meeting as the remaining items contained exempt information as defined under paragraph 3 and 5 of Part 1 schedule 12A of the Local Government Act 1972.

147. AWARD OF CONTRACT TO A POSITIVE BEHAVIOURAL SUPPORT (PBS) PROVIDER FROM PBS FRAMEWORK

As per item 141.

148. ANNUAL LEASEHOLD SERVICE CHARGE - REVIEW OF MANAGEMENT FEE

As per item 142.

[Cllr Bull and Cllr Chandwani recused themselves from the exempt proceedings]

149. EXEMPT MINUTES

To approve the exempt minutes of the meeting held on the 10th December 2019.

150. NEW ITEMS OF EXEMPT URGENT BUSINESS

None

CHAIR: Councillor Joseph Ejiofor

Signed by Chair ……..

Date ……

Report for: Cabinet 11 February 2020

Title: **2020-21 Budget and 2020-2025 Medium Term Financial Strategy**

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. Describe the issue under consideration

1.1 Cabinet received a report on the Draft Budget on 10th December 2019 which highlighted an outstanding budget gap to be resolved between then and now and also proposed that Cabinet agree to start consultation. The budget gap has now been bridged and has been achieved without needing to make any further reductions to Service budgets. The 2020/21 Budget and 2020-2025 Medium Term Financial Strategy (MTFS) now proposed also have due regard to the corporate Equalities Impact Assessment, consultation feedback and recommendations from the Council's Overview and Scrutiny Committee.

1.2 The Council has a statutory requirement to set a balanced budget for 2020/21 and this report forms a key part of the budget setting process by setting out the likely funding and expenditure for that year. Additionally, in order to ensure the Council's finances over the medium term are built on a sound basis, this report also sets out the funding and expenditure assumptions for the following four years (2021/25) in the form of an MTFS. Cabinet's role in this is to recommend the Budget and key policy proposals to Full Council for agreement and this report satisfies this duty.

1.3 In accordance with the Local Government Finance Act (LGFA) 1992, Full Council must approve the budget for the forthcoming year and agree the Council tax for that year by the statutory deadline of 11th March. Full Council will consider the Budget package contained in this report at their meeting on 24th February 2020.

1.4 The report has been prepared with reference to the Borough Plan 2019-2023 in order that the Council's resources are directed at supporting delivery of the agreed priorities and outcomes which are summarised below:

- **Housing** - a safe, stable and affordable home for everyone, whatever their circumstances
- **People** - our vision is a Haringey where strong families, strong networks and strong communities nurture all residents to live well and achieve their potential
- **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

- **Economy** - a growing economy which provides opportunities for all our residents and supports our businesses to thrive

- **Your Council** - the way the council works

1.5 The 2020/21 Budget and MTFS 2020-25 presented has been updated since the report to Cabinet on 10 December 2019 and now proposes a balanced General Fund Revenue Budget for 2020/21. This has been achieved through funding and corporate adjustments and has not required any further reductions to Service budgets. The changes have been summarised below showing the impact across the 2020-2025 MTFS period:

	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
December 2019 Gap - Cumulative	612	487	1,696	8,642	12,409
Total Changes since December	(612)	1,467	3,436	3,174	3,151
Revised Gap - Cumulative	**0**	**1,954**	**5,132**	**11,816**	**15,560**

1.6 The draft Local Government Finance Settlement published on 20 December 2019 confirmed that local authorities could increase their Council Tax up to 1.99% without referendum and also allowed for an additional 2% ASC precept to be raised. This Budget assumes that both of these increases are adopted by Haringey.

1.7 The Government grant funding for 2020/21 assumed in the December report has also been confirmed along with some other key funding streams not part of the main Settlement such as the grants to help address Homelessness.

1.8 The first Queen's Speech of the new Government was delivered on 19 December 2019 and proposed a total of 29 Bills and various other policies and commitments which may require additional legislation. The most pertinent to this report are that the £1bn additional funding announced in SR19 is committed for each year of the Parliament and that the fundamental review of the Business rates system will take place. The announcement about funding is welcomed and the MTFS presented now assumes that we continue to receive similar levels of grant across each year. However, while the total grant funding may remain at 2020/21 levels, the methodology for distribution may change which could negatively impact on our future financial and service planning.

1.9 The total proposed General Fund budget reductions for 2020/21 from this round of the MTFS 2020/21 are £7.1m, considerably lower than the £13.2m that were forecast to be necessary last February. Because of the Council's approach to live budgeting, the decisions it made in July and its active use of Invest to Save (Savings for 20/21 of £1.6m), the further proposals necessary at this stage come to £5.5m. When added to the reductions already agreed for 2020/21 (£7.4m), the total reductions to be delivered are £14.5m. This is a not insignificant sum and continued close focus will need to be placed on ensuring delivery is achieved as planned.

1.10 Despite the financial pressure on the Council, it continues to look to respond where it can to the most pressing demands upon it. This year's budget includes additional funding of £4.3m for the extension of the London Living Wage and increase in its capacity to make full use of the apprenticeship opportunities. It also proposes to continue to fund the budget priorities identified in last year's budget.

1.11 The relevant sections of the report have been updated to highlight relevant new information arising from the final Local Government Finance Settlement and other funding announcements made since the last report. The report also includes summaries of the responses to the public Budget Consultation as well as those from Overview and Scrutiny Committee along with Cabinet responses. The proposed Budget does not depend on contributions from reserves in order to balance.

1.12 The report also re-confirms the substantial proposed additions to the current General Fund Capital Programme which were presented in the December report. These include: schools conditions work; Adults supported living and nursing home schemes; modernised street lighting; civic buildings; street and greenspace improvements; property acquisitions to expand existing businesses or attract new businesses; an ambitious development to deliver a community focussed housing and mixed-use scheme, and improving access to our libraries.

1.13 The Dedicated Schools Budget (DSB) funding for 2020/21, which is ring fenced for the delivery of education services, has been re-presented and now reflects the final schools Settlement announced in December and discussed at the January Schools Forum. This includes the implications of the on-going budget pressure on the High Needs Block (HNB) from legislative changes to service provision responsibilities introduced in the 2014 Children and Families Act. The report recognises that this is, to an extent, addressed by the increase in High Needs DSG grant announced for 2020/21 and onwards, but the council still has a difficult legacy position to be addressed in the form of an overdrawn DSG reserve.

1.14 The report includes the final proposed 2020/21 Budget & MTFS for the Housing Revenue Account (HRA) revenue budget and HRA Capital programme and provides a comprehensive commentary on the development of the current Business Plan and proposals to develop it further over the coming year.

1.15 In summary, this report finalises the Council's General Fund and HRA 2020/21 Budgets and Medium-Term Financial Strategies for 2020-2025.

1.16 The only items not confirmed at this stage are:

- Notification of final levy sums however, we are not forecasting any levies to be significantly different to the sums currently budgeted for;
- Confirmation of the GLA council tax element;
- Final 2020/21 Local Government Finance Settlement announcement – again there are no indications that this will bring forward any / material changes to the provisional figures already received.

As stated, these final notifications are not expected to lead to any significant budget implications, but an update will be included in the Full Council report on 24th February; this will also include details of any final budget adjustments required.

2. Cabinet Member Introduction

2.1 The proposals set out in this report contain our 2020/21 Budget and five-year Medium-Term Financial Strategy (MTFS) that will provide a clear financial plan during this unprecedented period of uncertainty for Local Authority budgeting. I am pleased to announce that we have bridged the budget gap of £0.6m for 2020/21 outlined in my last report to Cabinet and confirm that this has been achieved without needing to make any further reductions to Service budgets.

Manifesto Priorities

2.2 Last year's budget put in place additional funding for a number of priorities. The Council Tax Reduction Scheme (CTRS) was extended to a maximum of 100% for our least well-off families with children. This came into effect on 1st April 2019 and Full Council agreed that this policy remain unchanged for 2020/21.

2.4 The 2019/20 Budget also provided ongoing investment into a school meal pilot and a youth services programme, a large portion of which has been used to fund the Summer Holiday Programme which offered more than 150 activities with 19,602 young people taking part.

2.5 We are already an accredited London Living Wage employer, ensuring fair levels of pay for all staff directly employed by the Council but this Budget makes a funding commitment of more than £4m to ensure that staff providing care services to adults through our partner organisations are paid at least the London Living Wage.

2.6 An additional sum has also been built in to provide ongoing extra capacity to increase apprenticeship numbers within the Council and across other organisations within the Borough.

2.7 The capital strategy recognises the role that local investment has in changing our locality and the lives of our residents. We are proud that 99% of our schools continue to be good or outstanding but our children deserve to be taught in modern buildings in safe environments, so we plan to invest £50m in our school buildings over the next 5 years. Over the past 10 years we have protected Haringey's nine libraries and now we plan to invest in these buildings to ensure they are used to their full potential and are accessible to all.

2.8 We were elected last year with a promise to deliver 1,000 additional council homes at council rent. We have secured more than £60m funding from the Mayor of London to support this housing programme. We are also buying new homes to let to those in need of temporary accommodation which will improve the standard for tenants and save the Council money.

2.9 As part of our plans to tackle the climate emergency this budget will enable 750 additional trees to be planted in the next couple of years and are investing more than £6m in a School Streets programme aimed at reducing pollution around our schools.

Addressing Budget Pressures

2.10 The budget update reports that I have presented this year highlight the progress that has been made on stabilising budgets and confirms that the action we took in setting the 2019/20 Budget was appropriate. While we still forecast an in year overspend, the future impact of the main underlying pressures has been addressed as part of the 2020/21 Budget now proposed. We have also taken advantage of making Live budgeting decisions in year such as the approval of a suite of invest to save proposals

in Children's services which are now well underway and will contribute to better outcomes for our young people and their families.

2.11 This year's Budget comes in the context of severe ongoing budget pressures. Haringey, just like most Councils across the country, has seen huge cuts in funding since 2010. Government grant funding to Haringey has reduced by £124 million; the number of people working to provide council services has almost halved whilst our population and their needs continues to grow. We will need to deliver £7.1m savings or new income to balance next year's Budget, with total further savings required over the next 5 years of over £28m, of which we still need to put in place plans for £15.6m. So, there remain some tough decisions ahead.

2.12 It becomes ever harder to find solutions to balance our budget while seeking to manage the impact on those with the greatest need of our support. This is why you will see that the new budget reductions proposed in this report focus as much as possible on delivering efficiencies and service re-design or increasing income instead of service cuts. We also propose a further increase to Council Tax next year of 1.99% and will also levy the 2% supplement allowed by national Government to support the increasing costs of adult social care

2.13 Despite all of this we will never lose sight of why we exist – to serve the residents, communities and businesses in our Borough by building a greener, fairer, safer Haringey. The Budget I now present is all about delivering on our priorities; fighting housing injustice, building a fairer economy, ensuring every child and young person has a bright future and tackling the climate emergency. To achieve this, despite continuing austerity we will be funding services more efficiently, promoting early intervention and maximising our income.

2.14 The budget consultation period has now ended, and I thank our residents, local businesses, community sector partners and any others that took the time to respond and engage with the process. I was particularly pleased that some had taken time to put forward other ideas for consideration and confirm that, as an administration, we will review these and where appropriate build into future plans.

2.15 In Summary, I am pleased to be able to propose a balanced Budget for 2020/21 which does not utilise any balances and enables us to invest funds to continue to deliver our shared Borough Plan outcomes and make the Borough a place we can all be proud to live and work in.

3. Recommendations

Cabinet is asked to:

3.1 Consider the outcome of the budget consultation as set out in Appendix 10, to be included in the report to Council. Having taken this into account this report does not propose any amendment to the Budget for 2020/21 nor to the MTFS 2020/25.

3.2 Approve the responses made to the Overview and Scrutiny Committee recommendations following their consideration of the draft budget proposals as set out in Appendix 11. Having taken this into account this report does not propose any amendment to the Budget for 2020/21 nor to the MTFS 2020/25.

3.3 Propose approval to the Council of the 2020/21 Budget and MTFS 2020/25 Budget Reduction Proposals as set out in Appendix 2.

3.4 Propose approval to the Council of the 2020/21 General Fund Revenue Budget as set out in Appendix 1, including specifically a General Fund budget requirement of £242,292m, but subject to final decisions of the levying and `precepting bodies and the final local government finance Settlement.

3.5 Propose approval to the Council of the General Fund Medium Term Financial Strategy (MTFS) 2020-2025 as set out in Appendix 1.

3.6 Propose approval to the Council that the overall Haringey element of Council Tax to be set by London Borough of Haringey for 2020/21 will be £1,372.55 per Band D property, which represents a 1.99% increase on the 2019/20 Haringey element and with an additional 2% for the Adult Social Care Precept amount.

3.7 Note the Council Tax Base of the London Borough of Haringey, as agreed by the Section 151 Officer under delegated authority (Article 4.01(b), Part 2, of the Constitution), as 78,543 for the financial year 2020/21.

3.8 Propose approval to the Council of the 2020/21 Housing Revenue Account budget as set out in Table 9.3.

3.9 Propose approval to the Council of the Housing Revenue Account Medium Term Financial Strategy (MTFS) 2020-2025 as set out in Section 9.6 and Table 9.3.

3.10 Approve the changes to the rent levels for residents in temporary accommodation, Council tenants in General Needs, Sheltered/Supported, and Affordable homes reflecting the recent rent guideline requiring Councils in England to increase rent by no more than the Consumer Price Index (CPI) at September of the previous year plus 1% This will increase the average weekly rents as set out in Tables 9.1 and 9.2.

3.11 Agree the changes to service charges to tenants as set out in Appendix 8.

3.12 Propose approval to the Council of the 2020/21 – 2024/25 General Fund capital programme detailed in Appendix 4.

3.13 Propose approval to the Council of the 2020/21 – 2024/25 Housing Revenue Account (HRA) capital programme detailed in Appendix 7.

3.14 Propose approval to the Council of the Capital Strategy detailed in Section 8 of this report.

3.15 Propose approval to Council of the strategy on the use of flexible capital receipts to facilitate the delivery of efficiency savings including capitalisation of redundancy costs (Appendix 6).

3.16 Propose to the Council the Dedicated Schools Budget (DSB) allocations for 2020/21 of £261.9m as set out in Appendix 9.

3.17 Note the funding to be distributed to primary and secondary schools for 2020/21 based on the figures advised to Schools Forum and submitted to the Education Funding Agency in January 2019 set out in Section 10.

3.18 Note the budgets (including the use of brought forward DSG) for the Schools Block, Central Services Block, High Needs Block and Early Years Block as per Appendix 9.

3.19 Delegate to the Director of Children Services, in consultation with the Cabinet Member for Children, Education and Families, the power to amend the Delegated Schools Budget to take account of any changes to Haringey's total schools funding allocation by the Education and Skills Funding Agency.

3.20 Delegate to the Section 151 officer, in consultation with the Cabinet Member for Finance, the power to make further changes to the 2020/21 budget proposals to Full Council up to a maximum limit of £1.0m.

4. Reasons for decision

4.1 The Council has a statutory requirement to set a balanced budget for 2020/21 and this report forms a key part of the budget setting process by setting out the forecast funding and expenditure for that year. Additionally, in order to ensure the Council's finances for the medium term are maintained on a sound basis, this report also sets out the funding and expenditure assumptions for the following four years in the form of a Medium-Term Financial Strategy.

5. Alternative options considered

5.1 The Cabinet must consider how to deliver a balanced 2020/21 Budget and sustainable MTFS over the five-year period 2020/25, to be reviewed and ultimately adopted at the meeting of Full Council on 24th February 2020.

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

5.3 These proposals have been subject to consultation both externally and through the Overview & Scrutiny process. The outcomes from these consultations, which are expanded on in Section 11 and Appendices 10 & 11 to this report, have been considered by Cabinet. After due consideration, Cabinet considers that the issues raised are addressed in the budget put forward in this report.

6. General Fund Revenue Funding Assumptions

6.1 The Council has access to five main sources of funding:

- Business Rates
- Grants
- Council Tax
- Fees & Charges
- Use of Reserves

The first two are largely driven by the outcome of Spending Rounds and the Local Government Finance Settlement.

The following paragraphs provide commentary on the Spending Round 2019 (SR19) and the draft Local Government Finance Settlement and then sets out the assumptions made in this draft 2020/21 Budget & MTFS 2020-2025 about each of the five funding streams.

SR19 and the Draft Local Government Finance Settlement 2020/21

6.2 A one-year Spending Round for 2020/21 was announced in September 2019. This replaced the expected 3-year Spending Round and allied Fair Funding Review & Review of the Local Business Rates Retention scheme. These are all now expected to take place next year and lead to a multi-year Spending Round covering the period 2021-2024.

6.3 The draft Local Government Finance Settlement 2020/21 was announced on 20 December 2019 and has confirmed the draft funding assumed in the December Cabinet report.

6.4 The announcement provided details regarding Revenue Support Grant (RSG) and other grant funding allocations covering the next financial year. Nationally, the amounts will increase by the September 2019 CPI Figure (1.7%). Although not shown in the table below, it should also be noted that national funding figures have reduced every year since 2010, this being the first increase since then.

Table 6.1 – National Grant Figures – England (inc. assumed Business Rates)

England Totals				
	2017/18 £m	**2018/19 £m**	**2019/20 £m**	**2020/21 £m**
Total SFA	**16,632**	**15,574**	**14,560**	**14,822**
Percentage Change	(10.6%)	(6.4%)	(6.5%)	1.7%
Plus Additional Funding				
S31 Grant (2% cap in NDR)	175	275	400	408
New Homes Bonus (RSG)	1252	948	918	900
Transition Grant	150	-	-	-
Improved Better Care Fund	1115	1499	1837	2077
Rural Services Delivery Grant	65	81	81	81
Levy Account Refund	-	180	0	0
Winter pressures Grant	-	240	240	0
Social Care Support Grant	-	-	410	1410
Adult Social Care Support Grant	241	150	-	-
Total Funding	**19,630**	**18,946**	**18,445**	**19,698**
Percentage Change	(4.2%)	(3.5%)	(2.6%)	6.8%

6.5 Settlement Funding Assessment (SFA) comprises the council's Revenue Support Grant for the year, its retained business rates and top up business rates uprated year on year in line with inflation.

6.6 With regard to Government Grant funding, the Haringey 2020/21 increase in Settlement Funding Assessment (SFA – Revenue Support Grant, Retained and Top up Business Rates) mirrors the national position of 1.7%, which the Government states is in line with CPI inflation. However, this of course comes after nine years of reductions in grant funding and is against the background of rising demand for services, particularly Adults, Children's and Housing Services. To an extent Government has recognised the pressures on Social Care by announcing an additional £1bn nationally, which is expected to increase the amount of Social Care Grant receivable to £7m for next year. The Queen's Speech confirmed that this additional funding is committed for each year of the Parliament however, it's distribution beyond 2020/21 is likely to be impacted by the planned Fair Funding Review which will adjust the current allocation methodology. Any significant change could have major ramifications on our future financial and service planning.

6.7 The equivalent funding assumptions for Haringey are shown at table 6.2. Based on these draft figures Government funding support to Haringey via SFA will increase by 5.7% in 2020/21.

Table 6.2 – Haringey Grant Forecast (inc. Business Rates)

Haringey Forecast	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m
Settlement Funding Assessment	115.2	109.1	102.3	104.0
Percentage Change	-	(5.3%)	(6.2%)	1.7%
Plus Additional Funding				
S31 Grant (2% cap in NDR)	1.2	1.8	2.6	2.7
Improved Better Care Fund	5.4	7.1	8.4	9.5
New Homes Bonus - Local Forecast	5.7	2.7	2.5	2.5
2017-18 ASC Support Grant	1.2	0.7	-	-
Winter Pressure Grant	-	1.1	1.1	-
Social Care Grant	-	-	2.0	7.0
Haringey Corporate Grants	**128.7**	**122.5**	**118.9**	**125.7**
Percentage Change	(4.0%)	(4.7%)	(3.0%)	5.7%

6.8 The difference between the National 6.8% increase and the 5.7% increase forecast for Haringey is caused by the distribution methodology used to allocate the total funding figures between authorities.

6.9 The following were also announced:

- The Fair Funding Review, reform of Business Rates system and full Business Rates reset will be deferred to 2021/22.
- Only the 100% Business Rates Pilot areas will continue in 2020-21; all other pilots will cease.
- Nationally, Core Spending Power is forecast to rise from £46.2 billion to £49.1 billion in 2020-21 (the majority of this increase is from an increase to Council Tax revenue through tax rate and tax base increases);
- An additional £700m for High Needs funding for schools and colleges;
- A real-terms increase in the Public Health Grant (CPI plus 1%); and
- The NHS contribution to the Better Care Fund will increase in line with the planned additional investment in the NHS (3.4%).

Core Spending Power (CSP)

6.10 Core Spending Power describes the expected available revenue to fund expenditure. From 2016/17 onwards CSP is defined as the sum of the Settlement Funding Assessment (comprising NNDR Baseline Funding Level and Revenue Support Grant), estimated Council Tax income, additional Council Tax income from the Adult Social Care flexibility, Better Care Fund, and the New Homes Bonus.

6.11 The overall headline referred to in the Spending Round document and by the Chancellor is that “additional resources available to local government” will increase by more than £3.5 billion. This includes an increase in existing funding streams and some new funding announcements. Elements of the CSP will increase with inflation (Settlement Funding Assessment) with others maintained at 2019-20 levels (New Homes Bonus, Winter Pressures Grant).

6.12 It is also important to note that RSG payments will be reinstated from 2020/21 as a consequence of the London Business Rates Pool pilot ending at the end of 2019/20. In 2020/21, Haringey is due to receive £22m in RSG funding based on government figures. The Council received £51m of RSG in 2016/17, therefore RSG funding to the Council would have fallen by 59% (£29m) between 2016/17 and 2020/21.

6.13 Historic and draft 2020/21 CSP figures for Haringey are set out in table 6.3 below.

Table 6.3 – Local Forecast of CSP

Local Forecast	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m
Settlement Funding Assessment	**115.2**	**109.1**	**102.3**	**104.0**
Plus Additional Funding				
Council Tax Requirement	93.8	101.9	102.0	107.1
S31 Grant (2% cap in NDR)	1.2	1.8	2.6	2.7
Improved Better Care Fund	5.4	7.1	8.4	9.5
New Homes Bonus - Local Forecast	5.5	2.7	2.5	2.5
2017-18 ASC Support Grant	1.2	0.7	-	-
Winter Pressure Grant	-	1.1	1.1	-
Social Care Grant	-	-	2.0	7.0
Core Spending Power	**222.3**	**224.4**	**220.9**	**232.8**
Percentage Change	-	0.9%	(1.6%)	5.4%

Business Rates

6.14 A number of changes were introduced to business rates in April 2017 including a revaluation of the business rates base. Although, the revaluation was revenue neutral nationally, some businesses in Haringey would have seen increases in their business rates charges. For small businesses in this position, relief was provided in the form of a three-year transitional grant that is administered and distributed to affected businesses in each year during the transition period.

6.15 The intention was for Business Rates Baselines to be reset from April 2020, however the Government has announced, as part of SR19 that this will be delayed until April 2021. As to whether this is advantageous or not will be determined by the level of the baseline funding that government sets in relation to what we are actually able to collect.

6.16 The Council has been part of the London Pool Pilot since 2018/19. In that year, London retained 100% of business rates locally, generating a significant additional benefit to the Council (£6.4m). The estimated financial benefit to Haringey in 2019/20 is £2.7m - £3m. The reduced figure is due to a lower percentage (75%) being retained in London.

6.17 The SR19 announced that the Pilot in London would cease from 2020/21. Since the December report, it has been confirmed that London will continue to pool business rates from April 2020 at the lower rate of 67%. This means that the financial benefit from retained growth will be much lower, with the current estimate for Haringey approximately £0.4m which has been built into the 2020/21 Budget. Because of the

uncertainty beyond 2020/21, no share of pool growth has been assumed in future years.

6.18 Realisation of business rates income is dependent on collection performance, prevailing economic conditions and decisions on appeal by the Valuation Agency Office and some risk has already been built into the forecast income for future years in recognition of this. Business rates income is expected to decrease by £1.6m in 2020/21, mainly due to any growth in business rates income being offset by the discontinuation of the Pool Pilot as discussed above.

6.19 The current planning assumption across the MTFS period is that there will be no net growth in the business rates tax base / hereditaments.

6.20 Revenue Support Grant of approximately £22m will be paid in 2020/21 as a consequence of the retention rate reverting to 67%. This grant was reduced to nil in 2018/19 due to Haringey's participation in the London Business Rates Pool Pilot, as the grant was included as part of the payments received from the Pool and MHCLG. As the Pilot will not continue in future years, this grant will be received again by Haringey. It is assumed that this grant will increase in line with CPI across the MTFS period.

6.21 The estimated mandatory reliefs applied to Haringey businesses is £6.7m in 2020/21. These reliefs cover, among others, discounts for small businesses and will be fully reimbursed via Section 31 Grants by Central Government. From 2021/22, we expect the Section 31 Grants to be rolled into the SFA.

6.22 The forecast income across the MTFS period from business rates related income, including revenue support grant is shown in table 6.4 below.

Table 6.4 – Business Rates Related Income Forecast

Business Rates Related income Forecast	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
Revenue Support Grant	-	21,993	22,434	22,880	23,340	23,807
Business Rates Top Up	65,196	58,412	61,089	62,290	63,490	63,958
Retained Business Rates	33,484	22,100	22,540	22,985	23,425	24,695
NNDR Levy Surplus 2019/20	1,238	-	-	-	-	-
NNDR Surplus/(Deficit)	-	(1,654)	2,324	2,232	2,131	2,174
S31 Grants	6,624	6,688	-	-	-	-
Share of Pool Growth	3,000	400	-	-	-	-
Total	**109,542**	**107,938**	**108,387**	**110,386**	**112,386**	**114,634**

6.23 There are considerable planned and potential changes to the business rates regime beyond 2020/21. These are set out below:

- Business rate baselines are expected to be reset in 2021/22.
- The Government have been consulting on a simplification of the Business Rates Retention scheme including how growth can be incentivised and how it can be measured. No decisions have been made yet either about a new scheme or timing of any implementation.
- The outcome of the Fair Funding Review is still awaited. This will impact on business rates as it derives each authorities baseline funding against which growth is measured.

- The Government has committed to introducing more frequent business rates revaluations and have consulted on bringing forward the date of the next revaluation from 2022 to 2021. Thereafter the Government plan to move to 3 yearly revaluations ensuring rating assessments are more up to date.

6.24 Because of the uncertainty beyond 2020/21, the assumptions in Table 6.4 and their impact on the MTFS will need to be reviewed and, where necessary, updated.

Grants

6.25 The Council will receive a number of grants in addition to its main funding allocation. The Council is mostly allowed to use these grants to fund any council services, but some are ring-fenced, which means they can only be spent on specific services.

Social Care Grants

6.26 As part of SR19 it was announced that an additional £1.5bn of funding for adult and children's social care would be available for Local Authorities to access next year (i.e. £1bn of additional funding and up to £0.5bn from the additional 2% Social Care Precept). It also announced the following in relation to social care related funding:

- Additional Improved Better Care Fund – Expected to remain at 2019/20 levels of £1.6m for Haringey.
- The Improved Better Care Fund and Winter Pressures Grants are expected to continue at 2019/20 levels; however, these will be rolled into a single grant.
- Social Care Support Grant is expected to increase from £2m in 2019/20 to £7m in 2020/21 for Haringey, which will incorporate Haringey's share of the new £1bn additional funding.

6.27 The assumptions around social care funding across the MTFS period are set out in the table below. Whilst we only have announcements for 2020/21, the current planning assumptions are that funding of a similar level will be made available across the planning period. This will need to be kept under review and the MTFS updated when further details emerge. The Queen's Speech confirmed that the £1bn additional Social Care grant funding announced in SR19 is committed for each year of the Parliament however, the distribution of any of the grant funding could change. If it changes materially, it will have a significant impact on the current forecast gap across those years. This has been highlighted as one of the biggest risks to the current MTFS, explored in more detail in Section 7.18.

It should also be noted that all these grants have been netted against the service budget expenditure heads rather than being shown separately. Since the December report a review of the budgeting of Adults and Children's service grants has been undertaken. In the light of this and consistent with the 2019/20 treatment, the new Social Care Support Grant announced for 2020/21 has now been allocated 50:50 between the two services.

Table 6.5 – Social Care Grants

Original Grant Name	Revised Grant Name (LG Settlement Consultation)	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
		£'000	£'000	£'000	£'000	£'000	£'000
Better Care Fund (BCF) - (CCG Contribution)		5,819	6,017	6,017	6,017	6,017	6,017
Improved Better Care Fund (iBCF)	Improved Better Care Fund (iBCF)	6,749	6,749	6,749	6,749	6,749	6,749
Additional Improved Better Care Fund (iBCF)		1,621	1,621	1,621	1,621	1,621	1,621
Winter pressure Funding		1,148	1,148	1,148	1,148	1,148	1,148
Social Care Support Grant (ASC/CSC)	Social Care Support Grant	1,962	1,962	1,962	1,962	1,962	1,962
New Funding for Adult & Children's Social Care (SR19)		0	4,998	4,998	4,998	4,998	4,998
	TOTAL	**17,299**	**22,495**	**22,495**	**22,495**	**22,495**	**22,495**

Core Grants

6.28 Based on the SR19 and draft Local Government Finance Settlement 2020/21, the MTFS assumptions for the Core Grants received by Haringey are as follows:

- Public Health Grant will increase by 1% above inflation to £20.2m in 2020/21. Inflationary increases are expected to be applied to the grant across the MTFS period.
- New Homes Bonus – there are indicative signs that this scheme will be stopped or replaced from 2021/22 however it is assumed that funding at a similar level will continue in some form or other.
- The Council Tax Support and Housing Benefit Admin Grants are expected to continue at 2019/20 levels in 2020/21 (£2m). From 2021/22, the MTFS assumes a drop of £0.5m on the assumption that the Universal Credit programme proceeds with more cases returned to Government.
- Section 31 (S31) grants in relation to mandatory business rate reliefs are expected to continue for 2020/21 but beyond that it is expected that these will be rolled into the baseline figures and come through as part of the SFA.
- The Government announced additional resource funding for MHCLG to reduce homelessness and rough sleeping through the Flexible Homelessness Support Grant and the Homelessness Reduction Grant. Haringey will receive £7.8m in 2020/21.

6.29 The table below shows assumptions about the core grants over the 5-year MTFS period.

Table 6.6 – Core Grants

Grant Name	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
Council Tax Support Grant	457	457	408	408	408	408
Housing Benefit Admin Grant	1,491	1,491	1,043	1,043	1,043	1,043
Public Health Grant	19,677	20,228	20,632	21,045	21,466	21,466
New Homes Bonus	2,541	2,199	2,199	2,199	2,199	2,199
Additional Improved Better Care Fund *	1,621	-	-	-	-	-
S31 - Business Rates Multiplier Cap	1,134	1,019	-	-	-	-
S31 - Cost of doubling SBRR & threshold changes for 2019-20	3,285	3,327	-	-	-	-
S31 - Retail Discount Relief & Other Grants	2,205	2,341	-	-	-	-
NNDR Levy Surplus 2019/20	1,238	-	-	-	-	-
Local Flood Grant	22	-	-	-	-	-
Total	**33,671**	**31,062**	**24,282**	**24,694**	**25,115**	**25,115**

* this funding continues to be received but will be allocated directly to the service budget from 2020/21

Council Tax

6.30 Since the December report, the 2020/21 council Tax base has been calculated as required by statute and the final report is attached in Appendix 13. This enables the Council to calculate its own council tax but this figure is also required to be notified by 31st January to the GLA as the major precepting authority and the levying bodies (Environment Agency, Lee Valley Regional Park Authority, North London Waste Authority and London Pension Fund Authority) in order for them to calculate and set their own budgets and determine the level of precept / levy to be made to Haringey.

6.31 The Tax base figure for Haringey for 2020/21 has been set at 78,543 and the impact of this has been reflected in Table 6.7 below. The key assumptions in the MTFS on Council Tax are:

- A 1.99% increase in Council Tax in 2020/21 and for each subsequent year (subject to the referendum limits set by Government)
- Additionally, an Adult Social Care (ASC) precept of 2% is proposed in 2020/21 (as per SR19), but no subsequent increases are assumed in the years post 2020/21.
- The collection rate will be at least 96.50% throughout the planning period.
- The tax base is forecast to grow by 1.7% in 2020/21, followed by increases of 1% per annum throughout the remainder of MTFS planning period
- The Council Tax Collection Fund account has had surpluses of up to £6m over the past few years, largely due to an overestimation of the impact of the Council Tax Reduction Scheme (CTRS) on income levels. The forecasting has been refined and is reflected in a reduced forecast surplus across the MTFS period (£2.18m).
- The latest forecast of the number of CTRS claimants is lower than the number forecast last year, a change which looks to be driven by changes in the national benefits system and the rollout of Universal Credit in Haringey.

6.32 The resulting projections for Council Tax income and Band D Rates are set out below. These figures are subject to confirmation of the council tax base, which is due to be

finalised in January 2020 and formal Council ratification of Council Tax Rates in February 2020.

Table 6.7 – Council Tax Assumptions

COUNCIL TAX ASSUMPTIONS						
	2019/20	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**2024/25**
Taxbase before collection rate	80,096	80,067	81,392	82,206	83,028	83,858
Taxbase change	0.0%	1.7%	1.0%	1.0%	1.0%	1.0%
Taxbase for year	80,067	81,392	82,206	83,028	83,858	84,697
Collection Rate	96.50%	96.50%	96.50%	96.50%	96.50%	96.50%
Taxbase after collection rate	**77,265**	**78,543**	**79,329**	**80,122**	**80,923**	**81,732**
Council Tax increase	2.99%	1.99%	1.99%	1.99%	1.99%	1.99%
Social Care precept	0%	2.00%	0%	0%	0%	0%
Band D rate	£1,319.89	£1,372.55	£1,399.87	£1,427.72	£1,456.14	£1,485.11
Council Tax Before Surplus (£000)	**£101,981**	**£107,805**	**£111,050**	**£114,392**	**£117,835**	**£121,382**
Previous Year (Estimated) Surplus	£3,850	£2,175	£2,175	£2,175	£2,175	£2,175
Council Tax Yield (£000)	**£105,831**	**£109,980**	**£113,225**	**£116,567**	**£120,010**	**£123,557**

Fees and Charges

6.33 The Council's policy in relation to varying external income requires service managers to review the level of fees and charges annually as part of budget setting and that charges should generally increase by the rate of inflation to maximise allowable income.

6.34 The setting of fees and charges, along with raising essential financial resources, can contribute to meeting the Council's objectives. Through the pricing mechanism and wider market forces, outcomes can be achieved and services can be promoted through variable charging policies and proactive use of fees to promote or dissuade certain behaviours.

6.35 In the main, fees and charges are set at a level where the full cost of provision is recovered through the price structure. However, in many circumstances those charges are reduced through subsidy to meet broader Council priorities.

6.36 Each year the Council reviews the level of its fees and charges through consideration of a report by the Cabinet and its Regulatory Committee, where it is a requirement that they are considered and approved outside of the Executive. Both Cabinet and the Regulatory Committee have received and approved the fees and charges reports in relation to 2020/21.

6.37 The impact of fees and charges increases have been included in the revenue income projections in the MTFS.

Use of Reserves

6.38 The Council's (Non-Earmarked) General Fund Balance is held to cover the net impact of risks and opportunities and other unforeseen emergencies. The funds held in the General Fund Reserve can only be used once and therefore are not a recurring source of income that can meet permanent budget gaps.

6.39 No use of corporate reserves is required to balance the 2020/21 Budget and financial plans presented in this report assume the maintenance of the General Fund Reserve at the current level of c.£15.5m across the MTFS.

6.40 The Full Council report on 24 February 2020 will provide a more comprehensive review of the overall sufficiency of Council reserves as part of the S151 statement.

Summary of Corporate General Fund Assumptions

6.41 A summary of the of the funding assumptions and breakdown of funding sources is set out in table 6.8.

Table 6.8 – Funding Assumptions

	Source of Funding	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
		£'000	£'000	£'000	£'000	£'000	£'000
Table 6.4	Revenue Support Grant	-	21,993	22,434	22,880	23,340	23,807
	Top up Business Rates	65,196	58,412	61,089	62,290	63,490	63,958
	Retained Business Rates	33,484	22,100	22,540	22,985	23,425	24,695
	NNDR Growth	3,000	400	-	-	-	-
	NNDR Surplus/(Deficit)	-	(1,654)	2,324	2,232	2,131	2,174
Table 6.7	Council Tax	101,981	107,805	111,050	114,392	117,835	121,382
	Council Tax Surplus	3,850	2,175	2,175	2,175	2,175	2,175
Table 6.6	New Homes Bonus	2,541	2,199	2,199	2,199	2,199	2,199
	Public Health	19,677	20,228	20,632	21,045	21,466	21,466
	Other Core Grants	11,453	8,635	1,450	1,450	1,450	1,450
	Total (External) Funding	**241,182**	**242,292**	**245,894**	**251,648**	**257,512**	**263,306**

6.42 As mentioned above, the social care Grants previously held as Other Core Grants will be allocated to the service budgets from 2021.

7. General Fund Revenue Expenditure Assumptions

7.1 2019/20 Financial Performance – General Fund Revenue

7.1.1 The General Fund (GF) revenue forecast of £5.2m overspend has remained stable across the first two quarters of the year which is significantly below the £15.9m reported in the same period in 2018/19 (which was before the application of budget contingencies of £6.6m in that year). This evidences that last year's approach to financial planning and setting the budget was sound and is having the intended consequence.

7.1.2 The next update on the 2019/20 Budget position will be presented to Cabinet at its meeting in March however, the Council's Corporate Board monitor this monthly via an update report which confirms that the forecasts provided in December remain largely sound.

7.1.3 This year's monitoring and financial planning processes have sought to embed the Live Budgeting approach outlined in the February 2019 Budget/MTFS report. There was one write-off of an unachievable saving relating to the Customer First programme and approval of a series of Children's services Invest to Save proposals at the July Cabinet. That July Cabinet was also presented with in year budget forecasts which

enabled emerging budget pressures to be considered as part of the financial planning process for 2020-2025 at an early stage.

7.1.4 As outlined in the December 2019 report, the 2020/21 Budget proposed has addressed the two most significant budget pressures driving the forecast overspend. The first is demand growth in Adults, where the additional budget built into 2019/20 base budgets for this service area was not able to fully address the underlying need; the second is a recognition that a pre-agreed savings which planned to achieve income contributions from letting out office space in Council buildings is no longer achievable as intended and the 2020/21 Budget plans that this is written out from April 2020.

7.1.5 Regular review of the progress in delivering the agreed savings proposals is undertaken and focusses on both in year and future years. This enables early interventions to be taken and has proved successful this year in significantly reducing the level of non-delivery seen in previous years. The Qtr2 report recognises that some savings, over and above the one outlined above, will not deliver in year as planned, but this is a profiling issue, rather non-delivery; the budgetary impact is largely being mitigated in year and the savings will deliver early 2020/21.

7.1.6 The Dedicated Schools Grant (DSG) year-end forecast remains at c.£5.1m (£1.8m Qtr1). This is due to the on-going pressures in the High Needs Block (HNB) which Members will be aware is a national issue facing the entire local government sector mainly as a consequence of the expansion of age ranges for EHCP eligibility. In the context of the increased demand the service is reviewing its savings plan to see how costs can be reduced.

7.1.7 The SR19 announcement of one-off additional funding (c. £4.4m) for the 2020/21 HNB was welcome but does not cover the full estimated future years overspend and doesn't provide the permanent resolution that we require. It also doesn't clear the estimated £7.3m DSG deficit balance at the end of this year. Correspondence with the DfE has continued over the past months in an attempt to get confirmation on when a sustainable funding stream will be announced. Until this is clarified, it remains one of the biggest financial risks to the authority. The Council will need to review how it carries that risk on its balance sheet at the end of 2019/20, in light of the accounting guidance at that time. An update will be included in the report to Full Council on 24th February 2020 as part of the S151 review of the adequacy of reserves.

7.1.8 In summary, the major underlying pressures highlighted in the in-year budget monitoring are proposed to be resolved as part of the 2020/21 budget and officers will continue to work on reducing and mitigating the in-year GF forecast overspend to bring it to a balanced position by March 2020; an update on progress will be provided in the Quarter 3 / Budget Update report being presented to Cabinet on 10th March but it is currently forecast to be achieved without recourse to balances

7.2 Budget Growth / Pressures

7.2.1 The financial planning process has sought to identify, and where possible address, budget pressures and necessary growth in order that the 2020/21 Budget in particular, but also the MTFS 2020-2025 are set are realistically as possible – matching forecast expenditure against forecast income and deliverability of newly proposed savings.

7.2.2 Some growth for the period to 2024 was already built into last year's MTFS and the financial planning work undertaken since May has reviewed the assumptions driving those figures, updated them where appropriate and has also assessed new pressures or identified growth.

7.2.3 The main corporate assumptions across the 2020-2025 period are outlined below followed by a paragraph which focusses on the policy priorities and service specific items.

7.3 Pay Inflation (+£2.5m pa)

7.3.1 The current pay deal ends at 31/03/2020 and negotiations are still underway over the next agreement. While no firm information has been received, the MTFS for the two years 2021/22 & 2022/23 now includes an additional £1.25m, over and above the £2.5m already assumed, as a hedge against the impact on pay levels of the Government pledge to end austerity.

7.4 Non-Pay Inflation (+£1m pa)

7.4.1 The assumption continues that the services will broadly have to manage within existing budgets, thus absorbing any inflationary pressures. However, in recognition that (a) some contracts include inflation-linked increases (b) utility costs continue to be volatile and difficult to predict and (c) legislative changes can impact on cost of services, additional budget has been built in across the period. Similar to the revised assumptions on pay inflation beyond 2020/21, the MTFS now assumes an additional £1m for both 21/22 & 22/23 recognising the potential impact of Brexit on general expenditure costs.

7.5 Employer Pension Contributions (-£0.5m pa)

7.5.1 The outcome of the most recent triennial valuation, which covers the period 2020/21 – 2022/23, confirms that the Pension Fund has performed well allowing for a decrease to the Council's contribution rate of 0.5% each year for three years.

7.6 Treasury & Capital Financing

7.6.1 The MTFS has been updated to reflect the impact of both the recent 1% increase in the PWLB rates on the existing capital programme as well as the newly proposed investment. The impact of this is estimated at £1m in total over the period of the MTFS.

7.6.2 It also builds in the overall step up in forecast borrowing costs associated with the new capital proposals.

7.6.3 All assumptions have been revisited following the December report and the Budget/MTFS now reflect the most up to date assumptions and are in line with the final Treasury Management Strategy Statement which will be presented to Full Council on 24th February.

7.7 Levies

7.7.1 The current assumption is that all Levy costs except the North London Waste Authority (NLWA) levy will remain broadly in line with the 2019/20 figures across the period. Final figures are expected to be available to include in the Full Council report on 24th February.

7.7.2 The NLWA's North London Heat and Power Project will replace the existing Energy from Waste plant at the Edmonton EcoPark with an Energy Recovery Facility and includes a new Resource Recovery Facility. This major project will have financial implications for each of the 7 London boroughs involved, representing 2 million people. The existing MTFS had assumed a £0.5m p.a. levy increase to commence from 2020/21, due the impact of increased borrowing costs which must be met by the levy. The latest NLWA planning, however, is that this will commence later. This has allowed a one-off amendment to the previous MTFS assumptions for 2020/21. The receipt of any firmer information on increases to the levy for the years 2021/22 and beyond will be reflected in future budget plans.

7.8 Policy Priorities

7.8.1 Last year the Council agreed that the following policy priorities receive additional funding through the 2019/20 Budget and it is proposed that this is continued to be funded in each year of the new MTFS:

- Youth Services programme - £0.25m
- School meals pilot - £0.05m
- Council Tax Reduction Scheme - £1.6m

7.8.2 The table below shows the policy growth now confirmed as built into the 2020/21 Budget & 2020-2025 MTFS.

Table 7.1 Policy Growth Proposals

POLICY GROWTH PROPOSALS	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
Adult Social Care - London Living Wage for Homecare & Direct Payments (above previous corp funding)	3,507	(1,733)	(1,363)	(411)	-
Adult Social Care - London Living Wage for Extra Care Sheltered Housing	800	-	-	-	-
HR - Apprenticeship Support	134	-	-	-	-
TOTAL	**4,441**	**(1,733)**	**(1,363)**	**(411)**	**0**

7.8.3 This Budget proposes the introduction from April 2020 of London Living Wage (LLW) rates for Council contracted Homecare staff and also those working in Extra Care Sheltered Housing; additionally, an uplift has been applied to Social Care Direct Payments to individuals in line with LLW rates.

7.8.4 This addresses a key policy position of the council and also addresses the fact that, when compared to our neighbours, Haringey is paying relatively low rates for Home Care and Direct Payments. The enhanced rates will be implemented in conjunction with the introduction of alternative delivery models including electronic call monitoring, assistive technology, reablement and the associated changes to care plans. These changes are planned to make this programme cost neutral by 2024/25 except for the enhancement of Extra Care rates, where the cost cannot be mitigated down.

7.8.5 The additional investment in apprenticeships will create social and economic benefits for residents as well as providing opportunities for current and future Council staff. The investment will enable the creation of a team to form and manage an enhanced approach to apprentice recruitment, support and development, providing training opportunities across the council. Creation of new apprenticeship opportunities will enable the Council to utilise the Apprenticeship Levy to a far greater degree than has been possible at current resourcing levels. The levy can be used to support training for current staff taking up apprenticeships as well as new recruits to the workforce. The availability of an increased number of apprenticeship opportunities will also make the council an attractive employer and help to target groups that are often disadvantaged in the recruitment marketplace, such as young people and people returning to work after a break.

7.9 Service Growth Needs

7.9.1 The table below shows the service specific growth proposals / unachievable savings write-off now included in the 2020/21 Budget and 2020-2025 MTFS.

Table 7.2 – Service Growth Needs / Write-Off Unachievable Savings

SERVICE GROWTH NEEDS / WRITE OFF UNACHIEVABLE SAVINGS	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
Net Demographic / inflation growth Adults Social Care (above current MTFS assumption)	2,124	(697)	(813)	2,788	3,102
Inflation growth Children's Social Care	0	500	500	500	500
Rectify HR -Shortfall in schools' income	270	-	-	-	-
HR - base budget insufficiency. Long Term resolution via proposed restructure	546	(546)	-	-	-
Rectify historical structural deficit - Electoral Services	120	-	-	-	-
Highways Street Tree Maintenance	95	6	6	6	6
Local Plan Review	50	0	-	-	-
Write-off Alexandra House decant pre-agreed saving	800	-	-	-	-
TOTAL	**4,005**	**(737)**	**(307)**	**3,294**	**3,608**

7.9.2 The biggest single growth items relate to Adults and Children's services in recognition of the forecast pressures across the MTFS period over and above the sums already built into the existing plans.

7.9.3 It is forecast that the Adults service will need to address both demographic and inflationary pressures. The figures have been generated by detailed modelling and trend analysis moderated down by the impact of early interventions, reablement and the use of technology, which is hoped will provide an environment of greater resilience amongst the cohort of potentially vulnerable clients. Consequently, this should allow clients to remain independent for longer before the need to enter the

care system. This additional funding also addresses the £2.7m pressure highlighted in Adult's budgets in 2019/20.

7.9.4 Children's services are not expecting demographic growth however, it is prudent to recognise the impact of inflationary growth in the market and therefore some additional funding for this has been assumed from 2021/22.

7.9.5 The remaining growth proposals look to address historic or forecast base budget pressures. All build in additional budget on an on-going basis with the exception of the £0.546m for HR which the service are looking to resolve as part of a forthcoming restructure of that service and therefore the funding is only provided for 2020/21.

7.9.6 The proposed write off of the existing saving associated with realising income from decanting Alexander House to enable rental accounts for the final £0.8m growth.

7.10 Budget Reduction Proposals

7.10.1 The 2019 Budget and MTFS 2019-2024 agreed a total of £29.9m budget reductions to be delivered across that period. Whilst the Council was able to set a balanced budget for 2019/20, the MTFS acknowledged that a forecast £20.5m additional savings would be required over the years from 2020/21 to match the assumed funding and expenditure plans at that point (giving a total forecast savings requirement of over £50m).

7.10.2 The July 2019 report agreed a couple of changes to this position. It approved the write-off of an unachievable saving and agreed to a set of Invest to Save proposals put forward by the Children's service (£2.5m over the five-year MTFS period).

7.10.3 The net impact of these decisions on the draft 2020-2025 MTFS were built into the financial planning process underway since May this year.

7.11 2020-2025 Approach to Budget Reduction Proposals / Savings

7.11.1 The financial planning process looked to build on the progress made last year where the budgets agreed were more realistic and understood and owned by the wider organisation. As last year, the Council started its budget process at a very early stage in order to identify and propose the options contained in this report.

7.11.2 The key themes underpinning this planning strategy were:

- Move towards long term sustainable position
- Earlier officer/Member discussion about priority issues, opportunities and risks
- Change orientated
- Better integration of capital and revenue decision making
- More comprehensive resource planning
- Embed the principle of Live budgeting decisions
- Continued integration of in year monitoring with financial planning

7.11.3 The new budget reduction proposals arising from this process are set out in Table 7.4 below, allocated by priority.

Table 7.4 – New Budget Reduction Proposals by Priority

Priority	2020/21	2021/22	2022/23	2023/24	2024/25	Total Savings
	£000	£000	£000	£000	£000	£000
Housing	68	136	136	136	136	**612**
People - Adults	1,034	60	0	(476)	0	**618**
People - Children	225	150	175	100	200	**850**
Place	2,002	1,467	989	0	0	**4,458**
Economy	815	120	130	120	0	**1,185**
Your Council	1,370	517	784	0	0	**2,671**
Total - New Proposals	**5,514**	**2,450**	**2,214**	**(120)**	**336**	**10,394**
Total - Invest to Save	1,635	669	244	-	-	**2,548**
Total Savings Proposals	**7,149**	**3,119**	**2,458**	**(120)**	**336**	**12,942**

7.11.4 The new proposals have been analysed by delivery type;-

Table 7.5 – Budget Reduction Proposals by Delivery Type

Saving Proposal by Type	2020-21	2021-22	2022-23	2023-24	2024-25	Total	Percentage
	£000	£000	£000	£000	£000	£000	%
Efficiency savings	1,367	399	575	-	-	**2,341**	**18%**
Increase in income	2,383	1,248	653	-	-	**4,284**	**33%**
New Delivery Model	1,610	806	588	220	200	**3,424**	**26%**
Service redesign	680	666	567	136	136	**2,185**	**17%**
Stopping / reducing service	1,109	-	75	(476)	-	**708**	**5%**
Total	**7,149**	**3,119**	**2,458**	**(120)**	**336**	**12,942**	**100%**

7.11.5 The total proposed new budget reductions for 2020/21 of £7.1 are considerably lower than the £13.2m that have been forecast to be necessary last February. Because of the Council's approach to live budgeting, the decisions it made in July and its active use of Invest to Save (£1.6m), the new proposals necessary at this stage come to £5.5m. When added to the reductions already agreed for 2020/21 (£7.1m), the total to be delivered is £14.6m. The table below provides a summary of the total agreed savings (pre-agreed and newly identified as part of this Budget/MTFS process) and forecast unidentified savings across the period 2020-2025. A more detailed version is available in Appendix 3.

Table 7.6 – Total Savings Proposals 2020-2025

Priority	2020/21 Pre-Agreed Savings	2020/21 New Savings	2020/21 Total Savings	Total Savings 2021/22 Total Savings	2022/23 Total Savings	2023/24 Total Savings	2024/25 Total Savings	Total Savings
	£000	£000	£000	£000	£000	£000	£000	£000
Housing	1,108	68	1,176	709	136	136	136	2,293
People - Adults	4,039	1,034	5,073	3,245	3,270	(376)	0	11,212
People - Children	2,036	225	2,261	909	419	100	200	3,889
Place	1,012	2,002	3,014	2,067	1,059	70	0	6,210
Economy	15	815	830	120	130	120	0	1,200
Your Council	918	1,370	2,288	542	790	6	0	3,626
Total Savings	**9,128**	**5,514**	**14,642**	**7,592**	**5,804**	**56**	**336**	**28,430**
Unidentified Savings			0	1,954	3,178	6,684	3,743	15,560
Total Savings Requirement			**14,642**	**9,546**	**8,982**	**6,740**	**4,079**	**43,990**

7.11.6 To help de-risk the budget in future years, officers have assessed delivery confidence which will help when monitoring delivery in the new year. All proposals have been reviewed by the Policy and Equalities team and have been subject to equalities screening and where required, a full EqIA's. The outcome of this process is included in Appendix 12.

7.11.7 The monitoring of savings delivery in 2019/20 has provided a growing assurance that services have a greater understanding of and capacity to deliver budget reduction proposals. This, when coupled with the indicative delivery confidence provided for the new proposals, supports a one-off reduction in the budgeted resilience contingency for 2020/21.

7.12 Summary Revenue Budget Position 2020/21 – 2024/25

The summary revenue budget position, including the projected gaps for future years is set out in the table below.

Table 7.7 – Summary Revenue Budget Position

	2019/20 Budget	2020/21 (Draft) Budget	2021/22 Projected	2022/23 Projected	2023/24 Projected	2024/25 Projected
Priority Area	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Housing	18,888	16,382	15,673	15,537	15,401	15,265
People - Children	58,310	55,189	54,780	54,861	55,261	55,561
People - Adults	82,312	83,784	81,693	79,968	83,142	86,244
Place	26,652	24,915	22,854	21,801	21,737	21,743
Economy	1,173	1,006	886	756	636	636
Your Council	35,805	35,999	34,911	34,121	34,115	34,115
Non-Service Revenue	23,529	25,017	37,051	49,736	59,036	65,302
Council Cash Limit	**246,669**	**242,292**	**247,848**	**256,780**	**269,328**	**278,866**
Planned Contributions from Reserves	(5,487)	-	-	-	-	-
Further Savings to be Identified	-	(0)	(1,954)	(5,132)	(11,816)	(15,560)
Total General Fund Budget	**241,182**	**242,292**	**245,893**	**251,648**	**257,512**	**263,306**
Council Tax	101,981	107,805	111,050	114,392	117,835	121,382
Council Tax Surplus	3,850	2,175	2,175	2,175	2,175	2,175
RSG	-	21,993	22,434	22,880	23,340	23,807
Top up Business Rates	65,196	58,412	61,089	62,290	63,490	63,958
Retained Business Rates	33,484	22,100	22,540	22,985	23,425	24,695
NNDR Surplus/(Deficit)	-	(1,654)	2,324	2,232	2,131	2,174
NNDR Growth	3,000	400	-	-	-	-
Total (Main Funding)	**207,511**	**211,230**	**221,612**	**226,953**	**232,396**	**238,191**
Core/Other External Grants						
New Homes Bonus	2,541	2,199	2,199	2,199	2,199	2,199
Public Health	19,677	20,228	20,632	21,045	21,466	21,466
Other core grants	11,453	8,635	1,450	1,450	1,450	1,450
TOTAL (Core/Other External Grants)	**33,671**	**31,062**	**24,282**	**24,694**	**25,115**	**25,115**

7.12.1 The net Non-Service Revenue budget line in the table covers Council costs which are not specifically attributable to any particular service. The main drivers of its increasing budget size over the MTFS period are higher financing costs due to the significant expansion in the Council's capital programme, budget resilience contingency against non-delivery of agreed savings and provision for inflation. The latter are held centrally at the Budget setting stage and will be allocated out to the various service budgets during the year when it is clearer what the actual pressure is.

Changes Since the December 2019 Report

7.12.2 The draft General Fund Budget 2020/21 presented in the December 2019 Cabinet report had a budget gap of £0.6m. This compares to the £7.5m & £6.5m gaps at this point in preparing the budgets for 18/19 & 19/20. The £0.6m gap has now been addressed by technical and corporate adjustments and there has been no need to make further changes to service budgets or utilise balances (reserves).

7.12.3 The forecast budget gap for future years is now greater than previously reported, taking account of the levels of uncertainties in our operating climate.

7.12.4 The budget changes between the December report and those now included in this report are summarised in the table below.

Table 7.8 – GAP Update

	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
December 2019 Gap - Cumulative	612	487	1,696	8,642	12,409
Total Changes since December	(612)	1,467	3,436	3,174	3,151
Revised Gap - Cumulative	**0**	**1,954**	**5,132**	**11,816**	**15,560**

7.12.5 The main changes to the Budget since December are described below.

Provisional Local Government Finance Settlement 2020/21

7.13 Since the last report was published, the Provisional Local Government Finance Settlement has been announced. There were no substantive changes to the main core funding streams, however notification has subsequently been provided of Housing related grants. This confirmed the continuation of the Flexible Housing Support Grant (FHSG) in 2020/21 at the same level as 2019/20 (£6.7m) plus a Homelessness Reduction Grant (£1.0m) which is an enhancement of £0.6m compared to current level.

7.14 In recognition of the increased and on-going substantially increased Corporate contribution to funding Homelessness / Temporary Accommodation since 2017, the Budget for 2020/21 assumes that £6.2m will be passed onto the service.

7.15 A review of the budgeting of Adults and Children's service grants has been undertaken. In the light of this, and consistent with the 2019/20 treatment, the new Social Care Support Grant announced for 2020/21 has now been allocated 50:50 between the two services. This has had no impact on the gross expenditure budgets assumed in the December report i.e. no resultant further savings or growth requirements. It does however show as a reduced net budget for Children's and an increased net budget for Adults.

Corporate Budget Changes

7.16 As signalled in the December report, the treasury and capital financing assumptions have been reviewed and adjusted where appropriate. A similar review of the contingency provided for inflation and contract pressures has been undertaken and figures adjusted.

Council Tax Assumptions

7.17 Each Council is required to calculate and set its tax base by 31st of January each year. This figure is provided to levying and precepting bodies and is also used to calculate the budget for Council Tax receipts. In arriving at the proposed tax base, the current list is reviewed and updated following consideration of a number of items such as increases in residential properties during the year, forecast number of CTRS claimants, the expected collection rate etc. The review has led to a higher tax base figure than assumed when the December report was written which translates into an increase in council tax receipts. We are also assuming that the arrears project (part funded by the GLA) which helps realise older, harder to recover council tax and business rates receipts, will continue for the foreseeable future and therefore the associated administrative costs of £0.350m need to be built into the 2020/21 Budget.

Summary

7.17.1 It must be emphasised that the planning assumptions beyond 2020/21 included in the MTFS assume that the Council will continue to receive a similar level of grant funding as was announced in the Spending Round 2019 (SR19) and confirmed in the Local Government Finance Settlement, which included a significant step up in the level of social care grants receivable in 2020/21. The Queen's speech announced in December 2019 confirmed a commitment to underpin this at a National level however, this may not translate into the same grant at a local level as we expect the distribution methodology for all local Government funding to be changed as part of the long awaited Fair Funding Review. Any loss will impact on the current forecast gap across those years.

7.17.2 In undertaking this multi-year financial planning, the levels of uncertainty and risk increase substantially beyond the immediate budget for next year. Reference has been made above to the scale of the assumption made in regard to future years grants. This report elsewhere highlights the many other risks that may impact and increase the size of the gaps forecasted above for years 2 and beyond. This authority, like all other social care councils, must be particularly concerned about the risks regarding its care services finances. While the year-on-year cash limit profiles for our care services detailed above have been prepared with reference to best intelligence on future years grants, demographics, savings and other pressures, these need to be kept under closest review. The section below expands on what are currently considered as the most material risks and assumptions that could impact on the 2020/21 Budget and 2020-2025 MTFS now presented.

7.18 Review of assumptions and risks 2020/21 – 2024/25

7.18.1 The Council's Section 151 Officer has a statutory responsibility to assess the robustness of the Council's budget and to ensure that the Council has sufficient contingency/reserves to provide against known risks in respect of both expenditure and income. This formal assessment will be made as part of the final report on the Council's budget on 24th February 2020 and will draw on independent assessments of the Council's financial resilience (CIPFA & London Councils) however, it is critical that this report outlines the assumptions and approach to risk taken when arriving at the budget proposals included in the proposed Budget & MTFS.

7.18.2 Given the increased financial pressure that is falling upon this council's budget, this statutory role is acquiring more and more significance. The number and breadth of potential risks and level of uncertainty, particularly around future funding, underlines the need to maintain both a budgeted resilience contingency and keep general and earmarked reserves at current levels.

7.18.3 The main uncertainties and risks identified to date which the impact on the Council's budget over the period of the MTFS are:

- Funding assumptions for 2020/21 are subject to the final Local Government Finance Settlement expected in early February 2020 and therefore there may be changes.

- There have been no announcements about funding beyond 2020/21 so professional judgement has had to be used in forecasting funding for the later years of the MTFS. These assume that Government funding of a similar level to that announced in SR19 will continue across the whole period. Should this not be realised it will have a

significant impact on the current forecast gap across those years. This will be kept under close review.

- The expected Fair Funding Review and redesign of the Business Rates Retention scheme did not complete during 2019/20 as expected and are now planned for 2020/21. The impact on funding for the Council on the eventual outcomes of both are not known at this time but any significant change to the quantum or distribution methodology could negatively impact on the current budget plans.

- The continued pressure on High Needs Block Dedicated Schools Block (DSG) resources, lack of a clear strategy for resolution from the DfE and ongoing uncertainty about where the accounting risk for this overspend sits.

- The on-going uncertainty over the impact that Brexit might have – particularly on staffing in critical social care & health services, on local tax income levels and potentially numbers presenting as No Recourse to Public Funds (NRPF).

- Increases in London Living Wage in future years.

- The impact of pay and general inflation pressures above current assumptions.

- General population increases that are expected over the next 5 years and any associated growth in demand - other than specifically allowed for – may lead to financial pressure.

- Planned actions to increase Council managed temporary accommodation options do not progress at the pace expected.

- The Council's Transformational Programmes do not deliver the required savings, do not deliver savings quickly enough, or are counteracted by demographic trends particularly in critical areas such as Children's and Adults Social Care and Temporary Accommodation.

- Any further deterioration in the forecast 2019/20 position including non-delivery of in year savings.

- The need to balance revenue and capital priorities to ensure the most appropriate use of available resources and the risk that the required skilled workforce to deliver at pace is not available.

- Business rates base negatively impacted by any economic slowdown and continuing trend to on-line services

8. Council's Capital Strategy and Capital Programme 2020/21 – 2024/25

Introduction

8.1 This is the second capital strategy report that has been prepared since it became a mandatory requirement of local authorities to produce one. It gives a high-level overview of how capital expenditure, capital financing, and treasury management activities contribute to the provision of public services. It also provides an overview of how the risks of the capital programme are managed and the implications for future financial sustainability.

Background

8.2 Capital expenditure in local government is defined in statute and accounting practices/codes and as such must be complied with. Within these rules, capital budgets and capital expenditure decisions offer the opportunity for the Council to profoundly affect the lives of its residents, businesses, and visitors in both the immediate and the longer term.

8.3 Capital programmes can shape the local environment (e.g. through the provision of new housing, traffic schemes or regeneration schemes); positively impact people's lives (e.g. through creating appropriate housing for adults with learning difficulties or investment in parks and open spaces); transform the way the Council interacts with local residents (e.g. through the libraries investment programme or proposals for a new customer service centre); and deliver fit for purpose schools. The key objectives for the Council's capital programme are to deliver the borough plan and assist the Council in meeting the financial challenges that it continues to face.

Capital expenditure and financing

8.4 Capital expenditure is where the Council spends money on a project, with the view to derive economic benefit from the outcome of the expenditure, for a period longer than twelve months. This also includes spending on assets owned by other bodies, loans and grants to other bodies enabling them to buy assets.

8.5 The table below shows a high-level summary of the Council's outline capital spending in the medium-term; i.e. for the financial years 2020-25 which shows the continued and growing capital investment that is being undertaken to support the achievement of the borough plan objectives.

Table 8.1: Capital expenditure plans overview 2020/21-2024/25

	2019/20 Budget (£'000)	2020/21 Budget (£'000)	2021/22 Budget (£'000)	2022/23 Budget (£'000)	2023/24 Budget (£'000)	2024/25 Budget (£'000)	Total (£'000)
Existing Capital Programme							
General Fund Account (GF)	152,637	163,895	158,622	90,577	107,481		**673,212**
Housing Revenue Account (HRA)	148,145	106,470	365,215	236,314	190,840		**1,046,984**
Total	**300,782**	**270,365**	**523,837**	**326,891**	**298,321**		**1,720,196**
Updated Capital Programme							
General Fund Account (GF)		217,762	213,535	170,420	139,435	96,888	**838,039**
Housing Revenue Account (HRA)		236,331	214,146	204,392	165,200	194,501	**1,014,570**
Total		**454,093**	**427,681**	**374,812**	**304,635**	**291,389**	**1,852,609**

8.6 The capital programme is composed of individual priority programmes. Within these priority totals there are schemes and within most schemes there are individual projects. For instance, Scheme 302, Borough Roads, will contain individual projects on individual roads.

8.7 The inclusion of a scheme within the capital programme is not necessarily permission to spend. Most schemes will be subject to the completion of an approved business case that validates the high-level cost and time estimates contained within the programme. An integral part of the business case will be an assessment of the risks that a project faces and once a project is agreed, the review of the risk register is a standing item on the agenda for the project's governance arrangements.

8.8 There are a range of schemes within the General Fund capital programme that will only proceed, if they are estimated to result in a net reduction in expenditure. That reduction will include the cost of financing the capital expenditure. These schemes are known as self-financing schemes.

8.9 Service managers bid annually as part of the Council's budget setting process. The bids are assessed against their "fit" in relation to the Borough Plan, the asset management plan and meeting the objectives of the medium-term financial strategy (MTFS).

8.10 The Housing Revenue Account (HRA) is a ring-fenced account, which ensures that the Council's housing activities are not subsidised by the Council's non-housing activities. It also ensures that the Council's non-housing activities are not subsidised by its HRA. HRA capital expenditure is recorded separately.

The table below details the proposed capital expenditure plans by priority.

Table 8.2: Capital expenditure plans by priority

	2020/21 Budget (£'000)	2021/22 Budget (£'000)	2022/23 Budget (£'000)	2023/24 Budget (£'000)	2024/25 Budget (£'000)	Total (£'000)
People - Children's	21,263	18,236	13,766	13,611	11,131	**78,007**
People - Adults	13,370	24,970	25,720	12,400	4,470	**80,930**
Place	28,150	25,084	17,964	13,244	9,053	**93,495**
Economy	143,968	138,905	109,520	95,130	69,134	**556,657**
Housing (GF)	1,000	1,000	1,000	1,000	0	**4,000**
Your Council	10,010	5,340	2,450	4,050	3,100	**24,950**
Total General Fund (GF)	**217,762**	**213,535**	**170,420**	**139,435**	**96,888**	**838,039**
Housing (HRA)	**236,331**	**214,146**	**204,392**	**165,200**	**194,501**	**1,014,570**
Overall Total	**454,093**	**427,681**	**374,812**	**304,635**	**291,389**	**1,852,609**

8.11 Appendix 4 includes the previously agreed schemes plus any changes since the last budget (up to and including the November 2019 Cabinet), plus details of the new schemes proposed. Additionally, Appendix 5 provides details of the new schemes. The following paragraphs provide a high-level description of each of the proposed new schemes.

Children's Services

8.12 Extensive work has been undertaken during 2019/20 to understand the extent of the investment required in the Children's Services estate. This work has provided comprehensive information on the condition of the estate and provides the foundation of the forthcoming Children's Services asset management plan. The asset management plan will provide a framework for the decisions on where and when the investment in the estate best serves the needs of our young people so that they are educated in facilities that are fit for today and the future. The significant new investment of £50m will be targeted to achieve that maximum effect. This new investment relates to the existing stock rather than any expansion requirements. The building surveying work on the Children's Services Estate Strategy is nearing completion. This will then be translated into a programme of prioritised investment in the estate, sometime around June 2020. At that point work on feasibility studies will commence and will be initially funded from the overall Children's Service capital programme (acknowledging that some costs may be abortive and thence a charge on revenue). It is proposed that any major future Fortismere Secondary School scheme is addressed via this programme (and not as a specific scheme) and therefore any budget provision will be dependent upon the further work on prioritisation of major schemes.

<u>School Streets Initiative 2020/21-2024/25 (scheme 119)</u>

8.13 The proposal is for streets outside schools that will have a range of physical treatments to change travel patterns and behaviours, to encourage more sustainable modes of travel to school, to improve the air quality and to provide a safer environment for children.

School Condition Works 2020/21-2024/25 (scheme 120)

8.14 During 2018/9-2019/20 extensive surveys have been undertaken of the school's estate. This has identified a range of work that needed to be done immediately as they related to H&S issues. These works have been completed and the focus is now on further works to the school estate to ensure that the buildings are fit for purpose.

Adult Services

8.15 The continued focus of the Adults Services capital programme is to enhance the lives of disabled and older adults. The new proposals for capital expenditure are based on providing assets and services that enable people to lead fulfilling lives, where possible independently within their own homes.

Burgoyne Road 2020/21-2024/5 (scheme 217)

8.16 This proposal is for the conversion of Burgoyne Road (once acquired from the NHS) into a refuge for survivors of domestic abuse.

Social, Emotional & Mental Health provision 2020/21-2024/25 (scheme 218)

8.17 This capital proposal is to develop the social, emotional and mental health provision within the borough.

Additional Supported Living scheme 2020/21-2024/25 (scheme 219)

8.18 This proposal is to add to the current budget in the light of the successful Linden House project and will provide funding for further supported living schemes.

Osborne Grove Nursing Home 2020/21-2024/25 (scheme 220)

8.19 Cabinet considered the outcome of the detailed feasibility study into the expansion of the facility and agreed to proceed to create a new 70 bed unit. This proposal is for the additional funding to meet that decision and to allow for the emerging housing development on the site.

Place

8.20 The proposed increase in the Place priority capital programme are designed to make the borough a cleaner and safer place where residents can lead active and healthy lives. The proposed investment in the school streets initiative, the street and green space greening programme, the conversion of the streetlights to efficient LED's, when combined with the existing investment programmes will make a significant improvement in the environment.

Additional Asset Management of Council buildings 2020/21-2024/25 (scheme 316)

8.21 The need for works to River Park House has been identified to address a range of issues in the building. This proposal is to deal with the highest priority items. An additional allowance has been provided to fund any essential works following a series of proposed condition surveys.

Road Maintenance 2020/21-2024/25 (scheme 326)

8.22 This proposal is to enhance the existing budget for road maintenance to undertake essential works to the highway.

Principal Road Maintenance 2020/21 (scheme 327)

8.23 This proposal is for additional resources to cover a projected one-year shortfall in funding from TfL.

Street and green space greening programme 2020/21-2024/25 (scheme 328)

8.24 This programme seeks to increase the number of trees planted on Haringey's streets which will have several benefits to resident. The early phases of the scheme will concentrate on the east of the borough, where tree canopy cover is less than 20%.

Park Building Improvements & Carbon Reduction 2020/21-2024/25 (scheme 329)

8.25 The parks service is responsible for a portfolio of 58 buildings the majority of which are leased to stakeholders within parks. Fourteen of these buildings are used operationally by the parks service either as depots, sports pavilions or plant nursery. All these buildings need improvement to meet current legislative standards, council accommodation standards and energy efficiency.

Civic Centre Refurbishment 2020/21-2024/25 (scheme 330)

8.26 Surveys undertaken have identified substantial works being required at the Civic Centre. At this stage the budgetary provision is based on very high-level costings pending further investigations.

Borough Streetlight Conversion to LED's 2020/21-2024/25 (scheme 331)

8.27 This proposal is a self-financing one to replace the Council's current stock of inefficient streetlights with state-of-the-art LED bulbs.

Economy

8.28 The capital programme proposals for the Economy priority directly support wealth creation, regeneration and community aspirations in the borough. The considerable investment in the Council's own commercial property, along with the potential acquisition of other properties, will allow for the expansion of industrial, commercial and office space. Once invested in or acquired, these can be used to expand existing businesses or to attract new businesses. A significant amount of investment has been identified as being needed to reopen the Pendarren Centre. Once this work is fully developed it is proposed to meet that expenditure from the Strategic Regeneration Initiatives and Community Assets budget.

Capital Maintenance of Tottenham Green Workshop 2020/21-2024/25 (scheme 4001)

8.29 This proposal is to enhance the existing budget for the Tottenham Green Workshop so that economies in upgrading the building are achieved.

Northumberland Park Estate improvements 2020/21-2024/25 (scheme 4002)

8.30 This proposal is to provide improvements to the area around Northumberland Park Estate that are not covered by any works funded by the HRA.

Tottenham Hale DCF 2020/21-2024/25 (scheme 4003)

8.31 The strategies for the Tottenham Hale district centre framework (CF) were agreed some time ago and since then there has been considerable cost inflation. This proposal is to provide funding to complete the schemes as originally agreed.

Strategic Acquisitions Budget 2020/21-2024/25 (scheme 4004)

8.32 This proposal is to expand the coverage of the existing strategic acquisitions programme and to increase the budget. Any acquisitions will be subject to an approved business case.

Expanded or Intensify Employment Space 2020/21-2024/25 (scheme 4005)

8.33 This proposal is to expand and/or intensify existing Council workspaces.

Council Acquisition of Head Leases 2020/21-2024/25 (scheme 4006)

8.34 The Council's commercial property portfolio includes several industrial estates where there are head leases and freeholds held by third parties. This proposal is to acquire head leases with each acquisition being subject to an approved business case.

Tottenham Hale Decentralised Energy Network 2020/21-2024/25 (scheme 4007)

8.35 The proposal is for the construction of a decentralise energy network (DEN) in Tottenham Hale to provide the neighbourhood with affordable low carbon energy.

Wood Green DEN 2020/21-2024/25 (scheme 4008)

8.36 The proposal is for the construction of a decentralise energy network (DEN) in Wood Green to provide the neighbourhood with affordable low carbon energy.

Additional Carbon Reduction project 2020/21-2024/25 (scheme 4009)

8.37 This proposal is to provide additional funding to other schemes in the approved capital programme as they come forward to move the Council towards achieving its carbon reduction targets. Release of the funding will be subject to an approved business case.

Selby Urban Village project 2020/21-2024/15 (scheme 4010)

8.38 The Selby Urban Village project is an ambitious development arising from a shared aspiration between Haringey Council and the Selby Trust to deliver a community focused, mixed-use scheme on the Selby Centre and Bull Lane Playing Field sites and will support the Council's Priorities set out in the Borough Plan.

Further remediation of the commercial property portfolio 2020/21-2024/25 (scheme 4011)

8.39 This proposal is to deal with the backlog maintenance of the commercial portfolio to maintain and enhance its letting ability.

Your Council

8.40 The Communities First initiative will help transform the way in which the Council engages with its residents. The investment in the library stock sits beside the Connected Communities initiative and will improve the accessibility of libraries and the range of services that they offer.

Community First programme 2020/21-2024/25 (scheme 650)

8.41 This proposal is to support the creation of the infrastructure needed to deliver the community first programme.

Further remediation of library condition & accessibility issue 2020/21-2024/25 (scheme 651)

8.42 A number of libraries are affected by poor condition and accessibility issues that curtail operations at the various sites. This proposal seeks to remedy these matters.

Re-imagining our library offer 2020/21-2024/25 (scheme 652)

8.43 The proposed investment will enable the library service to generate additional income through increased space utilisation.

Capitalisation of infrastructure staff 2021/22-2024/25 (scheme 653)

8.44 This proposal will capitalise the cost of staff against ICT assets created so that the true cost of the asset is recognised.

Approved Capital Programme Contingency 2021/22-2024/25 (scheme 699)

8.45 It is prudent, given the scale of the proposed capital programme that a contingency is budgeted for.

Financing

8.46 All capital expenditure must be financed from either external source's (government grant and other contributions), the Council's own resources (revenue, reserves or capital receipts) of debt (borrowing, leasing, Private Finance Initiative). The Council's capital programme is moving to a financing strategy that seeks to ensure that investment via the capital programme is self-financing or funded from external resources. The new schemes proposed to be added to the programme for 2020/21-2024/25 are analysed in the table below and show that the majority of schemes being proposed (77%) are either self-financing or funded via external resources:

Table 8.3: Financing Strategy

	Borrowing (£'000)	External (£'000)	Self-Financing (£'000)	Total (£'000)
People - Children's	51,500	1,500	0	**53,000**
People - Adults	700	3,510	42,420	**46,630**
Place	24,293	373	10,500	**35,165**
Economy	1,250	76,000	154,100	**231,350**
Your Council	10,880	0	5,650	**16,530**
Total	**88,623**	**81,383**	**212,670**	**382,675**

8.47 The self-financing schemes will normally only proceed if they produce a reduction in expenditure that includes reductions enough to cover the cost of financing the investment. This is necessary to ensure that the investment contributes to meeting the financial challenges that the Council faces. It is noted however, that in some limited circumstances, that schemes may proceed even if they do not produce a reduction in expenditure enough to cover the cost of financing the investment.

8.48 As debt needs to be repaid the Council is required by statute to set aside from its revenue account an annual amount sufficient to repay borrowings. This is known as the minimum revenue provision (MRP). The MRP for the period is set out below:

Table 8.4: Estimated MRP

	2019/20 Forecast (£'000)	2020/21 Budget (£'000)	2021/22 Budget (£'000)	2022/23 Budget (£'000)	2023/24 Budget (£'000)	2024/25 Budget (£'000)
MRP	4,351	6,449	11,710	17,756	23,404	26,366

8.49 The Council's cumulative outstanding amount of debt is measured by the capital financing requirement (CFR). This increases when new debt financed expenditure is incurred and reduces when MRP is made.

Table 8.5: Prudential Indicator: Estimates of Capital Financing Requirement

	2019/20 Forecast (£'000)	2020/21 Budget (£'000)	2021/22 Budget (£'000)	2022/23 Budget (£'000)	2023/24 Budget (£'000)	2024/25 Budget (£'000)
CFR	767,221	1,073,041	1,330,014	1,498,632	1,621,584	1,738,913

Asset Management

8.50 The Asset Management Plan is the subject of a separate report elsewhere on the agenda.

Asset Disposals

8.51 When a capital asset is no longer needed, it may be sold and the proceeds (known as capital receipts) can be spent on new assets or can be used to repay debt. Repayments of grants, loans and non-treasury investments also generate capital receipts. The Council is currently permitted by legislation to spend capital receipts to deliver cost reductions and/or transformation until 2021/22. This is known as the

flexible use of capital receipts and this flexibility is currently due to expire on the 31st March 2022.

8.52 As stated above, capital receipts can be used to fund capital expenditure or repay debt. The budget assumption is that capital receipts will not fund capital expenditure or debt repayment. It is anticipated that the capital receipts received in the MTFS period covered by the flexibility (up to 31st March 2022) will be used to deliver cost reductions and/or transformation. There is a separate policy statement and schedule of proposed initiatives to utilise capital receipts flexibly.

Treasury Management

8.53 The Council has a separate Treasury Management Strategy Statement (TMSS) that deals in detail with treasury management matters. The Capital Strategy document repeats some of the information contained within the TMSS but places the information in the context of the capital programme and Borough Plan.

8.54 Treasury management is concerned with keeping enough but not excessive cash balances available to meet the Council's spending needs, while managing the risks involved. Surplus cash is invested until required, while a shortage of cash will be met by borrowing. This is to avoid excess credit balances or overdrafts at the bank. The Council is typically cash rich in the short term as cash revenue income is received before it is spent but cash poor in the long-term as capital expenditure is incurred before it is financed. The revenue cash surpluses are offset against capital cash shortfalls to reduce borrowing.

Borrowing Strategy

8.55 The council's main objectives when borrowing is to achieve a low but certain cost of finance while retaining flexibility should its plans change in the future. These objectives are often in conflict as the Council seeks to strike a balance between cheap short-term loans and long-term fixed loans where the future cost is known, but higher.

8.56 Projected levels of the Council's total outstanding debt (which comprises borrowing, PFI liabilities and leasing) are shown below and compared to the capital financing requirement.

Table 8.6: Prudential Indicator: Gross Debt and the Capital Financing Requirement

	31/3/19 Actual (£'000)	31/3/20 Forecast (£'000)	31/3/21 Budget (£'000)	31/3/22 Budget (£'000)	31/3/23 Budget (£'000)	31/3/24 Budget (£'000)	31/3/25 Budget (£'000)
Borrowing Debt	388,762	526,641	836,529	1,097,736	12,709,764	1,398,310	1,517,575
PFI & Lease Debt	31,800	27,463	23,396	19,161	14,752	10,158	82,211
Total Debt	420,562	554,104	859,925	1,116,897	12,724,516	1,408,468	1,599,786
Capital Financing Requirement	633,679	767,221	1,073,041	1,330,014	1,498,632	1,621,584	1,738,913

8.57 Statutory guidance is that debt should remain below the capital financing requirement, except in the short-term. As can be seen from the above, the Council expects to comply with this requirement.

Affordable Borrowing Limit

8.58 The Council is legally obliged to set an affordable borrowing limit (also termed the authorised limit for external debt) each year. In line with statutory guidance, a lower operational boundary is also set as a warning level should debt approach the limit.

Table 8.7: Prudential Indicator: Authorised limit and operational boundary for external debt

	2019/20 limit (£'000)	2020/21 limit (£'000)	2021/22 limit (£'000)	2022/23 limit (£'000)	2023/24 limit (£'000)	2024/25 limit (£'000)
Authorised limit – borrowing	752,382	979,646	1,240,853	1,413,881	1,541,427	1,660,691
Authorised limit – PFI & leases	39,935	30,882	25,293	19,472	13,408	10,852
Authorised limit – total external debt	792,317	1,010,528	1,266,146	1,433,353	1,554,835	1,671,544
Operational boundary - borrowing	702,382	929,646	1,190,853	1,363,881	1,491,427	1,610,691
Operational boundary – PFI & leases	36,305	28,075	22,993	17,702	12,189	9,866
Operational boundary – total external debt	738,687	957,720	1,213,846	1,381,582	1,503,616	1,620,557

8.59 Although capital expenditure is not charged directly to the revenue account, interest payable on loans and MRP are charged to revenue, offset by any investment income receivable. The net annual charge is known as financing costs. This is compared to the net revenue stream i.e. the amount funded from Council Tax, business rates and general government grants.

Table 8.8: Proportion of financing costs to net revenue stream

	2019/20 Forecast (£'000)	2020/21 Budget (£'000)	2021/22 Budget (£'000)	2022/23 Budget (£'000)	2023/24 Budget (£'000)	2024/25 Budget (£'000)
Financing Costs General Fund	8,595	9,289	12,653	16,677	20,076	22,343
Proportion of net revenue stream	3.40%	3.80%	5.20%	6.60%	7.80%	8.50%
Financing Costs HRA	14,426	16,426	22,043	25,376	27,427	30,040
Proportion of net revenue stream	14.20%	15.40%	19.90%	21.80%	22.50%	23.60%

8.60 It can be seen that over the MTFS period that the General Fund ratio increases. However, whilst costs of financing investment increases there will be offsetting revenue savings from those schemes which are self-financing, and these savings will be reflected in reduced service area budgets. It is also possible that once business cases are prepared that some of the schemes within the capital programme may well not proceed. The ratio also increases for the HRA. This level of ratio has been modelled into the current version of the evolving HRA business plan and capital programme and is affordable.

Governance

8.61 Decisions on treasury management investment and borrowing are made on a daily basis and are delegated to the Director of Finance. There is a further sub-delegation to members of the Director of Finance's staff to facilitate day-to-day operations. Whoever is making the decision(s) will need to act in line with the treasury management strategy as approved by full Council.

Flexible use of capital receipts

8.62 This strategy sets out the Council's approach to the flexibility afforded by the government's change to the rules surrounding the use of capital receipts. Capital receipts can only be used for specified purposes and these are set out in Regulation 23 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003, which is made under Section 11 of the Local Government Act 2003. The main permitted use of capital receipts is to fund capital expenditure and the use of capital receipts to support revenue expenditure is not permitted by the regulations.

8.63 The Secretary of State has issued directions allowing expenditure incurred by local authorities to be treated as capital expenditure in certain circumstances. On 6 February 2018 a direction was which superseded the previous direction issued on 17 December 2015 , to give local authorities the continued freedom to use capital receipts from the sale of their own assets (excluding right to Buy receipts) to help fund the revenue costs of transformation projects and release savings.. The revised directions extend the period of the flexibility to the financial year 2021/22.

8.64 The then Secretary of State for the Department for Communities and Local Government issued statutory guidance in March 2016, which local authorities must have regard to, which applies to all years that the flexible use of capital receipts directions applies.

8.65 The Statutory Guidance requires for each financial year authorities to prepare, publish and maintain a flexible use of capital receipts strategy with the initial strategy being effective from the 1st April 2016 with future strategies being included within future annual budget document.

8.66 The Statutory Guidance for the flexible use of capital receipts strategy states that the strategy should include a list of each project that is intended to be funded via this flexibility, together with the expected savings that the projects will realise. The strategy should also include the impact that the flexibility has on the affordability of borrowing by including updated prudential indicators. In addition, from 2017-18 the strategy should contain details on the projects approved in previous years, and commentary on whether the planned savings or service transformation have/are being realised in line with the original analysis

8.67 The Statutory Guidance requires that the strategy should be presented to full council for approval. The Council's strategy for the flexible use of capital receipts is detailed in Appendix 6.

9. Housing Revenue Account (HRA)

9.1 Introduction

9.1.1 The HRA is the Council's record of the income and revenue expenditure relating to council housing and related services. Under the Local Government and Housing Act 1989, the HRA is ring-fenced and cannot be subsidised by increases in council tax. Equally, any surplus in the HRA or balances held in reserves cannot be transferred to the General Fund. Since April 2012, the HRA has been self-financing. Under self-financing Councils retain all the money they receive from rent and use it to manage and maintain their homes.

9.1.2 The main sources of income to the HRA is the rents and service charges.

9.2 2020/21-30 HRA Financial Plan/Capital Programme Overview

9.2.1 Expenditure in the Council's Housing stock in respect of its landlord's role is met by the Housing Revenue Account which deals with ongoing Management & Repairs and the Housing Capital Programme. In previous years the council's HRA capital programme has mainly consisted of the maintenance of existing stock. The council's ambition to develop, build and acquire dwellings in the HRA was severely hindered by the HRA borrowing cap. On 28th October 2018, following the abolition of HRA borrowing cap, the council embarked on expansion of its housing stock in the HRA.

9.2.2 This led to the development of a new 10-year HRA financial plan to ensure the affordability of the existing stock maintenance, the new homes build and new homes acquisition programmes. The plan was developed in order to determine how the council might best use the new HRA borrowing capability (still of course constrained by the prudential borrowing code) to both fulfil its responsibilities in respect of its existing stock and deliver the council's objectives for its provision of additional housing.

9.2.3 The 2020/21-30 HRA financial plan contains a long-term assessment of the need for investment in assets, such as Major works (Haringey standard) and other cyclical maintenance requirements, as well as forecasts on income streams such as rents, in line with rent standards, and future developments.

9.2.4 The HRA financial plan provides the basis for understanding the affordability of current capital programme delivery plans and assessing options to ensure a viable HRA. It considered the build costs, inflation, exposure to housing market and delivery capacity within the Council.

9.2.5 There is adequate prudency in the construct of this 10-year financial plan, and it is such that the Council can only commit to programme which is comfortably forecast to be financially deliverable.

9.2.6 The plan recognises that to undertake the proposed extensive expansion programme, the HRA must be viable now and in the future. It also recognises that there will be ongoing gateway reviews to update and test viability before future programme phases are released. One of the measures of viability adopted in the plan is the revenue contribution to capital outlay (RCCO). RCCO is the revenue surplus after expenditure; and it is key in assessing the HRA resilience. A programme combination in the HRA that generates a positive and upward RCCO trend in the 10-year period demonstrates viability.

9.2.7 The financial plan assumes a reasonable revenue contribution to capital outlay (RCCO) minimum year on year. In February 2019, it was proposed that the RCCO remain at a minimum level of £10m in any given year. However, given the level of prudence of other estimates factored into this new HRA financial plan, it is considered that the forecast annual RCCO's during the MTFS period (the lowest is £9.3m) are adequate. This will enable the Council to react to changes in government policies and manage risks associated with such an extensive expansion programme. The plan also assumes a working balance of £14.2m.

9.2.8 The plan recognises certain risks. For example; the impact of government policy changes in respect of types of tenancy, rent levels, right to buy, and treatment of voids. The recent 1% increase in PWLB interest rate poses another risk to the HRA financial plan.

9.2.9 The Council will work with Homes for Haringey to update the current Asset Management plan, to align with the new HRA Financial Plan. This will be presented to Cabinet in the next financial year.

9.2.10 The 2020/21-30 HRA Financial plan underpins the 2020/21HRA Budget and 2020/21-25 MTFS. It has been prepared, recognising implications of the capital programmes delivery both to the HRA revenue budget and HRA capital programme.

9.2.11 It sets out the new challenges, opportunities and the assumptions underlying the entire capital programme; provides clarity on the current state of the HRA and the key capital programme strands, namely:

- Existing stock investment: Major works - Haringey standard, Carbon reduction, Fire safety, Broadwater Farm.
- New homes build
- New homes acquisition
- Temporary accommodation (TA) acquisition.

9.3 Additional New Homes

9.3.1 In May 2018, the Council committed to deliver a thousand new Council homes at Council rents by 2022. This commitment forms a key priority of the new Borough Plan, adopted in February 2019.

9.3.2 The first construction contract – on a former car park in Tottenham - was agreed by Cabinet in July 2019. By May 2020, 500 new Council homes will have planning approval and 350 homes will have started on site. By March 2021, new council homes will be under construction at thirty sites across our borough.

9.3.3 The Council's strong preference is for these new homes to be built by the Council itself, on its own land: it is usually cheaper; it has the best guarantee of quality and certainty of delivery; and the homes built are most truly additional to what would be delivered without Council intervention. However, the Council will also acquire developments where homes can be converted to high quality Council homes for Council rent. Whilst this is particularly important as development capacity is built up internally, there will always be a significant place for acquisition; particularly where

those acquisitions take place early enough for the Council to steer the development, design and specification of the new homes delivered.

9.3.4 Where the Council builds directly, there is in the medium term enough Council-owned land to support this programme. That land is a mixture of sites on housing estates and land not currently used for housing purposes. While most of these sites are held in the Housing Revenue Account (HRA), some are held in the General Fund and will need to be appropriated into the HRA. Infill sites in the HRA comprise underused land, generally on or around housing estates. Typically, these are garages, car parking spaces, or land between existing blocks. It is worth noting that the development of every infill site means taking space for new homes that existing residents may be using for other purposes. General Fund land ranges from the conversion of two shops into four homes, to the redevelopment of larger sites such as the former Cranwood Care Home.

9.3.5 £62.8m of capital grant has been secured for Council housing delivery from the Mayor of London – one of the largest allocations in London – and this will be drawn down as work starts on each site from a programme of 62 identified across the borough. The grant programme provides scope to substitute in new schemes where others are found not to be viable. Additional GLA grant will be sought where Council homes are developed for specific client groups requiring support.

9.3.6 GLA Grant will be supplemented by a major programme of Housing Revenue Account (HRA) borrowing for capital investment against future rents. The HRA, which has a very large income stream with relatively low gearing, accounts for debt and repayments in a much less restrictive way than is required by the General Fund.

9.3.7 Nevertheless, in the current funding environment it will only be possible to deliver new homes for council rent by generating significant additional cross subsidy. As such, over the coming years the Council will need to commit capital spending to build homes for market sale. Whilst the number of private homes required will need to be kept under review as external factors such as Public Works Loan Board rates change, it is currently estimated that around 40 per cent of the homes built will need to be sold in order to cross-subsidise our programme of homes for social rent. It should be noted that market sale cross subsidy has a degree of uncertainty in the current housing market and the Council will develop strategies and plans to manage this risk. It is also worth noting that as we move beyond our first thousand homes, we will have to develop more complex sites and buy land into the programme.

9.3.8 The Council does not plan to develop any form of intermediate housing: at a borough-wide level, Housing Associations are currently overproviding intermediate and underproviding social rent within their affordable offer, so our programme is a corrective to help us deliver our borough-wide strategic target.

9.3.9 We have not yet agreed housing targets beyond our current administration. However, we are putting in place the capacity to deliver a sustainable programme of council housebuilding that lasts a generation or more. We anticipate building 250 homes a year from 2024/25 over the next five years; and acquiring 150 homes over the same period. We have therefore identified opportunities for a substantial number of additional council homes on our own land as well as through land acquisition and partnering with developers around s106 requirements.

9.3.10 The HRA financial plan recognises the flexibility in funding between new homes build and acquisition. This means that if opportunity comes up to acquire more homes than

proposed, funds can be used from new homes build if the homes meets the parameters set within the plan and are viable within the HRA.

9.4 Housing rents

Context

9.4.1 Rent limits are set by Government through the guidelines which set the formula for rents. These rents are called formula rent or social rent. Formula Rent is based on property value, number of bedrooms, average earnings in the area, location of the property. The current rent (2019/20) was set at 2018/19 rent minus 1.0%. This is due to the statutory four years social rent reduction imposed by Government from April 2016.

9.4.2 This statutory 1% social rent reduction ends on 31 March 2020. From 1 April 2020, the government will permit local authorities in England to increase social rents and affordable rents every year by no more than the Consumer Price Index (CPI) at September of the previous year plus 1% for at least five years.

9.4.3 Individual rents in Haringey are below the formula rent in many properties. This is because historically Haringey rents are lower than the formula rent. Government introduced rent restructuring to converge actual rents to the formula rent. This was abandoned in 2015/16. However, government allows local authorities to charge formula rents in such properties when they are re-let following a vacancy.

9.4.4 Haringey Council must set housing rents for 2020/21 using the formula set out in the government's policy on social housing rents. Given that the CPI at September 2019 is 1.7%, housing rents in Haringey will increase by no more than 2.7% (CPI plus 1%) from 6 April 2020 (the first Monday in April).

9.4.5 The 10years HRA financial plan includes annual rent increases of CPI plus 1% in 2020/21 and the next four years and reverts to annual increases of CPI only for the remaining five years of the HRA financial plan.

General Needs and Sheltered / Supported Housing Rents

9.4.6 Provisional rents for general needs and sheltered / supported housing for 2020/21 have been calculated so that the weekly rents paid by tenants increase by no more than 2.7% from 6 April 2020. On this basis, the average weekly rent will increase by £2.75 from £101.82 to £104.57.

9.4.7 There is a range of rents across different sizes of properties. Table 9.1 sets out the provisional average weekly rents for 2020/21 and the proposed rent increase by property size.

Table 9.1: Proposed average general needs & sheltered/supported housing rents

Number of Bedrooms	Number of Properties	Current average weekly rent 2019/20	Provisional average weekly rent 2020/21	Proposed average rent increase	Percentage increase
Bedsit	135	£82.61	**£84.84**	£2.23	2.7%
1	5,383	£87.49	**£89.85**	£2.36	2.7%
2	5,146	£101.97	**£104.72**	£2.75	2.7%
3	3,717	£116.76	**£119.91**	£3.15	2.7%
4	601	£132.93	**£136.52**	£3.59	2.7%
5	104	£155.51	**£159.71**	£4.20	2.7%
6	15	£161.60	**£165.96**	£4.36	2.7%
7	2	£152.91	**£157.04**	£4.13	2.7%
8	1	£173.10	**£177.77**	£4.67	2.7%
All dwellings	**15,104**	**£101.82**	**£104.57**	**£2.75**	**2.7%**

9.4.8 As some properties have not reached the formula rent, the current policy of increasing rents to the formula rents on re-let to new secure tenants will continue.

Affordable Housing Rents

9.4.9 There are eighteen homes, built under the New Homes Infill Programme, let at affordable rents. From 6 April 2020, affordable rents will increase by 2.7% from their current levels. The current average weekly affordable rent will increase by £6.66 from £246.65 to £253.31. There is a range of affordable rents across different sizes of properties. Table 9.2 sets out the provisional average weekly affordable rents for 2020/21 by property size.

Table 9.2: Proposed average affordable housing rent

Number of Bedrooms	Number of Properties	Current average weekly rent 2019/20	Provisional average weekly rent 2020/21	Proposed average rent increase	Percentage increase
1	1	£205.25	**£210.79**	£5.54	2.70%
2	5	£228.13	**£234.29**	£6.16	2.70%
3	7	£228.82	**£235.00**	£6.18	2.70%
4	3	£287.03	**£294.78**	£7.75	2.70%
5	2	£315.51	**£324.03**	£8.52	2.70%
All dwellings	**18**	**£246.65**	**£253.31**	**£6.66**	**2.70%**

Temporary Accommodation Rents

9.4.10 Following a recent legal advice that all council acquired properties for housing homeless households should be held in the HRA, the investment in these properties are captured in the HRA capital programme schemes. These properties will be leased to the Community benefit society (CBS) and CBS proposes to charge rents at Local Housing Allowance (LHA) level. HRA receives Lease payments from CBS for a period of seven years from the start date of each lease. The HRA financial plan includes these lease incomes. From year eight, it recognises incomes from these properties at formula rent plus CPI as these properties will revert to the HRA.

9.4.11 All existing council-owned properties that are used as temporary accommodation will have the rents increased by 2.7% from their current levels.

Rent Consultation

9.4.12 The Council must give written notice to tenants at least four weeks before the new rents for 2020/21 start on 6 April 2020. This will follow the consideration by cabinet in February 2020.

Tenants' Service Charges

9.4.13 In addition to rents, tenants pay charges for services they receive which are not covered by the rent. The Council's policy has been to set tenants' service charges at the start of each financial year to match budgeted expenditure.

9.4.14 Service charges must be set at a level that recovers the cost of the service, and no more than this. Charges are calculated by dividing the budgeted cost of providing the service to tenants by the number of tenants receiving the service. Therefore, a flat rate is charged to tenants receiving each service and the weekly amount is fixed. The amount tenants pay increases where the cost of providing the service is anticipated to increase. Equally, charges are reduced when the cost of providing the service reduces or where there has been an over-recovery in the previous year.

9.4.15 Tenants currently pay for the following property-related services;

- Concierge
- Grounds maintenance
- Caretaking
- Street sweeping (Waste collection)
- Light and power (Communal lighting)
- Heating
- Integrated reception service (Digital TV)
- Estates road maintenance
- Door entry system maintenance
- Sheltered housing cleaning service
- Good neighbour cleaning service
- Converted properties cleaning
- Window cleaning service.
- TV aerial maintenance

9.4.16 Tenants living in sheltered and supported housing also pay the following additional support charges:

- Sheltered Housing Charge
- Good Neighbour Charge
- Additional Good Neighbour Charge

9.4.17 Full details of the proposed Tenant Service Charges are presented in Appendix 8.

9.4.18 As no new charges are being introduced, there is no requirement for tenant consultation. However, a four weeks' written notice will be served on all tenants prior to April 6, 2020.

9.5 HRA Expenditure

9.5.1 The Council's Arms' Length Management Company (ALMO), Homes for Haringey (HfH), manages the dwellings stock and garages on behalf of the Council. The management fee the council pays for these services is budgeted at £41m for 2020/21. This includes £19m for repairs and about £2m for housing demand. There is a reduction in management fee of £1.3m due to 3% efficiency savings agreed with HfH and a 6% reduction in employer pensions contribution.

9.5.2 Other significant items of expenditure include the capital financing charge and depreciation. The capital financing charge is the interest on HRA loans and internal funding and is budgeted at a higher level than 2019/20 due to a recent increase in borrowing rates and increase in the level of capital works programme and New build programme.

9.6 Revenue Budget/MTFS

HRA 5 Years Budget & MTFS (2020/21-2024/25)

9.6.1 This report sets out the proposed HRA 5 years Budget/MTFS in Table 9.3. It accommodates the scale of development presently assumed within the financial planning in terms of its impact of the future years HRA revenue position.

9.6.2 It represents the first five years of the 2020/21-30 HRA Financial plan developed.

9.6.3 The HRA budget for 2020/21 is a balanced budget maintaining a reasonable revenue contribution to capital of £11.6m.

9.6.4 This shows an improvement when compared to the figures presented in the December 2019 draft report. This is due to the recognition of the savings target and reduction in employer pension contribution highlighted in section 9.5.1 above.

Table 9.3 - HRA 5 Years Revenue Budget & MTFS (2020/21 – 2024/25)

Housing Revenue Account (HRA)						
	2020-21	2021-22	2022-23	2023-24	2024-25	5 Years
Income & Expenditure	£'000	£'000	£'000	£'000	£'000	**Total**
Income						
Dwellings Rent Income	(83,817)	(87,658)	(92,928)	(97,404)	(102,246)	**(464,053)**
Void Loss	825	877	929	974	1,022	**4,627**
Hostel Rent Income	(2,135)	(2,189)	(2,244)	(2,301)	(2,360)	**(11,230)**
Service Charge Income	(11,397)	(11,710)	(12,099)	(12,412)	(12,753)	**(60,371)**
Leaseholder Income	(7,378)	(7,609)	(7,840)	(8,077)	(8,321)	**(39,225)**
Other Income (Garages /Aerials/Interest)	(2,244)	(2,288)	(2,334)	(2,381)	(2,429)	**(11,676)**
Total Income	**(106,146)**	**(110,577)**	**(116,516)**	**(121,601)**	**(127,087)**	**(581,928)**
Expenditure						
Repairs	19,314	19,700	20,094	20,496	20,906	**100,510**
Housing Management	19,763	19,581	19,973	21,372	21,799	**102,488**
Housing Demand	1,879	1,917	1,955	1,994	2,034	**9,779**
Management Fee (HfH)	**40,955**	**41,198**	**42,022**	**43,862**	**44,739**	**212,776**
Estates Costs (Managed)	10,168	10,167	10,370	10,577	10,789	**52,071**
Provision for Bad Debts (Tenants)	836	855	881	903	927	**4,402**
Provision for Bad Debts (Leaseholders)	19	20	20	21	22	**102**
Total Managed Expenditure	**11,023**	**11,042**	**11,271**	**11,501**	**11,738**	**56,575**
Other Costs (GF Services)	3,850	3,927	4,006	4,006	4,086	**19,875**
Other Costs (Property/Insurance)	2,213	2,257	2,302	2,348	2,395	**11,515**
Capital Financing Costs	16,412	19,898	25,194	27,185	29,736	**118,425**
Contribution to Major Repairs (Depreciation)	20,097	21,661	22,359	23,202	24,415	**111,734**
Revenue Contributions to Capital	**11,596**	**10,594**	**9,362**	**9,497**	**9,978**	**51,028**
Total Expenditure	**106,146**	**110,577**	**116,516**	**121,601**	**127,087**	**581,928**

9.7 HRA Capital Budget

HRA 5 Years Capital Programme (2020/21 – 2024/25)

9.7.1 This represents the capital implications of the new financial plan, focused on the delivery of new homes, improvement of existing stock and provision of temporary accommodation. In this financial plan, there is a strong emphasis on meeting the needs of the existing stocks first before other capital programmes. The HRA MTFS is geared towards maximising the use of other available resources and use borrowing as last resort. The MTFS capital programme funding assumes a mix of grant funding, revenue contribution and prudential borrowing. The total capital investment in 2020/21 is £236m fully funded from revenue contribution, grants, RTB retained receipt, Major repairs reserve and borrowing.

9.7.2 The detailed HRA 5-Year capital programme is presented in Appendix 7.

9.7.3 The approach to the capital investment for the New Homes Acquisition and Build is set out in sections 9.2 and 9.3. The strategy for the existing Stock investment and TA Acquisitions is outlined in the following sections.

9.7.4 **Existing stock Investment**

9.7.4.1 Major Works – Haringey Standard:

The HRA Business Plan sets outs proposals for investing £363m over the next 10 years. This will support the achievement of the Borough Plan target to improve the quality of Haringey's Council housing by ensuring that a minimum of 95% of homes meet the Decent Homes Standard by March 2022. There is also a commitment to ensure residents are kept safe in their homes and that the Council responds effectively to changes in fire safety and general building regulations.

The Asset Management Strategy (2018-23) set out current plans for investment in the Council's housing stock, following the end of the Decent Homes programme. This includes an enhanced investment standard, which goes beyond Decent Homes to include wider estate works which contribute to improving the quality of life of our residents.

The main work streams are summarised as follows:

- Externals, including window and roof renewal.
- Communal and environmental improvements, including security.
- Internals including kitchens, bathrooms, heating, wiring and lift replacements.

The proposals for the new HRA Business Plan (2020/21- 2030) include provision for the following works strands:

9.7.4.2 **Fire Safety**

There is a 10-year budget provision of £57m. This will fund fire door and composite door replacement, window infill panel replacements, automatic fire detection installations and compartmentation works. It is intended that it will fund the cost of and any follow up works from the Fire Risk Assessments (FRAs) currently being undertaken and the potential requirement of future fire regulation.

Pending legislation on proposed changes to building safety regulations following the 'Building a Safer Future' consultation, as well as the outcome of the full Public Enquiry into the Grenfell Tower fire, the Council must continue to ensure the aforementioned programmes are fully funded, and consider the implications of any new and emerging mandatory requirements as and when they are known.

9.7.4.3 **Carbon reduction/Affordable energy:**

The emerging Zero Carbon and Affordable Energy strategies reflect the Council's current ambitions to improve the energy performance of the existing stock, tackle fuel poverty, and ensure the new homes to be built will have the required energy ratings. Although no specific targets are set out in the Borough plan, in order to meet some wider council objectives, we need to incorporate stretching energy efficiency measures in all our future investment plans – for both new and existing stock.

Provision of £101m has therefore been included over the next 10 years for the existing stock, over and above the cost allowed for in the current investment standard with the overall objective of improving the average energy rating of existing Council homes.

As well as loft and cavity wall insulation, the additional funding will support more extensive measures including internal and external solid wall insulation, and renewables e.g. installation of solar panels. An additional £3m is also included in the proposed new build capital programme to enable the Council deliver new home to a Zero Carbon standard.

9.7.4.4 **Broadwater Farm**

The 5-year investment plan was being developed for Council stock, before the Council became aware of the significant structural issues on the estate. These unforeseen circumstances have required a rapid response and development of solutions to not only address these issues, but incorporate opportunities for overall improvements to the estate, and additional homes.

A budget was included in the existing capital programme to cover immediate remedial works, the full costs for delivering the demolition of Tangmere and Northolt, the new Decentralised Energy System, strengthening works and refurbishment of the 10 retained blocks. These will be met by the HRA over the next 10 years. Thus, the provision of £68m in the financial plan.

9.7.5 **Temporary Accommodation (TA) Acquisition**

The Council's TA acquisition programme is based on the purchase of homes using Right to Buy receipts and subsequent leasing to the Haringey Community Benefit Society ('the CBS') for seven years. The CBS itself was set up by the Council in December 2019 with the sole aim of providing housing to households in housing need nominated to it by Haringey Council.

These arrangements allow homes to be purchased which would have previously been unaffordable to the Council and so remained in the Private Sector. The use of the CBS instead allows for an expected 65 homes a year to be purchased and used to provide homes for those in housing need. Because all rents are set at Local Housing Allowance, these homes will remain affordable to those in receipt of Housing Benefit. The CBS receives these rental incomes and pays the HRA lease payments for the lease of these properties.

This scheme has already provided 13 new homes to homeless residents in December 2019 with another 8 to be completed in February 2020. A further 92 premium homes acquisition will be completed in March 2020. This TA acquisition scheme in the HRA will generate adequate rental income to cover the cost of capital and associated cost. There is also a General Fund (GF) saving generated by the provision of homes to homeless households in the HRA via reduction in the use of privately-owned temporary accommodation in GF.

10. Dedicated Schools Budget (DSB)

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

10.2 The Quarter 3 financial position is still projecting an overall overspend in (DSB) for the financial year. The continued the budget pressures in the High Needs Block is estimated to add an additional £5.627m to the existing deficit of £2.228m.

10.3 It should be noted that the financial position reported to Schools Forum in January 2019 set out the forecast year end position as a deficit reserve of £5.469m to the High Needs Block and a surplus of £0.494m to the Early Years block based on the Period 8 2019-20 projections.

10.4 Table 10.1 below sets out Haringey's Dedicated Schools Grant allocations for 2018-19, the minimum rebased DSG baseline allocation for 2019-20 and National Funding Formula (NFF) allocation for 2020-21.

Table 10.1 Haringey's Dedicated Schools Grant Allocation

Dedicated Schools Grant	2018-19 DSG allocations	2019-20 NFF	2020-21 NFF
	£m	£m	£m
Schools Block	195.3	196.97	200.15
Central School Services Block	3.09	3.02	2.95
Early Years Block	20.18	20.09	20.36
High Needs Block	35.47	36.14	40.69*
Total DSG	254.04	256.22	264.15

**** Includes £2.2m for direct funding of places. The total net funding for Haringey Council is £38.48m for the financial year 2020-21***

10.5 Overall, Haringey's provisional NFF allocation for 2020/21 is an increase and was confirmed on 13th of December 2019. The overall net uplift across the DSB is 2.23% equivalent to £5.72m. This is based on 2019 October census pupil numbers. The impact of this funding by Block is:

- Schools Block - uplift of 1.61% equivalent to £3.18m.

- Central School Services Block - has lost 2.32% equivalent to £0.070m.
- High Needs Block – uplift of 13% equivalent to £4.55m before direct adjustments. The net cash uplift for Haringey after the direct adjustment is 6.47% equivalent to £2.34m.
- Early Years Block – uplift of 1.34% equivalent to £0.270m

10.6 Following consultation with Schools' Forum, Haringey Council's Local Schools Funding Formula for the 2020-21 Financial Year has been agreed. The ESFA require sign off from the lead Cabinet Member for Education and this was signed off on 17th January 2020. This met the ESFA's deadline of 21st January 2020 of submitting the authority's funding allocation for 2020-21 via Authority proforma tool (APT). A detailed breakdown of the DSG budget is presented in Appendix 9.

DSG Reserves

10.7 As at Quarter 3, the DSG Reserves are expected to close with a cumulative deficit of £7.623m at the end of 2019-20 (Table 10.2). The pressure is mainly in the High Needs Block and is mainly due to the general increase in pupil numbers with special educational needs within the borough.

Table 10.2 2019/20 Year End DSG reserves forecast

Blocks	Opening DSG at 01/04/19	Rebalancing Between Blocks agreed by Forum	Revised Block Balances	Qtr 3 Year End Forecast	Qtr 3 Forecast Closing DSG Balance
	£'000	£'000	£'000	£'000	£'000
Schools Block	(1,265)	1,265	0	0	0
Central Block	13	(13)	0	0	0
Early Years Block	(785)	785	0	(232)	(232)
High Needs Block	4,267	(2,038)	2,229	5,627	7,855
Total	**2,229**	**0**	**2,229**	**5,394**	**7,623**

10.8 All local authorities that have a cumulative DSG deficit of above 1% threshold will be required to submit a three-year deficit recovery plan. Recovery plans will be discussed with Schools' Forums and be signed off by the local authority's chief financial officer (CFO) before the plans are submitted to the DfE – expected to be June 2020.

11 Consultation & Scrutiny

11.1 The Council, as part of the process by which it sets its budget, seeks the views and opinions of residents, service users and Overview & Scrutiny which is used to inform the final decision of the Council when setting the budget.

Public Consultation

11.2 As such a formal consultation has taken place based on the consultation plan included in the December Budget/MTFS report. A detailed summary of the process and the responses received can be found in Appendix 10. Cabinet has considered the responses and, after due consideration, considers that the issues raised are addressed in the budget strategy and it is therefore not proposing any consequential changes.

Overview and Scrutiny

11.4 As part of the Council's governance arrangements for scrutiny of the Budget and Medium-Term Financial Strategy, the Council's Overview and Scrutiny Committee and Panels met during late December 2019 and early January 2020 and have scrutinised all the proposals presented in the 10th December 2019 report to Cabinet.

11.5 Cabinet Members, senior officers and heads of finance were in attendance at each meeting to present proposals and respond to questions from members. For some proposals, additional information was requested, which was provided.

11.6 All recommendations put forward by the Panels and the main Committee were considered by the Overview and Scrutiny Committee on 23rd January 2020 and a schedule of final recommendations were agreed and referred to Cabinet. These recommendations, along with the Cabinet responses, are provided in Appendix 11.

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

Finance

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

12.2 Ensuring the robustness of the Council's 2020/21 budget and its MTFS 2020/21 – 2024/25 is a key function for the Council's Section 151 Officer. This includes having confidence that the budget proposals are realistic and deliverable and that the political leadership and senior officers have been fully engaged in the compilation of the proposals now presented. The quality and extent of both statutory and non-statutory consultation, the assessment and management of risks, feedback and challenge via scrutiny processes, and the coherence of the working papers supporting budget proposals are also critical factors that enable the Chief Finance Officer to be able to sign off the Budget as robust.

12.3 The report underlines that, although formal confirmation of Government grant funding has only been received for 2020/21 as part of the Spending Round 2019 (SR19) and the provisional Local Government Finance Settlement, the

Council's financial plans for 2021/22 – 2024/25 now assume that this level of funding continues at the same level. While the Queen's speech confirmed the additional Social Care grant funding announced in SR19 was committed for each year of the Parliament, if the planned Fair Funding Review does conclude next year as forecast, it will lead to a revised methodology for distributing all Government grants. If it changes materially, it could have a significant impact on the current budget gap across those years. This has been highlighted as one of the key financial risks for the authority.

12.4 Another significant financial challenge is the further increase in the scale of the Council's capital programme, with its consequent implications on the Council's balance sheet, including its level of debt which has implications for the General Fund revenue budgets which have to cover the increased financing costs.

12.5 This report also underlines the size of the savings already agreed to be delivered over the MTFS period of over £28m but it is important that Members are clear that the financial plans now presented, also require plans for a further £15.5m. These are challenging figures and it is critical that the council continues to identify and approve new solutions at pace. Furthermore, although delivery in 2019/20 has shown a distinct improvement over prior years, senior officers and Cabinet need to ensure that this continues during 2020/21 to avoid the need to draw on reserves or increase the gap in future years.

12.6 The formal Section 151 Officer assessment of the robustness of the council's budget, including sufficiency of contingency and reserves to provide against future risks will be made as part of the final budget report to Council in February and will draw on independent assessments of the Council's financial resilience. This statutory role is acquiring more and more significance given the increased pressure falling upon this council's budget and uncertainty about the implications of Brexit on the economy.

Procurement

12.7 Strategic Procurement notes the contents of this report and will continue to work with services to enable cost reductions.

Assistant Director of Corporate Governance Comments

12.8 The Council's duties and legal implications arising in relation to the budget setting process are covered in the main body of the report.

12.9 The Local Authorities (Standing Orders) (England) (Regulations) 2001 and the Budget and Policy Framework Procedure Rules at Part 4 Section E of the Constitution, set out the process that must be followed when the Council sets its budget. It is for the Cabinet to approve the proposals and submit the same to the Full Council for adoption in order to set the budge. However, the setting of rents and service charges for Council properties is an executive function to be determined by the Cabinet.

12.10 The Council must ensure that it has due regard to its public Sector Equalities Duty under the Equalities Act 2010 in considering whether to adopt the recommendations set out in this report.

12.11 Where detailed savings proposals are yet to be developed, the Cabinet will need to ensure that where necessary, consultation is carried out and equalities impact assessments are undertaken, and the outcomes of these exercises inform any final decisions.

Equality

12.12 Haringey Council has a consistent approach to equality analysis across service areas and ensures that the impacts of individual budget decisions on legally protected groups are evaluated.

12.13 The Equality Act 2010 places a 'General Duty' on all public bodies, including Haringey Council, 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.

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

12.15 Haringey Council also has specific duties to publish information to demonstrate compliance with the Equality Duty, at least annually; and to set and publish equality objectives, at least every four years. This includes publishing information relating to people who are affected by our policies and practices who share protected characteristics.

12.16 The Borough Plan 2019-2023 sets the Council's objectives for the next four years. In addition to these, the Plan presents a set of Equality Principles reflecting Haringey Council's commitment to the principles of equality and opportunity, fairness and quality of life for all, both in terms of the work carried out with the community and in the role as an employer:

- Work with residents and employees to create communities which are able to come together, value diversity and challenge discrimination
- Actively talk to community groups who are made up of and/or support people with protected characteristics
- Work alongside the wider voluntary sector, statutory partners and local businesses to promote equality of opportunity and foster good relations
- Continue to monitor and assess the impact of our strategies, policies, programmes, projects and commissioning on equalities
- Improve and strengthen the collection and use of equality data, so that we can seek to improve outcomes for groups with protected characteristics
- Continuously seek to improve our approach to promoting equality, drawing on best practice from elsewhere, input from our staff equality networks and feedback from our residents

- Ensure that the requirements of the Equality Act are well communicated in the borough; starting conversations about equalities at the earliest opportunity; and fostering an environment where everyone understands their responsibilities under the Act

12.17 The Haringey Borough Plan 2019-23 sets out Haringey Council's Equalities Objectives. These are:

1. To narrow the gap in outcomes
2. To identify and reduce violence that has a disproportionate impact on particular communities and groups
3. To support the development of strong communities
4. To have a diverse workforce at all levels of the organisation

12.18 Haringey Council undertakes Equality Impact Assessments (EqIAs) on significant changes to policy or services and decisions that may impact on individuals or groups protected under the Equality Act 2010.

12.19 Equality Impact Assessments enable the Council to:

- Demonstrate due regard for the provisions of the Public Sector Equality Duty
- Identify possible negative impacts of decisions on individuals and groups with protected characteristics and plan mitigating action accordingly
- Identify additional opportunities to advance equality within policies, strategies, and services

12.20 Haringey Council guidance stipulates that EqIAs should:

- Contain enough relevant information on the groups likely to be affected by a decision to enable the Council to demonstrate that it has had due regard for the aims of the equality duty in its decision making
- Consider ways of mitigating or avoiding any adverse impacts

12.21 EqIAs need to be proportionate to the decision being made. All proposals for changes in policy, practice, procedure, budgets are screened to establish whether a full EqIA is needed to inform the decision-taker.

12.22 Further detail on EqIAs in Haringey Council, including contextual information, published EqIAs and how to complete an EqIA, is available on the Haringey website.

12.23 The total population of the borough is 254,926 according to the 2011 Census. In terms of the protected characteristics, the breakdown is as follows:

- 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
- Haringey has a relatively young population with a quarter of the population under the age of 20
- 91% of the population is aged under 65 (89% London; 83% England)
- Haringey is the 5th most ethnically diverse borough in the country. Over 65% of residents come from non-White British communities (55% for London; 20% England)

- The proportion of non-White British communities varies across the different wards from 35.2% in Muswell Hill to 83.4% in Northumberland Park
- Haringey is one of the most religiously diverse places in the UK
- The most common religion was Christianity, accounting for 45% of residents (London 48.4%; 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%)
- 14% of residents have a long-term health problem that limits their day to day activity, lower than England but in line with London
- 5.7% of residents report being in bad health, slightly higher than England and London
- Haringey has a higher proportion of couples in a registered same sex civil partnership than England and London: 0.6% or 1,191 residents (London 0.4%; England 0.2%)
- As per the ONS Integrated Household Survey, 3.2% of London residents aged 16 or over identified themselves as lesbian, gay or bisexual in 2013. In Haringey this would equate to 6,491 residents

12.24 Further detail on the equalities profile of Haringey is available on the Haringey website.

12.25 Since 2010, Haringey Council has seen a 62% real terms reduction in government funding, with the central government grant funding reduced by £123.7m in real terms. This financial challenge is significant, but the Council has stated a commitment to delivering budget reductions as fairly as possible and minimising the direct impact on residents who need the most support. The following set of guiding principles have informed the budget-setting process:

- Identify where we are spending money on things that are not a stated priority
- Identify commercial, income-generating or invest to-save options
- Identify alternative ways of meeting people's needs
- Identify opportunities for contract efficiencies or changes to service levels
- Continue to invest in early help or preventative services where they deliver a clear benefit
- Closer integration of revenue and capital expenditure in decision making
- To set realistic budgets that recognise the realities of the service pressures that we face

12.26 In line with the Equality Act 2010 and in order to ensure that proposed measures in the budget do not have preventable or disproportionate negative impacts on individuals or groups who share the protected characteristics within

Haringey, the Council has completed the following process when developing proposals:

- The Council has evaluated the impact of MTFS proposals in line with the corporate equality impact assessment process. This involves screening proposals for potential impact and completing full equality impact assessments (EqIAs) where appropriate.
- For MTFS proposals where full EqIAs have been appropriate, the full range of potential impacts have been identified and analysed, with mitigations specified where any potential negative impacts are noted.
- Eight MTFS proposals were subject to full EqIAs. Two of these proposals were identified as having potential negative equality impacts. Mitigations have been developed for these potential impacts. Moreover, the two proposals are considered proportionate means of achieving legitimate aims.

12.27 The proposed decision in this paper is not anticipated to have a negative impact on equality in Haringey. The Council has designed the proposals in this report with reference to the Borough Plan equalities objectives and in line with a set of principles that ensure that minimises the direct impact on residents. Full details can be found in Appendix 12.

13. Use of Appendices

Appendix 1 – Summary of General Fund Revenue 2020/21 Budget and Medium-Term Financial Plan 2020-2025
Appendix 2 – Summary of new budget reductions
Appendix 3 – Summary of total budget reduction proposals by year
Appendix 4 – Draft General Fund Capital Programme 2020/21 – 2024/25
Appendix 5 – Summary of new proposed capital investment
Appendix 6 – Flexible Use of Capital Receipts Strategy
Appendix 6a – Flexible Use of Capital Receipts Detail
Appendix 7 – HRA Capital Programme 2020/21 -2024/25
Appendix 8 – Tenants Service Charges 2020/21
Appendix 9 – DSB Budget 2020/21
Appendix 10 – Budget Consultation Summary of Responses
Appendix 11 – Overview and Scrutiny Committee recommendations and Cabinet responses
Appendix 12 – Equalities Impact Assessment (EqIA) Report
Appendix 12a – Summary of Budget Reduction EqIAs
Appendix 12b – Completed Full EqIA Proformas Pack

- Appendix 12b.0 Cover
- Appendix 12b.1 Osborne Grove
- Appendix 12b.2 PH Lifestyles
- Appendix 12b.3 0-19 Integrated Service Model
- Appendix 12b.4 SEND Transport
- Appendix 12b.5 Positive Families Partnership
- Appendix 12b.6 PAUSE
- Appendix 12b.7 SELECTIVE LICENSING
- Appendix 12b.8 Parking Transformation Programme

Appendix 13 – Council Tax base Report 2020/21

14. Local Government (Access to Information) Act 1985

Background papers are as follows:
2020-21 Budget and 2020-2025 Medium Term Financial Strategy
2019/20 Qtr 1 and Qtr 2 Budget Reports
2019/20 Budget & MTFS 2019-2024
2020/21 Tax Base Delegated Decision Report

Appendix 1 - Summary of General Fund Revenue 2020/21 Budget and Medium Term Financial Plan 2020-2025

	2019/20 Budget	Movement	2020/21 (Draft) Budget	Movement	2021/22 Projected	Movement	2022/23 Projected	Movement	2023/24 Projected	Movement	2024/25 Projected
Priority Area	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Housing	18,888	(2,506)	16,382	(709)	15,673	(136)	15,537	(136)	15,401	(136)	15,265
People - Children	58,310	(3,121)	55,189	(409)	54,780	81	54,861	400	55,261	300	55,561
People - Adults	82,312	1,472	83,784	(2,091)	81,693	(1,724)	79,968	3,174	83,142	3,102	86,244
Place	26,652	(1,737)	24,915	(2,061)	22,854	(1,053)	21,801	(64)	21,737	6	21,743
Economy	1,173	(167)	1,006	(120)	886	(130)	756	(120)	636	-	636
Your Council	35,805	194	35,999	(1,088)	34,911	(790)	34,121	(6)	34,115	-	34,115
Non-Service Revenue	23,529	1,489	25,017	12,034	37,051	12,685	49,736	9,300	59,036	6,266	65,302
Further Savings to be Identified	-	(0)	(0)	(1,954)	(1,954)	(3,178)	(5,132)	(6,684)	(11,816)	(3,743)	(15,560)
Council Cash Limit	**246,669**	**(4,377)**	**242,292**	**3,601**	**245,893**	**5,755**	**251,648**	**5,864**	**257,512**	**5,795**	**263,306**
Planned Contributions form Reserves	(5,487)	5,487	-	-	-	-	-	-	-	-	-
Total General Fund Budget	**241,182**	**1,110**	**242,292**	**3,601**	**245,893**	**5,755**	**251,648**	**5,864**	**257,512**	**5,795**	**263,306**
Funding											
Council Tax	(101,981)	(5,824)	(107,805)	(3,245)	(111,050)	(3,342)	(114,392)	(3,443)	(117,835)	(3,547)	(121,382)
Council Tax Surplus	(3,850)	1,675	(2,175)	-	(2,175)	-	(2,175)	-	(2,175)	-	(2,175)
RSG	0	(21,993)	(21,993)	(441)	(22,434)	(446)	(22,880)	(461)	(23,340)	(467)	(23,807)
Retained Business Rates	(65,196)	6,784	(58,412)	(2,678)	(61,089)	(1,200)	(62,290)	(1,200)	(63,490)	(469)	(63,958)
Top up Business Rates	(33,484)	11,384	(22,100)	(441)	(22,540)	(445)	(22,985)	(440)	(23,425)	(1,270)	(24,695)
NNDR Growth	(3,000)	2,600	(400)	400	-	-	-	-	-	-	-
Total (Main Funding)	**(207,511)**	**(5,373)**	**(212,884)**	**(6,404)**	**(219,288)**	**(5,433)**	**(224,721)**	**(5,544)**	**(230,265)**	**(5,752)**	**(236,017)**
New Homes Bonus	(2,541)	342	(2,199)	-	(2,199)	-	(2,199)	-	(2,199)	-	(2,199)
Public Health	(19,677)	(551)	(20,228)	(405)	(20,632)	(413)	(21,045)	(421)	(21,466)	-	(21,466)
Other core grants	(11,453)	2,818	(8,635)	7,184	(1,450)	-	(1,450)	-	(1,450)	-	(1,450)
TOTAL (Core/Other External Grants)	**(33,671)**	**2,609**	**(31,062)**	**6,780**	**(24,282)**	**(413)**	**(24,694)**	**(421)**	**(25,115)**	**-**	**(25,115)**

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Appendix 2 - Detailed Log of Savings Proposals

REF	Priority	Category	Title	Description	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Savings Total £'000	Capital Investment £'000
20/25-EC01	Economy	New Delivery Model	Head Lease Acquisition Programme	The proposal is to allocate capital budget to enable the acquisition by the Council of as many head-leases as possible on sites where the Council already owns the freehold, in order for the Council to stop paying rent to these landlords and to receive all of the passing rent from those properties which are tenanted by commercial or other tenants.	100	120	130	120	-	**470**	32
20/25-EC02	Economy	Stopping / reducing service	Reduction of North Tottenham Regeneration revenue budgets	The proposal is to reduce general fund revenue costs in North Tottenham budgets (Northumberland Park and High Road West) by reducing expenditure on e.g. some community engamenent activities and events.	75	-	-	-	-	**75**	-
20/25-EC03	Economy	Service redesign	Alternative funding model for sites delivery work	Regeneration officers are engaged in a significant amount of work on the delivery of sites which will result in new housing (including affordable housing). This proposal is to review that activity and identify where general fund revenue could be displaced by either S106 funding or new capital budgets.	100	-	-	-	-	**100**	-
20/25-EC04	Economy	Service redesign	Use of Strategic Acquisitions budget for sites delivery work	The Regeneration service has submitted a bid for new capital funding for Employment-Led sites delivery. This proposal would seek to offset the impact of these costs on revenue budgets. The proposal is to identify costs within the service that are eligible for this funding, and to apply LBH Capital to offset LBH revenue spend. Achieving these savings will require a corresponding capital allocation.	75	-	-	-	-	**75**	75
20/25-EC05	Economy	Service redesign	Increased capitalisation of staff time and project costs	As of 19/20, the Regeneration service has rapidly increased its capitalisation of costs, which is now high in all Area Regeneration budgets. The proposal is to capitalise further, using an increased capital budget for Tottenham Hale. A bid to increase the existing Streets & Spaces and Green & Open Spaces capital lines (Schemes 401 and 402) has been submitted, on the grounds of construction inflation and increased capitalisation requirements.	75	-	-	-	-	**75**	75
20/25-EC06	Economy	Increase in income	Increased recharge to HRA	The service is now engaged in a significant amount of work on estates and on the delivery of new affordable housing, which would be eligible for HRA spend. The proposal is to increase the amount of revenue funding provided from the HRA each year. A review of the HRA budget is underway, and it is proposed that this work accomodates an increased recharge from Regeneration on a yearly basis, reflecting new workstreams on estates and towards the delivery of affordable housing.	100	-	-	-	-	**100**	-
20/25-EC07	Economy	Service redesign	HRP Senior Restructure	In June 2019, the S&R commitee approved the senior managment restructure within Housing, Regeneration & Planning. With a number of changes taking place within the Directoraite, the restructure was an opportunity to streamline the structure, align responsibilities to achieve maximum efficiency and eliminate duplication while recognising the need to build a confident and stable approach to Housing, Regeneration and Planning.	30	-	-	-	-	**30**	-

20/25-EC08	Economy	Increase in income	Strategic Property Unit – New Income Outdoor Media	This proposal comprises an opportunity to achieve new income potential by securing rental payments from outdoor media companies. This includes digital billboards and an innovative building wrap with a digital display for advertising purposes and council messages.	100	-	-	-	-	**100**	-
20/25-EC09	Economy	Increase in income	Strategic Property Unit – New Income Rent Reviews	The saving arises from rent reviews that have been identified as overdue. Two agency employees have achieved the target savings in the years 2018/2020 to date and further savings have been identified and agreed with tenants as rent increases.	100	-	-	-	-	**100**	-
20/25-EC10	Economy	Increase in income	Strategic Property Unit – New Income 5g	This proposal comprises an opportunity to achieve new income potential by securing rental payments from Mobile Operators and Infrastructure providers.	20	-	-	-	-	**20**	-
20/25-HO02	Economy	Increase in income	HfH and Council Housing Programme-funding for Carbon Management team time	The Carbon Management Team undertakes a significant amount of work for Homes for Haringey and the Council housing delivery team. This proposal would make provision for the Carbon Management Team to recharge the Housing Revenue Account for this work. This work is undertaken by staff funded through general fund revenue budgets, and as such an equivalent saving can be made to the general fund revenue budget through recharge from the HRA.	40	-	-	-	-	**40**	-
TOTAL - ECONOMY					**815**	**120**	**130**	**120**	**0**	**1,185**	**182**

REF	Priority	Category	Title	Description	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Savings Total £'000	Capital Investment £'000
20/25-HO01	Housing	Service redesign	Transferring PSLs to the CBS	Private Sector Leasing properties are leased by the Council from private landlords for between one and five years with a guaranteed rent for the term of the lease. Leases are mainly based on 90% of the 2011 LHA plus a £40 a week management fee (the latter being a transfer from FHSG). The CBS has been established to lease properties purchased by the Council to use them as TA or to discharge homelessness. Unlike the Council, the CBS can charge the current (2019) Local Housing Allowance (LHA) for the area the property is located in. Therefore moving these leases could mean total additonal rental income of £1.19m if all leases were transferred. This would require, in each case, the landlords agreement to do so and additonal incentives may be required. A reduction in savings of 25% has thus been included to account for this and additonal costs	68	136	136	136	136	**612**	-
TOTAL - HOUSING					**68**	**136**	**136**	**136**	**136**	**612**	**0**

REF	Priority	Category	Title	Description	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Savings Total £'000	Capital Investment £'000
20/25-PE01	People - Adults	Service redesign	Public Health Lifestyles	Look for alternative delivery options for lifestyles services (this includes; NHS Health Checks, smoking cessation, weight management and exercise programmes for the inactive), from April 2021 onwards. This proposal suggests alternative ways of delivering these services including: Reducing the capacity of services offered (but keeping services targeted at those who need them most), seeking partial funding from NHS partners, using an alternative delivery partner, joining up with other boroughs to commission the service for economies of scale.	-	60	-	-	-	**60**	-
20/25-PE02	People - Adults	Stopping / reducing service	Osbourne Grove Redevelopment	The closure of Osborne Grove Nursing Home pending the development of the new expanded facility that will increase the number of beds available from 32 to 70. This proposal contributes to Priority 2: People. People will be supported to live independently at home for longer. Increased intermediate care provision will enable more people to regain the skills and confidence they require to live independently in the community and will deliver improved outcomes for residents. Adults with multiple and complex needs will be supported to achieve improved outcomes through a coordinated partnership approach.	1,034	-	-	(476)	-	**558**	30,836
TOTAL - PEOPLE - ADULTS					**1,034**	**60**	**0**	**(476)**	**0**	**618**	**30,836**

20/25-PE03	People - Children's	New Delivery Model	Invest to Save - Edge of Care	Savings Approved at July 2019 Cabinet	857	(48)	-	-	-	**809**	-
20/25-PE04	People - Children's	Service redesign	Invest to Save proposal - In-House Fostering		282	11	-	-	-	**293**	-
20/25-PE05	People - Children's	Efficiency savings	Invest to Save - SEND Transport		168	174	125	-	-	**467**	-
20/25-PE06	People - Children's	New Delivery Model	Invest to Save - Pause Project		(186)	381	119	-	-	**314**	-
20/25-PE07	People - Children's	New Delivery Model	Invest to Save - Family Centre		321	-	-	-	-	**321**	81
20/25-PE08	People - Children's	New Delivery Model	Invest to Save - Foster Carer Room Extension		193	151	0	-	-	**344**	390
TOTAL - PEOPLE - CHILDREN'S PRE-APPROVED SAVINGS					**1,635**	**669**	**244**	**0**	**0**	**2,548**	**471**

20/25-PE09	People - Children's	New Delivery Model	0-19 year old public health commissioned services - a new integrated commissioned service delivery model	Public Health is working with the commissioned service provider to change the current service provision of three separate services into one integrated service model. Currently three commissioned services are within the Council's Section 75 Agreement with the CCG. These are the Health Visiting Service (including the HENRY programme), the School Nursing Service and the Family Nurse Partnership programme. All services are provided by Whittington Health NHS Trust.	125	125	-	-	-	**250**	-
20/25-PE10	People - Children's	New Delivery Model	Reducing placement costs through effective management of the market	This proposal considers ways to shape the local residential care market for children by taking demand off the free market and creating some diversity in the care market. This will be done through reviewing the feasibility of a number of delivery approaches including opening bespoke childrens homes, ring fencing/blocking market purchasing of provision, working alongside the non-profit sector to grow this local offer, joing ownership of accomodation with Adult social Care and shared supported accomodation for young people with disabilities 18-25.	(100)	-	100	100	200	**300**	-
20/25-PE11	People - Children's	New Delivery Model	UASC Accommodation	Insourcing accommodation for unaccompanied asylum seekers from expensive private providers to local properties leased directly by Homes for Haringey.	150	-	-	-	-	**150**	-
20/25-PE12	People - Children's	Service redesign	Reduce operational costs in Schools and Learning and Commissioning	Identify any residual discretionary spend in Schools and Learning and reduce to deliver savings. Identify and reduce operational costs in Commissioning.	50	25	-	-	-	**75**	-
20/25-PE13	People - Children's	Stopping / reducing service	Review of spend on transport and taxis	Review of existing transport policy applicable to staff and foster carers to ensure: -Consistent application of policy -Clear statement of eligibility -Improved value for money by considering both transport chosen and cost of time spent travelling by individual staff members	-	-	75	-	-	**75**	-
TOTAL - PEOPLE - Children's Services					**225**	**150**	**175**	**100**	**200**	**850**	**0**

TOTAL - PEOPLE	**2,894**	**879**	**419**	**(376)**	**200**	**4,016**	**31,307**

REF	Priority	Category	Title	Description	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Savings Total £'000	Capital Investment £'000
20/25-PL01	Place	New Delivery Model	Selective Licensing	To consider Selective Licensing of the Private Rented sector for 60% of the Borough . The overall aim is to improve living standards and make landlords accountable for the management of their properties. The proposal is for a Selective Licensing fee of £600. Saving assume 60% of the Borough will be licenced. Saving relate to existing costs of established positions (highlighted in yellow on the spreadsheet) . To maximise the use of additional fee income recharges for ancillary services such as ASB enforcement officers (noise, nuisance, waste, anti-social behaviour) and corporate overheads will be charged against the HMO licence fees. Training costs will be applicable during service delivery.	-	-	239	-	-	**239**	-
20/25-PL02	Place	Increase in income	Debt Recovery	Dedicated team of officers to proactively chase payment of outstanding debts from unpaid PCN's. Use of new IT system, additional CEO's and nuisance vehicle contract to remove offending vehicles and encourage payment of outstanding debt and improve overall recovery rate percentage. PL09 is an invest to save proposal, there is a required £150k Service Revenue investment to generate £360k income, with a net savings of £210k	210	-	-	-	-	**210**	-
20/25-PL03	Place	Increase in income	CCTV enforcement of weight limits and emissions through ANPR/DVLA check	Use of new technology cameras to record vehicle reg plates and immediately look up DVLA database to establish vehicle weight and emissions. Will require significant investment in infrastructure and back office arrangements.	62	280	300	-	-	**642**	300
20/25-PL04	Place	Increase in income	Increase permit charges for highest emitting 'petrol' vehicles	A flat fee increase in Permit charge for the most polluting petrol emission band(s). Note a flat fee increase for diesel vehicles is already under consideration within Parking Action Plan and Parking Transformation. The new IT system would allow us to implement more dynamic permit and on street charges. The IT system will also allow us to determine the number of vehicles in each of the emissions band, so we will have accurate data to base decisions	75	25	-	-	-	**100**	-
20/25-PL05	Place	Increase in income	Increased trade waste	Invest to save model by increasing enforcement of trade waste to drive up compliance and income. Ensure time banding is adhered to and traders do not use residential collection services for their waste. Offending traders to be visited by Veolia-Haringey sales team. A three-month trial is recommended to quantify the overall benefits of this project to LBH . Traders who appear to be without contracts and traders who appear to have insufficient capacity will be visited.	25	-	-	-	-	**25**	-
20/25-PL06	Place	Efficiency savings	Contact Centre Efficiencies	The Veolia Contact Centre resource consists of ten staff who deal with reports of missed collections, cleansing requests, complaints and taking payment for charged services (e.g. Green Waste and Bulky collections). This proposal is to reduce the size of the team by two staff, seeking to channel shift customers online but ultimately accepting a lower level of responsiveness to customers (performance is currently high).	-	50	-	-	-	**50**	-

20/25-PL07	Place	Efficiency savings	Mechanisation of High Street Cleansing	We will move to an outcome based cleansing model that increases the use of machinery and ensures that resources are deployed to maintain streets to a consistent standard across the borough. We need further time to carry out trials in more residential streets, main roads and high roads to ensure any new operating model is robust.	-	150	150	-	-	**300**	-
20/25-PL08	Place	New Delivery Model	FM Transformation	Terminating the Amey contract for FM Services and bringing Soft FM back in-house, and transferring Hard FM to Homes for Haringey. Approximately 100 staff will be in scope for a TUPE transfer. The proposed saving will be achieved through improved efficiency and returning Amey overhead and profit to the council. The transformation will include purchase of a new Property IT system, and service improvements particularly relating to building repairs and maintenance.	150	-	-	-	-	**150**	-
20/25-PL09	Place	New Delivery Model	Hybrid Mail proposal	Provide on-demand service to centralise print streams and optimise stationery and print costs, which will enable outgoing correspondence to be sent electronically to the mailroom, for automated printing and insertion into envelopes, franking and dispatch. The envisage solution can also handle inserts. It can deal with large scale mail out as well as individual letters. This will provide a more efficient solution for staff sending letters.	-	77	-	-	-	**77**	50
20/25-PL10	Place	Increase in income	Creamatorium Lease	The council's Parks Service manages the lease on the borough's crematorium operated by Dignity. There is a contractual inflation rise each year in the income on this lease, plus a general increased share of their profits.	20	-	-	-	-	**20**	-
20/25-PL11	Place	Increase in income	New Lease Income v2	The Parks Service receives income from leases on a range of buildings in parks. Some of these leases have completed recently or will complete in next couple of years. The renegotiation of these leases on new rates could deliver a further £20k saving from 2021/22.	-	20	-	-	-	**20**	-
20/25-PL12	Place	Efficiency savings	Fuel Savings	There is an existing capital programme scheme to procure a new fleet of 15+ parks vehicles during 2020/21. It anticpated that the majority or all of the new fleet will be fully electric, hence there will be savings within the fuel base budget. This proposal contributes to the council's Zero Carbon targets.	-	25	-	-	-	**25**	-
20/25-PL13	Place	Increase in income	EV Charging	Lamp Column, Standard and Rapid - will increase this year. Income is based on medium or high uptake of EV charging. 38 CP' shave been installed and work is progressing on Phase 2. Work is also continuing on TfL funded (rapid) charging Points and GULC's funded charging points. However, progress for all EVCPs has stalled because of change in design specification (as per ULEV action plan) to prioritise installation on carriageway and not footways. Suppliers are resistant as this adds c£2000k to costs for a build-out. Carbon Management negotiating with suppliers to fund build-outs.	100	-	-	-	-	**100**	-
20/25-PL14	Place	Increase in income	Parking Transformation Programme	The Parking Transformation Programme (PTP) is a series of parking related projects and workstreams, which seeks to increase income and provide and more efficient and effective service.	1,360	840	300	-	-	**2,500**	
TOTAL - PLACE					**2,002**	**1,467**	**989**	**0**	**0**	**4,458**	**350**

REF	Priority	Category	Title	Description	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Savings Total £'000	Capital Investment £'000
20/25-YC01	Your Council	Efficiency savings	The service will continue to reduce the amount of paper being used, stored and transported and this has lead to financial savings.	The service will continue to reduce the amount of paper being used, stored and transported and this has lead to financial savings.	13	-	-	-	-	**13**	-
20/25-YC02	Your Council	Increase in income	Income from joining the London Counter Fraud Hub	The London Counter Fraud Hub, managed by CIPFA, is a counter fraud service developed to supply data analytics, investigations and recoveries service for London local authorities and the City of London Corporation. Unlike traditional data matching hubs, this project is an end-to-end service providing expert advice and operational support around sophisticated analytics. The overarching objective for the service is to increase fraud and corruption detection, and improve fraud prevention, share common risks across London, minimise losses and maximise recovery, so that fraud and corruption does not pay. Three data sources (Council Tax - Single Person Discount, Housing Tenancy and Non Domestic Rate records are entered into the analytics part of the Hub through a secure transfer. Using sophisticated technology, the Hub will analyse the data to identify frauds against the 32 London local authorities and the City of London Corporation.	25	25	-	-	-	**50**	75
20/25-YC03	Your Council	Increase in income	The proposal is to increase the income target of providing legal services to Haringey Clinical Commissioning Group (CCG) by £30K.	The proposal is to increase the income target of providing legal services to Haringey Clinical Commissioning Group (CCG) by £30K. In December 2017, the Council's Legal Services entered into a Service Legal Agreement (SLA) with Haringey CCG to provide legal support with the CCG cases within the Haringey Learning Disability Partnership. These are cases relating to incapacitated patient that requires an application to the Court of Protection to safeguard their welfare. They include cases in the Transforming Care Programme.. Since the SLA, Haringey CCG has been referring cases to Legal Services and the feedback of the support has been positive. The arrangement has enabled the CCG to access the Council's in-house legal expertise which is more cost effective. The support and encouragement of Adult Social Care, Children Services, Commissioning and Public Health for the CCG to utilise our in-house provision is crucial. The proposal compliments the Borough Plan - Priority 2 - People The proposal is dependent on a slight increase in the level of new instructions from CCG to Legal Services.	30	-	-	-	-	**30**	-

20/25-YC04	Your Council	Efficiency savings	Finance Savings	The proposal seeks to make efficiency savings across the Finance function from a combination of: * Increased income - from providing services to external bodies and further revisions to recharging to non-GF heads * Reductions to the staff establishment enabled by the embedding of the Business Partner model * Longer term staff savings arising from the planned update or replacement of the Council's current finance system. These savings are not expected to be realised until 2022/23	340	-	200	-	-	**540**	-
20/25-YC05	Your Council	Efficiency savings	Alexandra Palace	The Alexandra Palace & Park Charitable Trust (APPCT) receives a revenue grant from the Council of £1,950k per annum as well as a capital grant of £470k per annum. The grants are given to the APPCT in furtherance of its charitable objectives. In recent years the grant has remained static at the levels set out above. Cabinet at its meeting in July 2019 agreed to pursue a reduction in the grant level with the APPCT. The APPCT is currently formulating its proposals to deliver the reduction.	195	-	100	-	-	**295**	-
20/25-YC06	Your Council	Service redesign	Libraries - Re-imaging our Libraries offer for a better future.	It is proposed that a new Library Strategy will shape the direction of the service for the next 5 years. The proposal includes exploring the full use of the buildings/space, creating community hubs that will enable the locality-based approach to service delivery for other council departments and partner agencies, which can act as a key component to achieving our Borough Plan objectives. Revenue can be generated by either applying an internal recharge for the use of spaces or utilising the space in the libraries as part of the wider Community Asset vision to reduce costs elsewhere in the organisation. Changes to how services are delivered will generate savings, for example developing a coordinated opening hours timetable across all of the libraries, altering location for staff, coordinating joint services. Developing economy opportunities through job fairs, workspace, pop up events and volunteering opportunities.	-	184	181	-	-	**365**	650
20/25-YC07	Your Council	Service redesign	Extend Customer First approach to Wider Council	Extend Customer First model to all Council services based on analysis made in preparation for the current Customer First programme. The objective is to ensure all residents in need of support can receive it because those requiring straightforward advice and information can have easy access 24/7. An improved digital offer would ensure that the customer journey was straightforward and simple to navigate and automation of back-office processes would both speed up and improve the quality and accuracy of service to residents and reduce cost.	-	250	250	-	-	**500**	1,000
20/25-YC08	Your Council	Efficiency savings	The proposal is to use Flexible Capital Receipts to fund ALL posts in the CPMO.	The proposal is to use Flexible Capital Receipts to fund some posts in the CPMO. The justficiation is that, while it is difficult to estimate the proportion of time that each 'delivery' staff member will spend on individual projects in a year, most will by definition be working on change projects for the majority of their time.	92	-	-	-	-	**92**	92

20/25-YC09	Your Council	Increase in income	Maximising income from filming and venue management	This proposal is in two parts. The first is to make Haringey more attractive to film companies by identifying vacant buildings for meanwhile use as production bases, and by making parking easier in order to generate income. The second is to consider employing staff, as an invest to save bid, to market the council's venues for events (currently uncosted).	6	6	3	-	-	**15**	-
20/25-YC10	Your Council	Increase in income	Additional sites for on street digital advertising	The proposal is to generate an income from the advertising opportunities in the borough. While we have recently awarded contract for our digital on street advertising, we are now looking at other forms of advertsing, which are sympathetic to the surroundings and maximise the councils commercial returns. This is in the form of street advertising, out of home advertising, and libraries/customer services advertising.	110	52	50	-	-	**212**	-
20/25-YC11	Your Council	Efficiency savings	Review of Corporate Centre	We are looking at ways to reconfigure the corporate centre in the light of the LGA Corporate Peer Review recommendations as set out in their final report published in February 2019. One aspect of this is the recommendation to bring together the teams with skills in policy and strategy, data analysis, and problem solving, which, the LGA peers argued, would in itself help to provide better support to the organisation. There are currently 5 senior posts leading these teams: Head of Policy and Cabinet Support at Head of Service level, and leads at PO7 and above in Policy, the Leader's office, the Corporate Delivery Unit (CDU), and Performance and Business Intelligence. The proposal is to reduce the number of senior posts to 4.	214	-	-	-	-	**214**	59
20/25-YC12	Your Council	Efficiency savings	Digital Services - Proposed Contribution	The proposal is for the Capitalisation of infrastructure staff who support the delivery of programmes/projects. This will either be via Captial receipts used to pay for staff who work on tranformative initiatives or Capital funds where staff produce a tangible asset in relation to the work undertaken.	345	-	-	-	-	**345**	400
TOTAL - YOUR COUNCIL					**1,370**	**517**	**784**	**0**	**0**	**2,671**	**2,276**

TOTAL SAVINGS PROPOSALS	**7,149**	**3,119**	**2,458**	**(120)**	**336**	**12,942**	**34,115**

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Appendix 3 - Savings Summary:

	Pre-Agreed Savings						New Savings Proposals						Total					
Priority	2020/21	2021/22	2022/23	2023/24	2024/25	Total Pre-agreed Savings	2020/21	2021/22	2022/23	2023/24	2024/25	Total New Savings Proposals	2020/21	2021/22	2022/23	2023/24	2024/25	Total Savings
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Housing	1,108	573	-	-	-	1,681	68	136	136	136	136	612	1,176	709	136	136	136	2,293
People - Adults	4,039	3,185	3,270	100	-	10,594	1,034	60	-	(476)	-	618	5,073	3,245	3,270	(376)	-	11,212
People - Children	2,036	759	244	-	-	3,039	225	150	175	100	200	850	2,261	909	419	100	200	3,889
Place	1,012	600	70	70	-	1,752	2,002	1,467	989	-	-	4,458	3,014	2,067	1,059	70	-	6,210
Economy	15	-	-	-	-	15	815	120	130	120	-	1,185	830	120	130	120	-	1,200
Your Council	918	25	6	6	-	955	1,370	517	784	-	-	2,671	2,288	542	790	6	-	3,626
Total Savings	9,128	5,142	3,590	176	-	18,036	5,514	2,450	2,214	(120)	336	10,394	14,642	7,592	5,804	56	336	28,430
										Unidentified Savings			0	1,954	3,178	6,684	3,743	15,560
										Total Savings Requirement			14,642	9,546	8,982	6,740	4,079	43,990

* The following are included in the People - Children pre-agreed line above:

Total - Invest to Save (Approved July 2019 Cabinet)	1,635	669	244	-	-	2,548

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Appendix 4 - Proposed General Fund Capital Programme

Priority	Scheme Ref	Scheme Description	2020/21 Budget (£'000)	2021/22 Budget (£'000)	2022/23 Budget (£'000)	2023/24 Budget (£'000)	2024/25 Budget (£'000)	Total (£'000)
People - Children's	101	Primary Sch - repairs & maintenance	1,000	1,000	1,000	1,000	0	**4,000**
People - Children's	102	Primary Sch - mod & enhance (Inc SEN)	4,800	5,355	1,525	1,480	0	**13,160**
People - Children's	103	Primary Sch - new places	39	0	0	0	0	**39**
People - Children's	104	Early years	93	0	0	0	0	**93**
People - Children's	110	Devolved Sch Capital	531	531	531	531	531	**2,655**
People - Children's	114	Secondary Sch - mod & enhance (Inc SEN)	4,200	750	110	0	0	**5,060**
People - Children's	119	School Streets	600	600	600	600	600	**3,000**
People - Children's	120	Children Services Estate Capital Maintenance	10,000	10,000	10,000	10,000	10,000	**50,000**
		People - Children's	**21,263**	**18,236**	**13,766**	**13,611**	**11,131**	**78,007**
People - Adults	201	Aids, Adap's & Assistive Tech -Home Owners (DFG)	2,193	2,193	2,193	2,193	2,193	**10,965**
People - Adults	208	Supported Living Schemes	1,500	1,500	1,500	0	0	**4,500**
People - Adults	209	Assistive Technology	500	500	500	0	0	**1,500**
People - Adults	211	Community Alarm Service	177	177	177	177	177	**885**
People - Adults	213	Canning Crescent Assisted Living	4,200	1,750	250	0	0	**6,200**
People - Adults	214	Osborne Grove Nursing Home	1,500	6,000	2,250	500	0	**10,250**
People - Adults	217	Burgoyne Road (Refuge Adaptations)	500	2,250	250	0	0	**3,000**
People - Adults	218	Social Emotional & Mental Health Provision	300	600	600	600	600	**2,700**
People - Adults	219	Additional Supported Living	1,000	1,000	1,000	1,000	1,000	**5,000**
People - Adults	220	Additional OGNH Funding	1,500	9,000	17,000	7,930	500	**35,930**
		People - Adults	**13,370**	**24,970**	**25,720**	**12,400**	**4,470**	**80,930**
Place	301	Street Lighting	1,300	1,300	1,300	1,300	1,300	**6,500**
Place	302	Borough Roads	3,689	3,689	3,689	3,689	3,689	**18,445**
Place	303	Structures(Highways)	800	0	0	0	0	**800**
Place	304	Flood Water Management	620	650	680	710	0	**2,660**
Place	307	CCTV	0	830	1,000	200	0	**2,030**
Place	309	Local Implementation Plan(LIP)	2,500	2,500	2,500	2,500	2,500	**12,500**
Place	310	Developer S106/S278	750	750	750	750	750	**3,750**
Place	311	Parks Asset Management	300	300	300	300	300	**1,500**
Place	313	Active Life in Parks:	230	230	230	230	230	**1,150**
Place	314	Parkland Walk Bridges	2,200	0	0	0	0	**2,200**
Place	316	Asset Management of Council Buildings	1,991	651	331	381	0	**3,354**
Place	322	Finsbury Park Over 8 Play Space	600	600	600	600	0	**2,400**
Place	323	Parking Strategy	321	0	0	0	0	**321**
Place	325	Parks Vehicles	720	0	0	0	0	**720**
Place	326	Responsive Maintenance works	184	184	184	184	184	**920**
Place	327	Principal Road Maintenance for 2020/21 (to meet TfL budget reduction)	500	0	0	0	0	**500**
Place	328	Street & Greenspace Greening Programme	345	100	100	100	100	**745**
Place	329	Park Building Carbon Reduction and Improvement Programme	600	800	800	800	0	**3,000**
Place	330	Civic Centre Works	3,000	5,000	1,500	500	0	**10,000**
Place	331	Updating the boroughs street lighting with energy efficient Led light bulbs	3,500	3,500	0	0	0	**7,000**
Place	316	Additional Asset Management of Council Buildings	4,000	4,000	4,000	1,000	0	**13,000**
		Place	**28,150**	**25,084**	**17,964**	**13,244**	**9,053**	**93,495**
Economy	401	Tottenham Hale Green Space	7,235	900	2,680	600	2,000	**13,415**
Economy	402	Tottenham Hale Streets	22,495	5,097	1,363	450	5,000	**34,404**
Economy	411	Tott High Rd & Bruce Grove stn	569	0	0	0	0	**569**
Economy	421	HRW business acquisition	15,521	61,170	12,770	16,830	16,000	**122,291**
Economy	429	Site Acq (Tott & Wood Green)	8,867	0	0	0	0	**8,867**
Economy	430	Wards Corner CPO	6,500	3,500	0	0	0	**10,000**
Economy	444	Marsh Lane	9,323	4,700	266	0	0	**14,289**
Economy	447	Alexandra Palace -maintenance	470	470	470	470	470	**2,350**
Economy	464	Bruce Castle	1,400	4,000	6,000	8,500	0	**19,900**
Economy	465	District Energy Network (DEN)	1,460	1,500	6,500	3,500	0	**12,960**
Economy	470	Wood Green HQ, Library & Customer Service Centre	2,940	5,000	6,400	7,000	6,000	**27,340**
Economy	472	JLAC Match Fund	500	0	0	0	0	**500**
Economy	474	Tottenham High Road Strategy	5,402	3,980	2,318	1,027	0	**12,727**

Priority	Scheme Ref	Scheme Description	2020/21 Budget (£'000)	2021/22 Budget (£'000)	2022/23 Budget (£'000)	2023/24 Budget (£'000)	2024/25 Budget (£'000)	Total (£'000)
Economy	475	Tottenham Green Public Realm Scheme Phase 2	156	866	0	0	0	**1,022**
Economy	477	Strategic Regeneration Initiatives & Community Assets	3,000	0	0	0	0	**3,000**
Economy	479	54 Muswell Hill Health Centre	1,000	0	0	0	0	**1,000**
Economy	480	Wood Green Regen (2)	5,000	5,000	8,000	7,750	8,664	**34,413**
Economy	481	Strategic Investment Pot	1,400	2,650	0	0	0	**4,050**
Economy	482	Strategic Property	680	1,273	254	3	0	**2,210**
Economy	4001	Maintenance of Tottenham Green Workshops	700	50	0	0	0	**750**
Economy	4002	Northumberland Park estate area public realm	500	500	0	0	0	**1,000**
Economy	4003	The Tottenham Hale DCF schemes	2,000	3,000	0	0	0	**5,000**
Economy	4004	Borough wide Strategic Acquisitions	34,250	14,750	14,000	10,000	12,000	**85,000**
Economy	4005	SME Workspace Intensification	350	2,000	3,500	4,000	0	**9,850**
Economy	4006	Acquisition of head leases	10,000	10,000	12,000	0	0	**32,000**
Economy	4007	Tottenham Hale Decentralised Energy Network (DEN)	0	500	3,000	3,000	0	**6,500**
Economy	4008	Wood Green Decentralised Energy Network (DEN)	0	0	2,000	4,000	1,000	**7,000**
Economy	4009	Additonal Carbon Reduction Project	1,750	3,000	3,000	3,000	3,000	**13,750**
Economy	4010	Selby Urban Village Project	0	5,000	25,000	25,000	15,000	**70,000**
Economy	4011	Commercial Property Remediation	500	0	0	0	0	**500**
		Economy	**143,968**	**138,905**	**109,520**	**95,130**	**69,134**	**556,657**
Housing (GF)	509	CPO - Empty Homes	1,000	1,000	1,000	1,000	0	**4,000**
		Housing (GF)	**1,000**	**1,000**	**1,000**	**1,000**	**0**	**4,000**
Housing (HRA)		Existing Stock Investment	87,394	82,940	72,090	54,110	63,049	359,583
Housing (HRA)		New Homes Build Programme	42,132	58,766	102,298	80,686	100,640	384,522
Housing (HRA)		New Homes Acquisitons	74,578	52,828	10,000	10,000	10,000	157,406
Housing (HRA)		Temporary Accommodation Acquisitions	32,227	19,612	20,004	20,404	20,812	113,059
		Housing (HRA)	**236,331**	**214,146**	**204,392**	**165,200**	**194,501**	**1,014,570**
Your Council	604	Continuous Improvement	950	950	950	950	0	**3,800**
Your Council	607	Financial Management System Replacement	350	2,000	650	0	0	**3,000**
Your Council	621	Libraries IT and buildings upgrade	25	85	0	0	0	**110**
Your Council	622	Communities First	500	500	0	0	0	**1,000**
Your Council	639	New Ways of Working	255	255	0	0	0	**510**
Your Council	699	P6 - Approved Capital Programme Contingency	4,500	0	0	2,250	2,250	**9,000**
Your Council	650	Connected Communities programme	700	700	0	0	0	**1,400**
Your Council	651	Libraries condition and accessibility works programme	1,230	0	0	0	0	**1,230**
Your Council	652	Libraries - Re-imaging our Libraries offer for a better future	650	0	0	0	0	**650**
Your Council	653	Capital Support for IT Projects	850	850	850	850	850	**4,250**
		Your Council	**10,010**	**5,340**	**2,450**	**4,050**	**3,100**	**24,950**
		TOTAL GENERAL FUND ACCOUNT	**217,762**	**213,535**	**170,420**	**139,435**	**96,888**	**838,039**
		TOTAL HRA ACCOUNT	**236,331**	**214,146**	**204,392**	**165,200**	**194,501**	**1,014,570**
		OVERALL TOTAL	**454,093**	**427,681**	**374,812**	**304,635**	**291,389**	**1,852,609**

Appendix 5: Description of New General Fund Capital Proposals

Children's Services

School Condition Works 2020/21-2024/25

Scheme Ref.	Scheme	Borrowing (£'000)	Other (£'000)	Self-Financing (£'000)	Total (£'000)
120	Children Services Estate Capital Maintenance	50,000	0	0	**50,000**

During 2018/9-2019/20 extensive surveys have been undertaken of the school's estate. This has identified a range of work that needed to be done immediately as they related to H&S issues. These works have been completed and the focus is now on further works to the school estate to ensure that the buildings are fit for purpose. Condition and Suitability Surveys have been undertaken on all secondary schools and 75% of primary schools. Based on data received to date it is estimated that the backlog for the school estate could be up to £250m. The surveys are being further refined to develop a detailed asset management plan which will guide where and when investment is put into the school's estate. The investment in the fabric of the school estate will also provide facilities that use less energy and reduce carbon emissions.

School Streets Initiative 2020/21 – 2024/25

Scheme Ref.	Scheme	Borrowing (£'000)	Other (£'000)	Self-Financing (£'000)	Total (£'000)
119	School Streets	1,500	1,500	0	**3,000**

The proposal is for streets outside schools that will have a range of physical treatments to change travel patterns and behaviours to encourage more sustainable modes of travel to school, to improve the air quality and to provide a safer environment for children. These treatments could include some or all the following: have extended pavements, traffic calming measures, and enforcement cameras to stop people from driving to their children to school. It is estimated that on average each street will cost c£0.2m. The budget assumes that the Council's proposed investment will be matched by external funding.

Yearly Investments

People - Children's	2020/21 Budget (£'000)	2021/22 Budget (£'000)	2022/23 Budget (£'000)	2023/24 Budget (£'000)	2024/25 Budget (£'000)	Total (£'000)
Current Capital Budget	10,663	7,636	3,166	3,011	531	**25,007**
New Capital Bids	10,600	10,600	10,600	10,600	10,600	**53,000**
Total	**21,263**	**18,236**	**13,766**	**13,611**	**11,131**	**78,007**

Adult's Services

The continued focus of the Adults Services capital programme is to enhance the lives of disabled and older adults. The new proposals for capital expenditure are based on providing assets and services that enable people to lead fulfilling lives, where possible independently within their own homes. The resources made available in this priority are based on the completion of approved business cases ensuring effective linkage of revenue and capital spending for the Council. At this stage some of the actual detail of the projects is not fully developed but will be over the coming year through working with a range of stakeholders including partners, users and carers.

Burgoyne Road 2020/21 – 2024/25

Scheme Ref.	Scheme Description	Borrowing (£'000)	Other (£'000)	Self-Financing (£'000)	Total (£'000)
217	Burgoyne Road (Refuge Adaptations)	0	2,160	840	**3,000**

This proposal is to undertake conversion works at Burgoyne Road (should it be acquired) so that it can be used as a refuge for 16 families with the current refuges being repurposed either as general needs housing or supported living. Decisions have yet to be made on whether the building should be rebuilt or refurbished. The GLA have indicated support for the scheme and have strongly indicated that for the right scheme they would be prepared to fund a per unit contribution of £0.135m. This level of funding is predicated on an exemplar scheme which strongly points toward a rebuild of the facility. The One Public Estate initiative have made available funding to undertake a feasibility study once the Council's offer has been accepted.

Social, Emotional and Mental Health provision 2020/21 – 2024/25

Scheme Ref.	Scheme Description	Borrowing (£'000)	Other (£'000)	Self-Financing (£'000)	Total (£'000)
218	Social Emotional & Mental Health Provision	700	1,350	650	**2,700**

The capital proposal is to for a budget to move forward the social, emotional and health (SEMH) provision within the borough. At this point the exact building(s) that the provision will be provided in is not known and the budget represents a high-level estimate of potential costs

Additional Supported Living Schemes 2020/21 – 2024/25

Scheme Ref.	Scheme Description	Borrowing (£'000)	Other (£'000)	Self-Financing (£'000)	Total (£'000)
219	Additional Supported Living	0		5,000	**5,000**

Currently there is a supported living budget within the agreed capital programme. This budget has created the Linden House project and there is an unallocated budget of £6.42m left. The proposal is to add to this budget to enable a greater range of projects to be considered. At this stage it is not possible to identify individual schemes as the opportunity to acquire/remodel properties have not arisen yet. Each individual proposal will be subject to a

business case process that will ensure that the investment will generate savings to the revenue account over and above the cost of financing the investment.

Osborne Grove Nursing Home 2020/21 – 2024/25

Scheme Ref.	Scheme Description	Borrowing (£'000)	Other (£'000)	Self-Financing (£'000)	Total (£'000)
220	Additional OGNH Funding	0		35,930	**35,930**

The detailed Feasibility Study, concluded on 31st May 2019, demonstrated that this land offers significant opportunity for development, increasing provision to a 70-bedded nursing unit. The feasibility study provided the council with four potential development options for the future of the site at Osborne Grove. Cabinet considered the outcome of the feasibility at its meeting in July 2019 and agreed to proceed with the 70-bed development. This bid is for the additional funding needed to allow that scheme to proceed within the capital programme as a self-financing scheme. The total requested funding is to deliver the 70-bed new OGNH.

Further work has been undertaken that indicates that there is the potential to incorporate housing into the scheme. The cost of the scheme has been revisited in the light of this development and the additional funding proposed here will enable the scheme to proceed with the housing component.

Yearly Investments

People - Adults	2020/21 Budget (£'000)	2021/22 Budget (£'000)	2022/23 Budget (£'000)	2023/24 Budget (£'000)	2024/25 Budget (£'000)	Total (£'000)
Current Capital Budget	10,070	12,120	6,870	2,870	2,370	**34,300**
New Capital Bids	3,300	12,850	18,850	9,530	2,100	**46,630**
Total	**13,370**	**24,970**	**25,720**	**12,400**	**4,470**	**80,930**

Place

Additional Asset Management of council Buildings 2020/21 – 2024/25

Scheme Ref.	Scheme Description	Borrowing (£'000)	Other (£'000)	Self-Financing (£'000)	Total (£'000)
316	Additional Asset Management of Council Buildings	13,000		0	**13,000**

The need for works to River Park House has been identified to address a range of issues in the building. This proposal is to deal with the highest priority items. An additional allowance has been provided to fund any essential works following a series of proposed condition surveys.

Road Maintenance 2020/21 – 2024/25

Scheme Ref.	Scheme Description	Borrowing (£'000)	Other (£'000)	Self-Financing (£'000)	Total (£'000)
326	Responsive Maintenance works	920		0	**920**

This scheme is for additional funding for borough roads responsiveness maintenance. This covers additional funding for responsive maintenance of the borough's highway network.

Principal Road Maintenance 2020/21 – 2024/25

Scheme Ref.	Scheme Description	Borrowing (£'000)	Other (£'000)	Self-Financing (£'000)	Total (£'000)
327	Principal Road Maintenance for 2020/21 (to meet TfL budget reduction)			500	**500**

This proposal is for additional resources to cover a projected shortfall in TfL funding. This proposal considers the continued deterioration of the highways network and represents the minimum level required to be able to be able to maintain the operation of Principal Road Network during 2020/21 at which point it is hoped that TfL will reinitiate funding of the programme. The funding is included in the proposals as self-financing now, with the expectation that TfL will reinstate the funding.

Street and green space greening programme 2020/21 – 2024/25

Scheme Ref.	Scheme Description	Borrowing (£'000)	Other (£'000)	Self-Financing (£'000)	Total (£'000)
328	Street & Greenspace Greening Programme	373	372	0	**745**

This programme seeks to increase the number of trees planted on Haringey's streets. This will have several benefits to residents as it will improve the visual amenity of their streets, improve air quality, reduce the heat island effect and slow the fall of rain onto the roads reducing the impact of localised flooding. The tree planting, where possible, will also include localised sustainable urban drainage and phytoremediation planting (plants that clean up the air and water) to increase the benefits of these interventions further. In the initial two-year period, the scheme will predominantly focus on the nine wards in the borough where the tree canopy is less than 20%. Eight of these wards are in the east of the borough. In later years the funding will be used to match fund external funding, when it is available, to deliver the priorities that will be agreed as part of the forthcoming Tree & Woodland Strategy (part of the Parks and Green Space Strategy).

Park building carbon reduction and improvement 2020/21 – 2024/25

Scheme Ref.	Scheme Description	Borrowing (£'000)	Other (£'000)	Self-Financing (£'000)	Total (£'000)
329	Park Building Carbon Reduction and Improvement Programme			3,000	**3,000**

The parks service is responsible for a portfolio of 58 buildings the majority of which are leased to stakeholders within parks. Fourteen of these buildings are used operationally by the parks service either as depots, sports pavilions or plant nursery. All these buildings need improvement to meet current legislative standards, council accommodation standards and energy efficiency. This programme will ensure the parks estate plays it part in meeting the Council's carbon reduction targets. With energy costs predicted to rise between 10-20% per annum it is important that investments seek to future proof the service from most price rises. The programme will also seek to improve the standard of all the buildings to ensure each building meets its intended use and all relevant legislation. Match funding for the programme will be secured on a site by site basis through various sources, such as section 106, event income and external funding for renewable energy and sports lottery funding.

Civic Centre Refurbishment 2020/21 – 2024/25

Scheme Ref.	Scheme Description	Borrowing (£'000)	Other (£'000)	Self-Financing (£'000)	Total (£'000)
330	Civic Centre Works	10,000		0	**10,000**

At this stage the capital proposal is based on a high-level costing which in turn is based on a mid-level refurbishment. Currently, a detailed feasibility study is being undertaken which in conjunction with the accommodation strategy will determine the level of budget required for the Civic Centre. It is highly likely that whatever is decided in relation to the accommodation strategy and the future of the Civic Centre, there will be a need for significant investment.

Borough streetlights conversion to LED's 2020/21 – 2024/25

Scheme Ref.	Scheme Description	Borrowing (£'000)	Other (£'000)	Self-Financing (£'000)	Total (£'000)
331	Updating the boroughs street lighting with energy efficient Led light bulbs	0		7,000	**7,000**

This proposal is a self-financing one to replace the Council's current stock of inefficient streetlights with state-of-the-art LED bulbs. These bulbs have several benefits including, lower running costs, less greenhouse emissions, reduced requirement for night scouting, and central control enabling quicker repair of defective units. The proposal will pay for the investment through a reduced energy bill and further savings through reduced night scouting. The scheme cost also allows for a centralised control and monitoring system which will optimise efficiency.

Yearly Investments

Place	2020/21 Budget (£'000)	2021/22 Budget (£'000)	2022/23 Budget (£'000)	2023/24 Budget (£'000)	2024/25 Budget (£'000)	Total (£'000)
Current Capital Budget	16,021	11,500	11,380	10,660	8,769	**58,330**
New Capital Bids	12,129	13,584	6,584	2,584	284	**35,165**
Total	**28,150**	**25,084**	**17,964**	**13,244**	**9,053**	**93,495**

Economy

Capital maintenance of the Tottenham Green Workshop 2020/21 – 2024/25

Scheme Ref.	Scheme Description	Borrowing (£'000)	Other (£'000)	Self-Financing (£'000)	Total (£'000)
4001	Maintenance of Tottenham Green Workshops	750	0	0	**750**

Capital has been allocated to the external repair of the fabric of Tottenham Green Workshops for 2020/21 in the sum of £0.5m. It is evident that further repairs are urgently required to maintain the windows which requires access via scaffolding. An additional allocation of £0.75m (above the £0.5m in the programme for 2021/22) is proposed to address boiler control issues and to refurbish the windows concurrently with the roof renewal that is already in the capital programme to make significant savings on scaffolding by concurrent use.

Northumberland Park Estate public realm improvements

Scheme Ref.	Scheme	Borrowing (£'000)	Other (£'000)	Self-Financing (£'000)	Total (£'000)
4002	Northumberland Park estate area public realm	0	1,000	0	**1,000**

The Council is engaged in refreshing its 'Overarching Approach' to estate improvement plans for Northumberland Park, by clearly defining local priorities and engaging on potential interventions. The first phase of this work will involve master planning and procurement of consultants/architects to undertake a review of opportunities for: Public realm and wayfinding improvements; social and community infrastructure further developments (i.e. garage blocks). Phase 2 will then proceed to procure and deliver identified works. Both phases are now expected to be largely HRA-funded due to the nature of these projects as estate improvement activities. However, other related works fall outside of the scope of HRA funding. These include improvements to the immediate environment around Northumberland Park station, ensuring fit for purpose transport infrastructure and an appropriate 'arrival experience'; public realm works outside the boundaries of the estate, including those on non-estate highways; improvements to local industrial. This proposal would therefore provide funding over the next two financial years towards a series of projects, to be further defined by end of 20/21. This funding could also provide Council match to future funding bids to expand this work.

Tottenham Hale DCF scheme 2020/21 – 2024/25

Scheme Ref.	Scheme	Borrowing (£'000)	Other (£'000)	Self-Financing (£'000)	Total (£'000)
4003	The Tottenham Hale DCF schemes	0	5,000	0	**5,000**

The Tottenham Hale District Centre Framework, alongside the Tottenham Area Action Plan, provides direction for the future development of Tottenham Hale. The DCF is supported by: The Streets and Spaces Strategy, which identifies improvements which create a safe and attractive network of pedestrian and cycle routes, reduces the dominance of cars and traffic, encourages opportunities for community activity, creates easily maintained public realm and introduces street planting, trees and landscaping, and; The Green and Open Spaces Strategy, which seeks to enhance access to nature and the Lea Valley with improved routes and bridges, bring its natural qualities into the area, and invest significantly in the Paddock and Down Lane Park.

However, these strategies were consulted on, formulated and costed from 2014-2016, and costs required to deliver these interventions have since increased due to construction inflation increasing the base cost of delivery.

Strategic Acquisitions Budget 2020/21 – 2024/25

Scheme Ref.	Scheme	Borrowing (£'000)	Other (£'000)	Self-Financing (£'000)	Total (£'000)
4004	Borough wide Strategic Acquisitions	0	0	85,000	**85,000**

There is currently a 'Site Acq (Tott & Wood Green)' line in the capital strategy. In the past this capital budget has been used to acquire sites within these two regeneration areas, where there was an identified benefits, including: the delivery of new housing, including affordable housing; the delivery of new or intensified workspace; achieving 'marriage value' with other nearby sites already in Council ownership and thereby strengthening the Council's position when seeking to make best use of its own land; the opportunity to relocate a given occupant from another site, freeing up other land in Council ownership to deliver against Borough Plan objectives. The proposal is to expand the remit of the budget to cover the whole of the borough and to increase the overall budget.

Expanded or intensified employment space 2020/21 – 2024/25

Scheme Ref.	Scheme	Borrowing (£'000)	Other (£'000)	Self-Financing (£'000)	Total (£'000)
4005	SME Workspace Intensification	0	0	9,850	**9,850**

This proposal would make the best use of Council land where there are suboptimal uses of workspaces and provide for the ability to expand workspace. Income would be generated through an increased rent roll and increased business rates.

Council acquisition of head leases on properties within the commercial portfolio 2020/21 – 2024/25

Scheme Ref.	Scheme	Borrowing (£'000)	Other (£'000)	Self-Financing (£'000)	Total (£'000)
4006	Acquisition of head leases	0	0	32,000	**32,000**

The Council's commercial portfolio includes several industrial estates where head leases and freeholds are held by third parties where a significant proportion of rental income from tenants is paid to the head lessor. Agents have been appointed to review the performance of the commercial portfolio with a view to providing a report with recommendations. The proposal is for funding to acquire the head leases, with each acquisition being subject to the approval of a business case. It may not be possible to acquire all or indeed any of the head leases as it will be a matter of an agreement between the Council and the head lessor.

Tottenham Hale Decentralised Energy Network 2020/21 – 2024/25

Scheme Ref.	Scheme	Borrowing (£'000)	Other (£'000)	Self-Financing (£'000)	Total (£'000)
4007	Tottenham Hale Decentralised Energy Network (DEN)	0	0	6,500	**6,500**

The proposal is for the construction of a decentralised energy network (DEN) in Tottenham Hale to supply the neighbourhood with affordable low carbon energy. The Council has completed feasibility work which suggests an energy centre can be accommodated on council owned premises. Provisional costings pro-rated from North Tottenham OBC Cost Plan and informed by the Tottenham Hale feasibility study have been prepared. Cabinet recently appointed technical advisers to create the OBC for the DEN's and if the OBC is robust they will assist in the procurement. The Council would fit out the energy centre to supply energy to surrounding buildings. This is anticipated to include around 2,000 new homes currently under construction by Argent-Related, Berkeley and Notting Hill Genesis as well as the Council's scheme at Ashley Road Depot. These schemes all have Planning Agreements which require them to negotiate a heat supply arrangement with the Council and pay reasonable connection charges. The DEN programme contributes directly to delivery of the following Borough Plan objectives:

a) to reduce Haringey's carbon emissions by 40% by 2020 against a 2005 baseline;

b) To lead on delivery of an energy network where more sustainable energy is generated for use within the borough;

c) To explore setting up an alternative local or regional energy savings company(s) that would serve our community by helping to tackle fuel poverty;

d) To develop a plan for Haringey to be Zero Carbon by 2050; as well as supporting several other objectives.

Wood Green Decentralised Energy Network 2020/21 – 2024/25

Scheme Ref.	Scheme	Borrowing (£'000)	Other (£'000)	Self-Financing (£'000)	Total (£'000)

4008	Wood Green Decentralised Energy Network (DEN)	0	0	7,000	**7,000**

This budget is for the construction of a decentralised energy network (DEN) in Wood Green to supply the neighbourhood with affordable low carbon energy. The Council has secured an energy centre in the Clarendon Square development through the planning system which must be leased to the Council. The Council would fit out the energy centre to supply energy to surrounding buildings. Provisional costings have been pro-rated from North Tottenham OBC Cost Plan. The DEN programme contributes directly to delivery of the following Borough Plan objectives:

a) to reduce Haringey's carbon emissions by 40% by 2020 against a 2005 baseline;

b) To lead on delivery of an energy network where more sustainable energy is generated for use within the borough;

c) To explore setting up an alternative local or regional energy savings company(s) that would serve our community by helping to tackle fuel poverty;

d) To develop a plan for Haringey to be Zero Carbon by 2050; As well as supporting several other objectives.

Additional Carbon Reduction Project 2020/21 – 2024/25

Scheme Ref.	Scheme	Borrowing (£'000)	Other (£'000)	Self-Financing (£'000)	Total (£'000)
4009	Additional Carbon Reduction Project			13,750	**13,750**

The proposal is to provide additional funding to schemes as they come forward so that they move the Council to achieving its carbon reduction targets. Release of the funding will be subject to the approval of a business case.

Selby Urban Village project 2020/21 – 2024/25

Scheme Ref.	Scheme	Borrowing (£'000)	Other (£'000)	Self-Financing (£'000)	Total (£'000)
4010	Selby Urban Village Project	0	0	70,000	**70,000**

The Selby Urban Village project is an ambitious development arising from a shared aspiration between Haringey Council and the Selby Trust to deliver a community focused, mixed-use scheme on the Selby Centre and Bull Lane Playing Field sites and will support the Council's Priorities set out in the Borough Plan. This scheme is an example of the Council's commitment to building new homes and in particular council homes and improving living standards for, and in partnership with, our local community, to ensure they can participate and benefit from the investment in their neighbourhood. For the Selby Centre this is a great opportunity to improve the existing provision for the community. By being part of the co-design and delivery of a centre, and building, in which the Trust and its users really thrive and continue to be a valued asset to the community. The inclusion of Bull Lane (Playing field) as part of the re-development, could deliver significant improvements to the area, including state-of-the-art community sporting provisions – enabling local people to participate and enjoy recreational and sports activities.

Both the council and the Selby Trust are committed to the collaborative redevelopment of the site to ensure this best serves the local community by providing housing, community

provisions as well as space for businesses to thrive and local people to enjoy and prosper. Cabinet agreed the appointment of a master planner at its meeting of the 8th October 2019.

Further remediation of the condition of the commercial property portfolio 2020/21 – 2024/25

Scheme Ref.	Scheme	Borrowing (£'000)	Other (£'000)	Self-Financing (£'000)	Total (£'000)
4011	Commercial Property Remediation	500	0	0	**500**

The Council's commercial portfolio has been underinvested in in the recent past as its future was uncertain. Now that the Council has decided its future there is a need to invest to maintain and improve it so that the income stream associated with the properties is maintained and possibly improved.

Yearly Investments

Economy	2020/21 Budget (£'000)	2021/22 Budget (£'000)	2022/23 Budget (£'000)	2023/24 Budget (£'000)	2024/25 Budget (£'000)	Total (£'000)
Current Capital Budget	93,918	100,105	47,020	46,130	38,134	**325,307**
New Capital Bids	50,050	38,800	62,500	49,000	31,000	**231,350**
Total	**143,968**	**138,905**	**109,520**	**95,130**	**69,134**	**556,657**

Your Council
Connected Communities programme 2020/21 – 2024/25

Scheme Ref.	Scheme Description	Borrowing (£'000)	Other (£'000)	Self-Financing (£'000)	Total (£'000)
650	Connected Communities programme	0	0	1,400	**1,400**

During 2019/20 a proof of concept for a new early intervention and prevention service was developed to test an emerging model that is aimed to provide cost avoidance and improved early intervention for our most vulnerable residents. The proposition is that Connected Communities programme will identify and resolve the root causes of an individual's or household problems. The purpose of the service will be early intervention and resolution through a multi-disciplinary, multi-agency approach to problem solving to help the resident to become more self-sufficient and resilient. The service will tackle the multiple needs of the household in a joined-up way and at an early stage of the potential crisis point. Connected Communities will work collaboratively with the NHS and community assets available within localities to deliver a true early intervention and prevention service aligned to common positive outcomes for the residents. This early intervention should reduce the risk of debt and housing issues as well as improve self-help options for accessing improved health and wellbeing outcomes.

The exact sites for the delivery of the Connected Communities programme will be identified in the next stage of work.

Further remediation of library condition and accessibility issues 2020/21 – 2024/25

Scheme Ref.	Scheme Description	Borrowing (£'000)	Other (£'000)	Self-Financing (£'000)	Total (£'000)

651	Libraries condition and accessibility works programme	1,230	0	0	**1,230**

A capital investment programme for libraries is underway with £1.3m allocated to enhance internal library spaces at Wood Green Library and 4 of the 6 branch libraries. When the capital was allocated Muswell Hill and Combes Croft were out of scope of the project due to the Tottenham High Road West scheme including a new Library and Learning Centre to replace Combes Croft and proposals to relocate Muswell Hill library. The Tottenham High Road West scheme has not started yet and relocation of Muswell Hill did not take place, so it is now necessary to include both these libraries in the capital programme to ensure that the condition of the library is comparable with the other branch libraries. In addition, at Muswell Hill there are significant accessibility issues as a core part of the library service - the children's library service - is located on the first floor with no lift and no accessible WCs. Works required include the provision of a new passenger lift in the listed building at Muswell Hill and at Coombes Croft the provision of new furniture and new internal arrangements including new glazed and acoustic screens. Three of the branch libraries - Alexandra Park, Stroud Green & Harringay and Highgate have upper floors that are currently under used, or in the case of Stroud Green and Harringay not used at all. This proposal is to remediate these condition and accessibility issues.

Re-imagining of our libraries offer 2020/21 – 2024/25

Scheme Ref.	Scheme Description	Borrowing (£'000)	Other (£'000)	Self-Financing (£'000)	Total (£'000)
652	Libraries - Re-imaging our Libraries offer for a better future	650		0	**650**

It is proposed that a new Library Strategy is developed that will shape and set the direction of the service for the next 5 years and allow for transparent communication of the vision. The intention is to explore ways of developing library services that are closely aligned to the Borough Plan and places libraries as a key enabler for wider Council agendas including early help and prevention.

Haringey Council are one of the few local authorities nationally that have not closed libraries, reduced opening hours or outsourced or supplemented its work force and core offer with volunteers. We have nine libraries open a total of 520 hours per week and average of 57.8 hours per library. A recent Libraries peer review identified opportunities to explore wider engagement with other council services such as Children's, Adults, economic growth to recognise the physical and social value libraries could add. The proposals align to the Borough Plan with respect to; PEOPLE – Libraries have activities and networks within local communities for social interaction, health & well-being, learning and to nurture all residents to live well and achieve their full potential. PLACE - Libraries provide safe, welcoming and accessible places providing a range of activities and resources to support and develop strong resilient connected communities. ECONOMY - Libraries provide safe, welcoming and accessible places providing a range of activities and resources to support and develop strong resilient connected communities; HOUSING - In times of multi occupancy accommodation & overcrowding Libraries provide spaces for people to work, study reflect and socialise. The view is to create community hubs that will enable the locality-based approach to service delivery for other Council departments and partner agencies. These community hubs can act as a key component to achieving our Borough Plan objectives. Revenue can be generated utilising the space in the libraries as part of the wider Community

Asset vision to reduce costs elsewhere in the organisation. For example, the successful Connected Communities project is currently operating from Wood Green library and is set to expand to Marcus Garvey library and other libraries at no cost to the project. However, any space taken up by other departments limits the availability of space for external income generation. Therefore, careful mapping of activities across each site will need to be developed to ensure that the space in each building is being used to its full potential. Income can also be generated through partnership opportunities e.g. Police, rental workspace, event hire etc. Changes to how services are delivered will generate savings, for example developing a coordinated opening hours timetable across all the libraries, altering location for staff, coordinating joint services. Developing economy opportunities through job fairs, workspace, pop up events and volunteering opportunities.

Capitalisation of infrastructure staff 2020/21 – 2024/25

Scheme Ref.	Scheme Description	Borrowing (£'000)	Other (£'000)	Self-Financing (£'000)	Total (£'000)
653	Capital Support for IT Projects	0		4,250	**4,250**

This budget is for the cost of the staff who support the delivery of programmes/projects that deliver assets that deliver transformation and create savings. These costs will be added to each scheme and the investment will pay for the costs of these staff. These costs will be allocated to projects as part of the business case approval process and inform the calculation of savings.

Approved Capital Programme Contingency 2021/22-2024/25

Scheme Ref.	Scheme Description	Borrowing (£'000)	Other (£'000)	Self-Financing (£'000)	Total (£'000)
699	Approved Capital Programme Contingency	9,000			**9,000**

It is prudent, given the scale of the proposed capital programme that a contingency is budgeted for.

Yearly Investments

Your Council	2020/21 Budget (£'000)	2021/22 Budget (£'000)	2022/23 Budget (£'000)	2023/24 Budget (£'000)	2024/25 Budget (£'000)	Total (£'000)
Current Capital Budget	2,080	3,790	1,600	950	0	**8,420**
New Capital Bids	7,930	1,550	850	3,100	3,100	**16,530**
Total	**10,010**	**5,340**	**2,450**	**4,050**	**3,100**	**24,950**

Appendix 6 - Flexible Use of Capital Receipts

Flexible Use of Capital Receipts Strategy

1. The Government has provided a definition of expenditure which qualifies to be funded from capital receipts. This is:

> "expenditure on any project that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces costs or demand for services in future years for any of the public sector delivery partners"

2. The schedule of the proposed utilisation of the flexible capital receipts is split into two components. The first is a list of investments that are a continuation of previously agreed schemes but are required to be reaffirmed as part of the Council's budget setting process. The second list is of new proposals for 2020/21.

3. List 1

a) Restructure costs. These are the anticipated staffing restructure costs, largely arising the transformation of how the Council works.
b) Demand Management in Children's Services. The budget is expected to provide investment capacity for a range of initiatives such as purchasing specialist software to optimise the transport routes for children with SEND to a revised in-house foster care service to reduce the demand for agency foster care and the need for residential placements. The release of resources will be subject to a satisfactory business case.
c) Demand Management in Adult Services. This budget is to support initiatives such as increasing day opportunities to reduce the demand for higher cost care solutions and through the employment of care negotiators who reduce the cost of high demand placements.
d) London counter Fraud Hub. The London Counter Fraud Hub is a London wide initiative to reduce the level of fraud perpetrated on London Councils through a data sharing and analytics service.
e) Strategic Asset Management Planning. The budget will fund a borough wide review of the Council's property portfolio and other assets to ensure that the authority retains the assets that are needed and that these have asset management plans that allow for programmed maintenance so as to prevent expensive unplanned repairs and potential loss of assets due to building element failure (such as boilers).
f) Customer First. This is Customer First transformation programme that will change the way in which the Council it interacts with residents and how it undertakes its processes resulting in reduced cost of service delivery and processes.
g) FWoW. This is the Future Ways of Working programme that is seeking to reduce the Council's administrative offices to reduce revenue expenditure. The budget will fund physical alterations to buildings to enable them to function more efficiently.

4. List 2

h) Connected Communities. The proposal is for a phased expansion over a period of one year from January 2020 through to April 2021. From April 2022, the service would have had the opportunity to bed in and it is proposed that up to 12 months will be required. All activities will be formally reported to the Programme Board through the newly formed Borough Partnership Governance framework under 'Place'. By April 2022, a decision can be made whether to cease the service model, extend its scope and reach or consider a more

transformational service design for the post 2023 period. The modelling undertaken to date suggests an opportunity of £16.8M, in demand compression/cost saving/avoidance at our statutory front-doors. The release of resources will be subject to a satisfactory business case.

I) Demand Management in Adults Services. There are a range of proposals to achieve the improvements to the service and the reduction in costs. These are:

- Move on Ermine Road;
- Enhanced Carers Support
- Early Help & Prevention Compression
- Early Help & Prevention Dementia
- Violence Against Women
- Deaf and Disabled People's Organisation (supporting the uptake of direct payments)
- Redesign Home Support Services

J) CCTV enforcement of weight limits and emissions through ANPR/DVLA check. This proposal is to locate cameras on the highway to enforce weight limits and emissions.
K) Hybrid Mail System. The proposal will reduce the Council's reliance on manual processing of outbound mail.
L) Customer First Initiative. This proposal is to extend the reshape the wider organisation so that it is more able to put the customer first.
M) Fund posts in the Corporate Programme Management Office. Following an activity review, it is proposed to fund posts which are working on the Customer First initiative.
N) Review of Corporate Centre. This proposal is the same as item M).

The guidance requires that the impact on the Council's prudential indicators should be considered when preparing a Flexible Use of Capital Receipts Strategy. The indicators that will be impacted by this strategy are set out below:

a. The Capital Financing Requirement will increase as these capital receipts would otherwise have financed capital expenditure or reduced borrowing.
b. Financing costs as a percentage of the net revenue stream will rise as more borrowing is undertaken but the savings generated by the schemes will offset the costs arising from the additional borrowing. Therefore, there is no impact on Council Tax.

The prudential indicators show that this strategy is affordable and will not impact on the Council's operational and authorised borrowing limits.

5. Update on Prior Years' Flexible Use of Capital Receipts Investment

The 2018/19 flexible use of capital receipts proposals included two major elements. The first significant investment is the long-term transformation of the Council via its front office, back office programme (FOBO), subsequently renamed Customer First. The programme continues to deliver savings and transformation. The budget also included proposals to replace the ERP system, but this proposal has been delayed and no expenditure has been incurred. The formation of the Haringey Education Partnership (HEP) has transformed the Council's support for schools' improvement and the implementation of the DPS system has delivered considerable savings in procurement.

The 2019/20 flexible use of capital receipts budget continued the investment in the Customer First programme and new ways of working as envisaged in the 2018/19 programme. It is currently estimated that the revised target savings will be achieved. The investment in the commercial property review is also on target to deliver the budgeted savings through a range of lease rental reviews. In Children's Services and Adults' Services the investment in demand management has been and continues to be successful, delivering savings for the Council through the delivery of alternative services.

Appendix 6a - Flexible Use of Capital Receipts Strategy

Previous Indicative proposals for the flexible use of capital receipts requiring agreement

			ESTIMATED INVESTMENT						ESTIMATED SAVING					
	Reference No.	Title	2020/21 (£'000)	2021/22 (£'000)	2022/23 (£'000)	2023/24 (£'000)	2024/25 (£'000)	**Total (£'000)**	2020/21 (£'000)	2021/22 (£'000)	2022/23 (£'000)	2023/24 (£'000)	2024/25 (£'000)	**Total (£'000)**
a	N/A	Restructure costs	743					743						0
b	N/A	Demand Management In Children's Services	1,000					1,000						0
c	N/A	Demand Management in Adults Services	277					277	(1,104)	(1,104)	(1,104)	(1,104)	(1,104)	(5,520)
d	N/A	London Counter Fraud Hub	90						(25)	(50)	(50)	(50)	(50)	(225)
e	N/A	Strategic Service Asset Management Planning	125					125	(250)	(350)	(350)	(350)	(350)	(1,650)
f	N/A	FOBO	2,950	938				3,888	(2,750)	(4,250)	(4,250)	(4,250)	(4,250)	(19,750)
g	N/A	FWoW	250	250				500	(300)	(300)	(300)	(300)	(300)	(1,500)
			5,435	**1,188**	**0**	**0**	**0**	**6,533**	**(4,429)**	**(6,054)**	**(6,054)**	**(6,054)**	**(6,054)**	**(28,645)**

New proposals for the flexible use of capital receipts

			ESTIMATED INVESTMENT						ESTIMATED SAVING					
	Reference No.	Title	2020/21 (£'000)	2021/22 (£'000)	2022/23 (£'000)	2023/24 (£'000)	2024/25 (£'000)	**Total (£'000)**	2020/21 (£'000)	2021/22 (£'000)	2022/23 (£'000)	2023/24 (£'000)	2024/25 (£'000)	**Total (£'000)**
h	N/A	Connected Communities	1,004	1,718	(0)			**2,722**						**(16,500)**
I	N/A	Demand Management in Adult Services	1,426	811	390	227	227	**3,082**	(1,626)	(3,021)	(3,945)	(4,007)	(3,905)	**(16,504)**
j	PL10	CCTV enforcement of weight limits and emissions through ANPR/DVLA check	300	0	0	0	0	**300**	(62)	(280)	(300)	(300)	(300)	**(1,242)**
k	PL28	Hybrid Mail proposal	50					**50**		(77)	(77)	(77)	(77)	**(308)**
l	YC006	Customer First Initiative	650					**650**	0	(250)	(500)	(500)	(500)	**(1,750)**
m	YC008	Fund posts in the CPMO for Customer First	92					**92**	(92)	(184)	(184)	(184)	(184)	**(828)**
n	YC011	Review of Corporate Centre	59					**59**	(214)	(214)	(214)	(214)	(214)	**(1,070)**
			3,582	**2,529**	**390**	**227**	**227**	**6,955**	**(1,994)**	**(4,026)**	**(5,220)**	**(5,282)**	**(5,180)**	**(38,202)**
Grand Total			**9,017**	**3,717**	**390**	**227**	**227**	**13,488**	**(6,423)**	**(10,080)**	**(11,274)**	**(11,336)**	**(11,234)**	**(66,847)**

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Appendix 7 – HRA Capital Programme

Works/Project	2020-21	2021-22	2022-23	2023-24	2024-25	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Internal Works (Haringey Standard)	8,695	8,695	8,695	11,970	11,970	**50,025**
Internal Works (Other Items)	457	457	457	630	630	**2,631**
External/Communal Works (Haringey Standar	15,130	15,972	15,972	5,160	5,160	**57,394**
External/Communal Works (Other Items)	10,086	10,648	10,648	3,440	3,440	**38,262**
Noel Park Pods	4,500	0	0	0	0	**4,500**
Estates Works	1,627	1,627	1,627	1,510	1,510	**7,901**
Contingent Major Repairs	1,250	1,250	1,250	1,250	1,250	**6,250**
Extensive Voids	315	315	315	315	315	**1,575**
Mechanical & Electrical Services	3,465	3,465	3,465	2,750	2,750	**15,895**
Structural Works	2,056	2,056	2,056	455	455	**7,078**
Adaptations	1,400	1,400	1,400	1,400	1,400	**7,000**
Professional Fees	2,000	2,000	2,000	2,000	2,000	**10,000**
Major Works - Haringey Standard	**50,981**	**47,885**	**47,885**	**30,880**	**30,880**	**208,511**
Carbon Reduction (Affordable Energy)	1,000	5,142	5,142	6,285	17,597	**35,166**
Fire Safety	17,513	18,713	7,863	5,745	3,370	**53,204**
Broadwater Farm	17,900	11,200	11,200	11,200	11,202	**62,702**
Total Existing Stock Investment	**87,394**	**82,940**	**72,090**	**54,110**	**63,049**	**359,583**
New Homes Build Programme	**42,132**	**58,766**	**102,298**	**80,686**	**100,640**	**384,522**
New Homes Acquisitions	**74,578**	**52,828**	**10,000**	**10,000**	**10,000**	**157,406**
Temporary Accommodation Acquisitions	**32,227**	**19,612**	**20,004**	**20,404**	**20,812**	**113,059**
Total Capital Programme	**236,331**	**214,146**	**204,392**	**165,200**	**194,501**	**1,014,570**

HRA 5 Year Capital Programme Details (2020/21 – 2024/25)

Housing Revenue Account (HRA)						
	2020-21	2021-22	2022-23	2023-24	2024-25	5 Years
Investment and Financing	£'000	£'000	£'000	£'000	£'000	Total
Capital Investment						
Existing Stock Investment:						
Major Works (Haringey Standard)	50,981	47,885	47,885	30,880	30,880	208,511
Existing Stock - Carbon Reduction	1,000	5,142	5,142	6,285	17,597	35,166
Fire Safety	17,513	18,713	7,863	5,745	3,370	53,204
Broadwater Farm	17,900	11,200	11,200	11,200	11,202	62,702
Total Existing Stock Investment	**87,394**	**82,940**	**72,090**	**54,110**	**63,049**	**359,583**
New Homes Build Programme	42,115	58,472	101,937	80,434	100,168	383,126
New Homes Acquisitions	74,578	52,828	10,000	10,000	10,000	157,406
TA Acquisitions	32,244	19,906	20,365	20,656	21,284	114,455
Total Capital Investment	**236,331**	**214,146**	**204,392**	**165,200**	**194,501**	**1,014,570**
Capital Investment Financing						
Grants (GLA Bid)	1,400	33,700	17,300	10,230	-	**62,630**
Grants (Additional Bid)	-	-	-	2,270	21,900	**24,170**
Major Repairs Reserves	20,097	21,661	22,359	23,202	24,415	**111,734**
Revenue Contributions	11,596	10,594	9,362	9,497	9,978	**51,027**
RTB Capital Receipts	9,668	5,884	6,001	6,121	6,244	**33,918**
Leaseholder Contributions to Major Worl	6,084	6,957	7,612	7,253	6,984	**34,890**
Market Sales Receipts (at cost)	-	3,014	70,874	38,197	29,290	**141,375**
Market Sales Contributions	-	630	14,818	7,988	7,470	**30,906**
Borrowing	187,486	131,706	56,066	60,442	88,220	**523,920**
Total Capital Financing	**236,331**	**214,146**	**204,392**	**165,200**	**194,501**	**1,014,570**

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Appendix 8: Proposed tenants' service charges for 2020/21

Tenants' service charges	Current Weekly Charge 2019/20	Proposed Weekly Charge 2020/21	Increase/ (decrease)		Draft Budget 2020/21
Concierge	£16.80	£17.25	£0.45	2.7%	**£1,540,000**
Grounds Maintenance	£3.05	£3.13	£0.08	2.6%	**£1,432,000**
Caretaking	£4.30	£4.42	£0.12	2.8%	**£1,633,000**
Street Sweeping	£5.12	£5.26	£0.14	2.7%	**£2,313,000**
Integrated Reception Service (Digital TV)	£0.77	£0.77	£0.00	0.0%	**£339,000**
Estates Road maintenance	£0.58	£0.60	£0.02	3.4%	**£272,000**
Communal Lighting	£2.40	£2.39	-£0.01	-0.4%	**£1,064,000**
Gas (Elderly Person)	£9.91	£10.04	£0.13	1.3%	**£196,000**
Gas (Not Elderly Person)	£9.48	£9.61	£0.13	1.3%	**£54,000**
GLC Heating	£10.85	£10.99	£0.14	1.3%	**£35,000**
District Heating 6	£9.70	£9.83	£0.13	1.3%	**£1,000**
District Heating 8	£9.96	£10.09	£0.13	1.3%	**£313,000**
Oil/Electricity (Elderly Person)	£7.76	£7.86	£0.10	1.3%	**£16,000**
TV aerial maintenance	£0.31	£0.32	£0.01	2.7%	**£139,000**
Door entry system maintenance	£0.89	£0.89	£0.00	0.0%	**£332,000**
Sheltered housing cleaning service	£1.77	£1.82	£0.05	2.7%	**£86,000**
Good neighbour cleaning service	£1.28	£1.30	£0.02	1.6%	**£29,000**
Window cleaning	£0.55	£0.55	£0.00	0.0%	**£39,000**
Converted properties cleaning	£1.93	£1.77	-£0.16	-8.3%	**£69,000**
Total Property Charge Income					**£9,902,000**
Sheltered Housing Charge	£28.31	£28.31	£0.00	0.0%	**£1,100,400**
Good Neighbour Charge	£12.64	£12.64	£0.00	0.0%	**£388,500**
Additional Good Neighbour Charge	£2.76	£2.76	£0.00	0.0%	**£6,100**
Total Support Charge Income					**£1,495,000**
Proposed Tenants' Service Charge Income Budget - 2020/21					**£11,397,000**

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Appendix 9 - Dedicated Schools Grant Budget 2020/21

Central Block	Admissions and School Organisation	248,580
	Children's Placement Contribution	662,881
	CPD - Governor Support & Training	107,718
	Indiv Schools Mgr	173,000
	Music & Arts Mngt (DSG)	139,205
	School & Learning General	598,216
	Schools Forum	8,286
	Central Recharges	1,008,000
Central Block Total		**2,945,886**
Early Years Block	Universal Funding (15 Hrs)	12,119,270
	Add Working Parents Funding(+15 Hrs)	3,728,770
	Early Years Passported	3,681,660
	Centrally Retained	833,472
Early Years Block Total		**20,363,172**
High Needs Block	HNB DSG Contribution to Early Help	1,462,000
	HNB DSG Contribution to SEN Transport	225,000
	HNB Support to Alternative Provisions	1,748,660
	HNB Support to Early Years	417,970
	Independent & Voulntary Schools	5,301,060
	Learning Support Services	1,106,964
	Maintained - Funding	5,103,570
	Maintained - Top Ups	19,692,740
	Parenting -Information Advice & Support	96,000
	SEND Manager/Admin	292,500
	Sensory Support	608,020
	SEN contingency	1,480,900
	HNB Support to Schools (PRU + Hospitals)	939,860
High Needs Block Total		**38,475,244**
Schools Block	Schools Block Allocation with Academies	199,037,485
	Growth Fund	932,000
	Attendance & Welfare Service	122,000
	Split Site Nursery LA	60,000
Schools Block Total		**200,151,485**
Grand Total		**261,935,787**

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Appendix 10 – Summary of Budget Consultation

Your Haringey,
Your Future

Consultation on the 2020/21 budget and financial strategy up to 2024/25

Background
This report sets out the results of the consultation with residents and local businesses on the Council's Budget 2020. The 'Your Haringey, Your Future' Consultation on the 2020/21 budget and financial strategy up to 2024/25 was launched on 16th December 2019 and ended on 24th January 2020.

- Purpose of consultation - to seek views from residents and businesses
- Our Budget - showing how much the Council was budgeted to spend in 2020/21, reductions in spend already made, the proposed increase in council tax, and where we propose to reduce further in coming years.
- Budget proposals, including proposals for specific services.

Consultation methodology
Consultation on the Council's budget proposals used a variety of engagement methods.

a) Email
The survey was promoted via email to local contacts including local business forums. Any enquiries from the public were directed to consultation@haringey.gov.uk where they were directed to relevant officers across the Council. Number of friendly email reminders of the consultations were sent out to residents and local business forums.

b) Internet/Intranet
The consultation was given dedicated pages on the Council's website and these were promoted to the public and to Council staff. A short video explaining the objectives of the proposed budget was published alongside the other consultation materials to provide our residents and local business an explanation of the background.
https://www.haringey.gov.uk/local-democracy/policies-and-strategies/your-haringey-your-future

c) Social Media
The survey was promoted to 3305 followers via Facebook and over 18500 followers on Twitter by the Corporate Communications Team throughout the consultation period.

d) Hard Copies
1000 paper copies of the consultation document (options for alternative formats or translation were offered) were made available for public at local libraries, hubs and core council buildings.

Consultation with businesses
A number of local business representatives were invited to a consultation meeting, including the Chair and Manager of the Wood Green Business Improvement District, and a representative from the Green Lanes Traders Association, who met with the Cabinet Member for Finance and Strategic Regeneration, and the Cabinet Member for Local Investment and Economic Growth. At this meeting, they raised a number of issues that have been considered.

Press and media coverage
During the consultation period the proposals were covered by the following media:

- Haringey budget consultation: Council plan 1.99% council tax rise to pay for focus on housing and children's services
  Ham & High 16:55 19 December 2019
- 4% Council Tax Increase for 2020 to Fund Improvements

Haringey Online 11:26 17th December 2019

Consultation results

Results:
A combined total of 67 validated responses were received (see Appendix A for respondent profile), 66 of which were completed online. For comparison, there were 49 responses to the consultation on the 19/20 budget, and 33 on the 18/19 budget.

The number of responses to each specific question was as follows:

Question	Number of Responses
Question 1 Which proposals do you support?	**67**
Question 2 Are there any specific proposals you think we should not progress and why?	**34**
Question 3 Are there any changes or proposals we haven't included that you think we should consider?	**35**
Question 4 We have a legal duty to test our proposals to ensure that they do not have an unfair or unequal impact on different groups of people within the community. In considering our proposals please let us know if you think there will be any specific equality impacts.	**37**

The following presents the results by Haringey Council's priorities as set out in the budget consultation document 'Your Haringey, Your Future'.

PEOPLE – CHILDREN'S SERVICES	
Savings proposal	**Comments**
Residential care placements	A positive aim in principle and one which I imagine is driven by ensuring more young people stay in borough
Accommodation for asylum seekers	[Support] Housing for unaccompanied minors The ones I particularly support are: - 'Insourcing accommodation for unaccompanied asylum seekers' (this should be extended to other vulnerable groups)
Operational costs in Schools	[Oppose] Reducing the budget for children's services and schools support, they are already undermining the working lives of adults and blight the lives of future generations. [Oppose reductions in] schools operational cost this would reduce quality and standard of education and safer environment for children and young people.
Spend on transport and taxis	I think it's hard to justify a review of transport and taxis leading to a significant drop in costs. This is essentially cutting provision to the most vulnerable, disabled children of transport services
PEOPLE – ADULT SERVICES	
Savings proposal	**Comments**
Osborne Grove redevelopment	Two responses expressed support for redevelopment of Osborne Grove One expressed opposition. [Why] waste spending public money on Osborne Grove NH…satisfy few well off and louder individuals, this cannot be justified and needs a wider public

	consultation.

People **Are there any changes or proposals we haven't included that you think we should consider?**
I don't see any proposals to support people with disabilities and development disorders (e.g. on the autism spectrum) - despite them being some of the most excluded members of the community – nor their carers. There are no proposals to work with Network Rail to make local train stations such as Harringay and Hornsey accessible to parents with pushchairs, elderly people and people with disabilities. At a time of an aging society, this doesn't make any sense.
Take over care for people in needs from private companies, at least control them better on standards for carer and clients. Minimum wages, payment on travel time and cost for traveling from client to client.
Developing services for people needing social care, in particular ending outsourcing to private contractors and working with health care providers (local NHS) to integrate services in ways that support people needing support to live in their own homes and also remain part of the community in which they live.
Improving youth centres. Crime reduction
Youth centred work to support in addressing issues of youth violence and drug dealing.
More day centre facilities are needed in adult social care and you should support existing community centres to provide more of them. There are very few fully wheelchair accessible, cheap venues for community groups to meet. In the social care alliance we have been appalled that the council seems to have no database of housing units which have been adapted or built as suitable for wheelchair users or others with mobility problems. This means that instead of moving a person who needs adaptation into a suitable unit when its occupant moves or dies, often the person without has a whole new adaptation done... or waits a long time because there isn't funding to do it. Some borrowed capital funds should be made available for re-adaptation and modernisation of dwellings that have been made disabled-friendly a long time ago, but which are no longer so due to changes in technology (e.g. bigger electric wheelchairs) or the deteriorating capacities of the tenant over a decade or two.

PLACE - ENVIRONMENT AND NEIGHBOURHOODS	
Savings Proposal	Comments
Licensing scheme for private landlord	[Support] In particular… funding for new homes and licensing of private rented sector Selective Licensing Scheme - I support on social justice grounds, but hope it will improve energy efficiency in private rented sector
Increase in recovery of outstanding debt from unpaid fines	Bringing in more cash by increased parking fines, also helps with environment.
Use new technology to enforce existing rules to stop heavy and high emissions vehicles being driven on smaller roads	I support as way of reducing emissions and encouraging cleaner transport Increase parking permit charges for petrol vehicles with the highest emissions;
Increase parking permit charges for petrol vehicles with the highest emissions	Like to have seen a much bigger emphasis on reducing vehicle emissions in the borough Stop heavy and high emissions vehicles being driven on smaller roads - I support this as a way to reduce pollution on residential roads and near schools and to make streets safer and cleaner to encourage walking and cycling
Increase income by collecting more trade waste	Use new technology to enforce existing rules to stop heavy and high emissions vehicles being driven on smaller roads. Do more for keeping the streets clean Increase income by collecting more trade waste - I hope that this will also lead to more recycling of trade waste.
Reduce the number of staff in the Veolia Contact Centre, who take calls on bin collections and other waste and cleaning services, from 10 to 8	[Oppose] Reduce the number of staff in the Veolia Contact Centre, who take calls on bin collections and other waste and cleaning services. The reduction of staff in Veolia call centre. Will this mean that complaints will no longer be dealt with?
Mechanisation of high street cleansing and ensuring consistent standard across the borough by focusing on outcome	The mechanisation of litter collection would be great. I assume you mean the portable vacuum cleaners that Veolia staff can use and high-pressure hoses to clean the street. Being able to use high pressure hoses to clean the street would be good as some people urinate on the pavement which leaves an odour.
Bring Facilities Management services back in-house	Insourcing wherever possible. This makes services more accountable to the people of the borough and gives greater scope for efficiencies as there is no drive for shareholder profit. Bringing facilities management services in house sounds like a positive move and one which could bring about savings and higher accountability, as long as the skills are in house to deliver this effectively. Insourcing is only good if the services are then provided effectively and there is accountability for poor service. Will be better outsourced.
Automation of aspects of mail services	There is one embrace of automation, but technology has so much more to offer in next generation public services. Where is the radical restructuring of how services are delivered? Where are the spend-to-save such that you are able to

	deliver the more efficient services in the future? You should be operating on a 10 year plan regardless of not knowing your settlement from central government beyond the 5. It would incentivise you to deliver genuine long term structural savings.
Renegotiation on leases on buildings in parks at new rates	[Oppose] if these make costs too expensive for community facilities.
Move to fully electric fleet for parks vehicles	I support this as a way to reduce emissions and as an example of the transition away from petrol and diesel.
Increase income from electric vehicle charging	Two respondents simply expressed support for this proposal Is increasing income from electric vehicle charging not counter to your declaration of a climate emergency? Ok if this based on more charge points, not ok if this increases price charged to users. [Support] Environmental proposals, particularly roll out of more electric car chargers as provision is currently lamentable particularly in N8 where many people want to buy electric vehicles but are put off by lack of facilities. Council suggesting we go to Wood Green to charge is ludicrous.
Parking transformation programme, providing a more efficient and effective service	Does 'parking transformation programme' simply mean creating more CPZ's and charging residents for permits to park outside their property? If so, I am not in favour of this stealth tax. [Oppose] This isn't really very clear, but in general, I'm concerned about the way parking revenue is managed. My partner and I try very hard to observe parking regulations on the odd occasion we are lucky enough to borrow a car on account of my disability, but were recently fined because a tiny sign noted some restriction which was not noted on a sign about 10 times the size. Income generation by trickery isn't a nice feeling for law-abiding borough residents who try to behave responsibly.

Place – Environment and Neighbourhoods **Are there any changes or proposals we haven't included that you think we should consider?**
Trees and parks I support spending more money on the environment as long as it's not green washing as usual. Planting trees while doing nothing to stop the amount of cars on our roads is pointless. No wonder so many children and adults in Haringey are obese when the streets are not worthy to walk on. The parks can't be used in the dark and people don't want to go for a walk next to a mile long queue of traffic. Replacing all street trees where they have been removed and the spot tarmaced over. In Landrock Road 3 trees have been removed. The Council department wanted the residents to pay £250 themselves to replace each tree. Will your commitment to plant new trees include replacing street trees at no cost to residents? You must invest more in parks. They were allowed to get to an appalling state before the removal of Green Flag status and I fear they will be allowed to decline again now it has been restored. Providing support for local greening initiatives from Finsbury Park plant nursery, in the form of saplings, shrubbery,

maintenance equipment and advice - the nursery should be open for therapeutic work with young adults, people with disabilities, older citizens and any other group who is willing to contribute labour.

I was surprised to see (unless I missed it) no mention of: * Bruce Castle museum and park – this unique building and surrounding area should be a focal point for celebrating Haringey's heritage. However the building fabric is badly in need of refurbishment and the park lacks key facilities such as a permanent cafe and toilets. Given that Bruce Castle is also the borough archive and houses a wide variety of artefacts which are key to understanding Haringey's various communities I would have thought that the Council budget might at least indicate concern and what it intends to do about this shameful situation. Even budgeting a small amount to demonstrate that development funding is to be sought would be reassuring. Compared with other London boroughs Bruce Castle and park are currently inadequate as representations of Haringey's history and forward thinking.

Traffic and pollution from vehicles
Very concerned about the desire for a greener environment and the proposed road closures scheme (trial in October) which caused massive bus delays, pollution and created rat runs out of smaller residential roads.

Prevent traffic, charge a lot more for parking spaces. Driving should be seen as more expensive than public transport but children are being driven to school when they live two streets over.

Relocating the Cranford Way Industrial Estate which allows hundreds of Toxic polluting vehicles leave their premises to drive up our road (T Lane) at speed with harmful emissions to our lungs. Many of us have developed Asthma and serious Lung problems as a result. Also change the Law re the Meat refrigeration Company opposite our homes to change their working hours to day time so we can sleep or relocate them elsewhere.

I'd like to have seen a much bigger emphasis on reducing vehicle emissions in the borough.

I would like to see more money allocated to address specifically noise and pollution in the borough, I live on Wightman Road and despite the road safety measures undertaken still feel traffic levels are too high for a residential road like this, which contributes negatively to noise and pollution for residents like me. Traffic filtering or work at the Turnpike Lane junction could help this situation hugely, I know many residents on this road share my concerns.

Building competent cycle highways

More detail plan to improve use + impact of investment by other parties (such as TFL). We need better cycle facilities to reduce car use.

Increase parking charges, parking permit charges and do away with all free staff car parking and charge staff to use their dirty cars.

Friends of the Earth has proposed a levy on parking permit charges for diesel vehicles which could generate £1.8m annual revenue for cleaner greener transport projects while also encouraging a shift to cleaner vehicles and transport modes. This is not reflected in the proposals but I think it should be. Generally, I think the proposals related to the climate emergency need to be much stronger. We have to tax use of fossil fuels heavily at all opportunities and invest the income in fossil-free technology.

Road safety, traffic control, reducing volume and speed of traffic - as has been done successfully in neighbouring boroughs.

There should be more exploration of projects which simultaneously engage and benefit the community, and reduce council costs. These could include: - Provide residents with polite anti-idling cards or stickers (eg 'please turn off your engine -help to save lives'. This could engage residents and save council 'policing' costs - Set up in-house or

community one-stop-shop retrofit teams for private housing as part of Climate Action Plan. This could possibly generate income directly through a sliding scale of charges, and potentially indirectly through training that reduced unemployment and crime. Make 2020 a special Haringey Tree Planting Year, engaging schools and community groups (including vulnerable adults) in a major programme of raising awareness, identifying sites and planting. This could provide savings directly (council planting costs) and indirectly (through tacking mental health, social isolation or exclusion). Increase income by collecting more trade waste. I hope that this will also lead to more recycling of trade waste. Move to fully electric fleet for parks vehicles. In addition to the increase in parking permit charges for petrol vehicles with the highest emissions, a levy on parking permit charges for diesel vehicles. This could generate £1m annual revenue for cleaner, greener transport projects while also encouraging a shift to cleaner vehicles and transport modes. Increase income from fines where possible for anti-social driving and/ or parking.
Fly-tipping Domestic waste collection and fly-tipping Can learn lessons from other London boroughs on how to reduce domestic waste and prevent fly-tipping. Providing free waste and furniture, and extra-large waste for free this would help people to work with the council, rather than treating them as criminals. Fly-tipping becomes more of health and safe issue and it's gone out of control. Not seen much done by Haringey to stop this.

PLACE – HOUSING AND ECONOMY	
Savings proposal	**Comments**
Set up Community Benefit Society which will lease properties bought by the council to people in need of housing	Stop spending extra money on social housing when the rest of the working population has to suffer cuts.
Charge Homes for Haringey for Carbon Management Team work	Not sure why Homes for Haringey is to pay for the carbon management team.
Reduction in North Tottenham regeneration revenue budgets	You're failing Tottenham residents – the streets are filthy
Increase charge to Housing Revenue Account of regeneration work for work on estates and delivery of new housing	The proposals for financial changes between the wholly owned Haringey Homes Arm's Length Management Organisation (ALMO) and Haringey Council are not genuine savings. These merely move the spending from Haringey Council to Haringey Homes. This means that the budget cuts will be applied to council tenants, who are among the poorest in the borough. There are genuine opportunities for savings. Haringey Homes has a Department for Corporate affairs with its own director and secretariat. One can understand why Amazon might have a Department for Corporate Affairs but it's a mystery why Haringey Homes should have one. This is simply a waste of tenants' rent and service charge monies. It is clear from the Housing and Place proposals that Haringey Council already wastes council taxpayers' money in dialogue with the Haringey Homes Corporate Affairs Department. Instead of shifting the financial burden

	from council taxpayers to council tenants, Haringey Council should legally, rather than physically, move the operational services for tenants and leaseholder from Haringey Homes to Haringey Council. Many councils have managed to make savings of up to 30% of the housing revenue account by winding up their equivalent ALMO organisations. This means that Haringey Council have already wasted tens of millions of pounds. Haringey Council should arrange for an efficient plan to end the waste of council tenants and council taxpayers' money to be put in place.
Restructure senior management in Housing, Regeneration and Planning	Proposal supported by some who expressed general support for reducing staff at a senior level. "Far too many managers earning way too much for very little." [Proposals] NOT acceptable if they risk adversely affecting service provision or staffing levels or are carried out without genuine consultation.
Income from outdoor media including rental income for digital billboards and other digital displays	One response in support
Increase income by carrying out overdue rent reviews	Not clear what other kinds of building 'rent reviews' cover but community centres ALL need subsidised rents to survive and give good social value for them.
Increase income from Mobile Operators and Infrastructure providers	The ones I particularly support are… increase income from Mobile Operators and Infrastructure providers

Housing and economy **Are there any changes or proposals we haven't included that you think we should consider?**
Self-build housing: The Housing and Planning Act 2016 requires all Local Authorities in England to grant sufficient 'development permissions' to meet the demand for Custom and Self-build housing in their area, as established by their register, on a rolling basis.
Several respondents suggested bringing housing management back in house, for example: Bring housing management back in house: the cost of managing the Haringey's housing stock by an Arm's Length Management Organisation compared to direct management was estimated at £500,000 per annum in 2015. There were once 20 ALMOS in London, now there are only five, because boroughs have brought these services back in house to eliminate duplication of services. Homes for Haringey has a long-term negative direction of travel on resident satisfaction. Haringey Council should close the ALMO and bring housing management back in house.
Scrap so-called 'Affordable' Rents: Haringey Council has 18 properties with Affordable Rents which are more than double normal council rents, £228.13 pw rather than £101.97 for a two bed. These rents do not comply with Schedule C of Haringey Council's Housing Strategy. They should be converted to the Social Rents paid by the rest of the borough's 15,000 council tenants. The cost of this would be £125,000 a year, from a rental income of £83 million for the whole stock. Haringey Council should be proud to stand up against unaffordable rents
Four respondents raised concerns about the level of tenant service charges, and the lack on consultation on this subject, for example: Provide information and consultation on tenant service charges: Service charges are a leading cause of family poverty in the UK. NO detail has been provided about proposed changes to the 21 weekly tenant service charges, which are an integral part of the Gross Rent which tenants have to pay. We need and deserve proper public oversight and consultation on all proposed increases. These charges are not an unproblematic book keeping exercise, because additional costs can be added to any service charge, and this has been done on many

occasions. It is wrong that 8,000 tenants around the borough pay through our service charges for clean-ups after Tottenham Hotspur events. This should not be allowed in 2020/21.
Developers need to pay much more for local infrastructure.
Should consider how you will be boosting office and industry space to bring more revenue into Haringey. Islington is doing this successfully.

YOUR COUNCIL	
Savings Proposal	**Comments**
Reduction in paper use	Two expressions of support
Increase in detection of fraud, joining up with boroughs across London	One expression of support
Reduction in grant to Alexandra Palace and Park Charitable Trust from £1,950k (revenue)	One opposed if risk of adversely affecting service provision
Redesign of Libraries Service to make full of the buildings and space	I was glad to see continuing spending on libraries in 2021 -2023. By maintaining and funding all nine of Haringey's branch and main libraries it should be possible to ensure that the buildings and contents are available and fully accessible to members of all local communities, whatever their age and physical abilities. Some sensible combining of services shows you are thinking hard. Investing in libraries is also a positive. Good to see support for libraries I support all the proposals and am glad to see that, even with the punishing cuts imposed by government, Haringey council is innovating as well as sustaining important services like libraries. The libraries should operate as business incubators helping to grow the service sector in the area. One submission was opposed to the libraries proposal: Please stop using space for books and other types of literature and learning with council services selling parking permits as you have done in Wood Green Library. Our libraries need to be for reading and learning, they are precious especially for disadvantaged children who have nowhere quiet to study and just be.
Extend approach to redesigning front and back office services by improving digital offer and processes	[Suggestion for] Hack Days where the public + SMEs can look in detail at way to improve service outcome at low cost, but like the digital service proposals. [Proposal for] Careful scrutiny of a greater reliance on digital, and electronic means of accessing services - this runs the risk of disenfranchising older people, poorer people and those whose first language is not English.

	Please consider impact of cuts on older people who are not internet users. Making everything digital increases their demand for special advice and support services - they need paper information or phone responses.
Increase income from film companies who want to film in the borough	Should increase charges for filming
Increase the number of sites for street digital advertising	Should increase charges for street digital ads similar to neighbouring towns.
Review corporate services and reduce number of posts	The following are NOT acceptable if they risk adversely affecting service provision or staffing levels or are carried out without genuine consultation: 'Restructure Senior Management in Housing, Regeneration and Planning'; 'Efficiency savings from the Finance Directorate'; Reduction in grant to Alexandra Palace and Park Charitable Trust from £1,950k (revenue)' 'Review corporate services and reduce number of posts' [Opposed to] Staff reductions. Easy to make but runs the risk of losing the very talent we need to get us through the next few years

Your Council **Are there any changes or proposals we haven't included that you think we should consider?**
I was surprised to see no mention of the Fairness Commission - I had expected that the budget might include a sum which would indicate that the outcomes of the Fairness Commission will entail some spending over the next five years even if, at this stage, it is not clear which recommendations are likely to be taken up.
Stop printing and sending out pointless council newsletters. Get rid of your 'estate agency' arm. Stop wasting money on anti-fly tipping posters that don't work, stop wining and dining developers, stop funnelling revenue from the poorest parts of the borough into maintaining and improving the richest parts.
Minimising number councillors. We don't need too many councillors to do too minimal jobs. Or can have part time councillors to save money.
Have economies of scale from combining with other boroughs been sufficiently explored? (in many service fields).
Haringey Council needs to be financially accountable and transparent... All council buildings, leases and services should be sold or let under a commercial contract with maximising the income and receipts in mind. Where a party under contract provides a discounted or free service that is directly of benefit to Haringey residents that organisation should receive a grant for the provision of the service…Most councils moved to this transparent way of charging for their buildings decades ago. This means that an organisation that stops providing services for residents commissioned by Haringey can no longer hang onto free use of the building because their grant would be stopped.

GENERAL COMMENTS

Roughly equal numbers expressed support for the Council Tax increase (8) / opposed to council tax increase (9) while another 5 were in support subject to conditions: two respondents wanted increase targeting at higher incomes. A further two were against full rebates for families in receipt of benefits. One was in support on the condition that councillors' allowances were reduced.

Theme	**Comments**
Agree to entire consultation (12)	Overall, they're good, but they're not forward thinking and radical enough.

	I support all the proposals generally All seem sensible [Agree with] most of them - certainly increasing council tax (protecting those really unable to pay)
Disagree with the entire or most of the consultation (4)	An increased focus on decreasing business rates - to bring our high streets back. making local businesses more accessible offering parking flexibility None which raise the amount - you've raised it too much already I don't think cuts to social care, housing budgets, Veolia management or anything else should take priority over bungs to developers or council staff bonuses. The majority of your so-called savings are actually charging a load of extra fees. Find some actual savings.
Agree with Council Tax increase (13: 8 +5 with conditions)	I support all the proposals and am glad to see that, even with the punishing cuts imposed by government, Haringey Council is innovating as well as sustaining important services like libraries. I would support increase in Council Tax only if councillors agree to reduce their salary by 5% and agree to give number of benefits and allowances they claim annually. I'm happy with the proposals to increase council tax and allocating money for social care. Acknowledging the difficulties faced by LA's as a result of Central Government funding cuts, I have no personal objection to the increase in council tax. That said, it is something which hits those on low incomes disproportionately and mitigations need to be put in place to support those who will be most affected by this increase. Furthermore, whilst I walk around Crouch End, Muswell Hill and Highgate and notice clean streets, empty bins and traffic controlled areas - the same cannot be said for Tottenham. Perhaps more focus on the Wood Green/Tottenham side of the borough would be a beneficial use of Council Tax resource.
Disagree with council tax increase (9)	It's not fair to tax hardworking taxpayers more and more and more every single year. Such a big increase in council tax, especially after the freeze. 3% is more than enough. I'm concerned about a rise in council tax as a disabled person on very limited income but who doesn't qualify for council tax relief because I don't have children. I'm sure many other people on low incomes in the borough will also struggle to pay a higher rate of council tax, whether as a result of disability or some other reason. Any increase should be targeted at residents with higher incomes, if it is possible to identify them apart from in terms of banding of homes for the purposes of council tax (which is a blunt tool at best in this context). People live on basic wages not meeting the benefit threshold will be impact by proposed council tax. Council Tax far too high already. I live in a very small attic flat and it is extortionate for very poor services and as a Pensioner.

	Disagree with the council tax increase for everyone, the tax increase should be for people earning over £30-40k and own their property. DO NOT INCREASE COUNCIL TAX on people who are working in a legitimate job. We are NOT getting value for money as it is as there are too many other groups, who do not contribute, but wait with hands outstretched expecting Council help.

Question 4 We have legal duty to test our proposal to ensure that they do not have any unfair or unequal impact on different group of people within the community. In considering our proposal please let us know if you think there will be any specific equality impacts.	Comments
General comments on the consultation exercise	No publicity about this consultation on local newspapers or HARINGEY People Yes you have failed to publicise enough so everyone could put their thoughts forward. Systematically designed this survey not given enough time (Up to 12 weeks consultation required) and support for people to give their voice. No public events so people, get involved to express their concerns about this proposal. The following are NOT acceptable if they risk adversely affecting service provision or staffing levels or are carried out without genuine consultation Insufficient info. is provided for me to make any meaningful comment Haringey Council's failure to tell tenants about proposed service charges is discriminatory against council tenants, against people with low incomes and low savings, against BAME residents, against female headed households, and against single parent households, all of whom are disproportionately represented amongst service charge paying council tenants.
Disability	Older people, particularly those living with impairments and chronic conditions do not seem to figure in the proposals Clearly, cutting transport spend for disabled children will have an equality outcome.
Age	Please consider impact of cuts on older people who are not internet users. Making everything digital increases their demand for special advice and support services - they need paper information or phone responses. Careful scrutiny of a greater reliance on digital, and electronic means of accessing services- this runs the risk of disenfranchising older people, poorer people and those whose first language is not English.

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Appendix 11 - Budget Scrutiny Recommendations

Housing and Regeneration Scrutiny Panel					
Ref	**MTFS Proposal**	**Further info requested by the Panel (if appropriate)**	**Recommendation**	**Cabinet Response Required (Yes/No)**	**Director Response**
EC02	Reduction of North Tottenham revenue budgets		The Panel was concerned that levels of engagement with the local community could fall as a consequence of the budget reductions. The Panel recommends that the Cabinet give consideration to what measures would be necessary to mitigate this.	Yes	This savings proposal is linked to a proposed capital budget for Northumberland Park, to be targeted at investments in the station and the area around the estate, as an overarching approach to estate improvements is developed. The new capital budget will now provide for some costs previously charged to revenue. It is not proposed that there are any reductions in the number of staff, including engagement officers, in the North Tottenham team as part of this proposal.
EC08	Income from Outdoor Media – Strand 2 (Rental payments from outdoor media companies)	Details of the number and type of buildings to be used for the outdoor advertisements that are proposed. Details of Haringey Council's advertising policy.	The Panel had concerns about the potential for over-commercialisation of Council-owned buildings and public spaces through their use as hosts for advertisements from outdoor media companies. However, the Panel was not provided with sufficient information about the nature of the sites that would be used for this and the size of the advertisements.	Yes	Outdoor Media comprises a variety of types. Street screens are part of an exclusive contract with Clear Channel which has seen in 2019 the replacement of paper backlit screens (which have been located along the Wood Green High Road for the last 20+ years) by digital screens. Fewer digital screens are installed as media can be changed frequently so offering access to more advertisers. The content of the advertisements is controlled by a policy that is incorporated

					into the contract to enable the Council to utilise the technology for its own messages and to control the type of advertisement to prevent unacceptable advertisements as well as preventing the promotion of unhealthy foods and beverages. It is intended that larger billboard and other property-based opportunities' advertising is subject to a concessions contract tender to be placed in the near future. As such no sites are identified except for a single paper billboard site that already exists near the Leeside Industrial Estate. The successful tenderer(s) would need to identify potential sites and obtain town planning consent. The content of advertisements would be controlled by the policy that is already in use for street screens, although it may be updated to reflect the larger sizes and impact of the installations. The relevant policy has been sent to the Overview and Scrutiny Committee.
EC10	Strategic Property Unit – New Income 5G		The Panel noted that mobile phone masts can potentially cause damage to buildings when attached to them and that some residents in the immediate vicinity may be concerned about potential	Yes	The Council will always be cautious, and the types/locations used for this purpose. The commercial portfolio includes a small number of roof top aerial and mast locations on rooftops across the Borough to provide 4G communications, which

			health risks caused by mobile phone signals. The Panel recommended that caution be exercised about the type and location of Council-owned buildings used for this purpose.		have been in place for several decades with 2 and 3G in earlier years. Small cell relays are also installed on lamp posts under a contract with Arqiva that is now in its fifth year of ten. It is proposed that a tender will be issued in the near future to enable the future 5G technology to be available across Haringey as part of the Borough Plan for economic growth and connected communities. LSH has been appointed to review existing licences for access to rooftops for aerials and masts to enable 4G communications. In addition, they have been asked to advise the Council on a digital policy which will address historic health fears and establish a methodology to secure better communications across the Borough. This technology will be across some of the Council's buildings but predominantly across the street assets as 5G requires closer spacing of relays due to the shorter distance capability of the 5G signal.
Various	HRA		Concerns were expressed about additional charges being added to the Housing Revenue Account (HRA) which is under pressure and	Yes	The proposed new recharges to the Housing Revenue Account fall into two separate categories. The first relates to the work of the Carbon Management team, where it is proposed that the HRA

			that movements of cost from the General Fund to the HRA risks delaying repairs and improvements to the communal areas of housing estates. The Committee requested clarity on what is being proposed in relation to the additional charges added to the Housing Revenue Account		be recharged for the work on the renewing the district heating network at Broadwater Farm, and to support the best possible energy performance in the emerging Council housing development programme. The second relates to the work of the Regeneration team, where it is proposed that the HRA be recharged for work on improvements to existing Council housing estates, and to support the Council housing development programme by bringing forward large and complex sites. The emerging HRA business plan absorbs these costs without putting any pressure on current or future plans to maintain and improve Council housing stock

Environment and Community Safety Panel – Place Priority					
Ref	**MTFS Proposal**	**Further info requested (if appropriate)**	**Comments/Recommendation**	**Cabinet Response Req'd (Yes/No)**	**Director Response**
PL01 & PL03	Selective Licensing/CCTV enforcement of weight limits and emissions through ANPR/DVLA check	The Panel requested that Cabinet provide further evidence of the feasibility of achieving these two net savings targets. The Panel also sought further assurance from Cabinet around the enforcement activities that would be in place to ensure compliance and, ultimately, ensure that the stated income levels were achieved. As a specific example, the Panel commented that there were two cameras already in place at either end of Wightman Road to enforce against weight limits for vehicular traffic. However, HGVs continued to use this road regularly with over 1400 incidents in 2018 and approximately 2,000 incidents so far in 2019. How would Cabinet ensure that robust enforcement would be carried out in relation to PL03, if existing enforcement activities on weight limits on Wightman Road were only partially successful?	The Panel welcomed the savings proposals. It noted the significant level of savings set out in both schemes (£239K & £642k respectively) but questioned the extent to which these net savings were achievable.	Yes	**PL01:** The proposed Selective Licence scheme will bring in a significant investment in resources to regulate and support the Private Rented Sector. The proposal is for a Selective Licensing fee of £600 and assumes 60% of the Borough will be licenced. Whilst there is further work to be done given previous work and the proliferation of PRS in the borough it would be likely that 60% threshold could be reached. The proposal is subject to consultation, Cabinet approval and Secretary of States approval. Saving relate to existing costs of established positions, the savings will be met from a reduction of core staffing funding gross budget in 2021/22. Initially the scheme will see an additional member of staff to ensure compliance and administration in the first year of the scheme.

					In line with policy, we will maximise the use of additional fee income recharges against ancillary services, overheads, training costs during service delivery. The five-year scheme will have an additional Enforcement Officer over the 5 years which is an investment in Enforcement staff. The team will use its experience from the additional Licencing scheme and intelligence models to identify and properties which require a licence to ensure that income levels are brought in over the 5 year period. All surplus income generated from the scheme needs to be ring fenced for housing improvement objectives. **PL03** This enforcement while important to residents is relatively new and has been secondary to parking and other traffic violation i.e. bus lanes and yellow box junctions. We are now focusing on the enforcement of weight restrictions and the estimated income levels may be exceeded

					or may require additional capital investment as the programme roll outs. We are also working with neighbouring boroughs whom have rolled out similar projects to identify best practise.
PL6	Contract Centre Efficiencies		The Panel raised concerns with saving proposal PL06 in relation to the loss of two staff members from the Veolia Contact Centre. The Panel were clear that waste, recycling and cleansing services were a key area of concern for residents and questioned the necessity and impact of making this saving. The Panel noted the mitigation that management sought to channel shift customers online but were concerned about the equalities impact of this as well as a lower level of responsiveness overall. The Panel requested that Cabinet reconsider this saving proposal in light of the potential impact on the level of service to our residents and the relatively small net saving achieved as a result.	Yes	The Veolia Contact Centre consistently provides high standards of call handling and customer response. 93% of calls are answered within 30 seconds. The average call time is two and a half minutes. Less than 1% of calls are dropped. Customers increasingly want to access services via electronic media such as web and app delivery. The Our Haringey app is the most common source of reporting for street cleansing issues and enquiries. 75% of street cleansing reports are made via the app with email and telephone contact accounting for 13% and 8% respectively. The remaining contacts are via twitter, web form or other media. Telephone is a more popular route for reporting missed collections. There is scope to make this simpler to report on line. We have invested in web enabled subscriptions including direct debits for charged services such as garden waste. This trend is expected to continue rather than diminish and more of

					our services will be designed for electronic delivery. We will always retain telephone contact for those customers that require it but increasingly this is becoming a smaller part of our business. As we increase use of electronic media and e-forms our back office processing and data entry requirements diminish. Given the significant lead in to the proposed savings we would expect to manage the savings through natural staff turnover rather than redundancy.
PL8	FM Transformation	The Panel suggested that some of the staff affected had been treated poorly by the Council and the Panel would like assurance that the organisation would ensure that adequate training and support for staff was in place for those being transferred. The Panel would also like assurances that staff coming back into the organisation would be recycled into other roles, where that service was subject to staffing reductions and that in general, redeployment of staff was done in an imaginative, compassionate and constructive manner.	In light of the proposal for FM Transformation (PL08) and the commercial exit from the incumbent FM contract and the TUPE transfer of staff back to the Council, the Panel requested that Cabinet give consideration as to what lessons could be learnt for the future.	Yes	Noted
PL13	EV Charging	The Panel requested that Cabinet provide assurances of how the additional roll out of EV charging points would be communicated	The Panel broadly welcomed proposals to increase the number of Electric Vehicle charging points across the Borough	No	Noted

		across the borough, including the impact on specific locations i.e. loss of individual parking spaces. The Panel also requested that Cabinet provide further information on the roll-out and equitable distribution of charging points across the borough. The Panel would to know how will this would be done, what locations were proposed and the timescales involved. Furthermore, how would all of this be communicated to residents and local businesses?	(PL13). In the context of recent concerns relayed to the Panel around consultation and engagement, the Panel set out the importance of clear and effective communication with residents and local businesses.		

Children and Young People's Panel – Children's Services					
Ref	**MTFS Proposal**	**Further info requested by the Panel (if appropriate)**	**Comments/Recommendation**	**Cabinet Response Req'd (Yes/No)**	**Director Response**
PE09	0-19 year old public health commissioned services - a new integrated commissioned service delivery model		Panel Members queried the presentation of a budget reduction in the Public Health Service as having a positive impact. It noted that health visiting had previously been targeted, with parents only receiving a small number of visits. However, the service had now been transformed and increased its reach against the five health visiting mandated areas. The proposed savings were to be achieved through merging the health visiting and school nursing services. This would lead to natural efficiencies through less duplication and back office savings. Public health grant funding was ring fenced and the savings achieved would need to be deployed elsewhere within Public Health. The Panel noted that the provider for health visiting was Whittington Health. 92% of parents were currently receiving a new birth visit between 10 and 14 days of the birth. 78% of parents were receiving a 6 to 8 week visit. Although this represented an improvement, further progress still needed to be made.	No	Noted
120	Children's Services Estate - Capital Maintenance		The Panel noted that the main capital investment that was planned was in respect of schools estate maintenance. A swathe of surveys of the schools estate had taken	No	Noted

			place during the last 18 months and these had revealed its condition. An additional amount of £10 million per year for five years had been put into the capital budget to fund the work that was required. It was noted that the government only provided a grant of £3 million per year. However, the amounts that had been allocated were still not enough to cover all of the work that was required. The Council was currently developing an asset management plan which would assist in the setting of priorities. It was agreed that a report be submitted to a future meeting of the Panel on the challenges that schools estates were facing. The Panel noted that the additional funding would cover all the Children's Services estate and not just schools. It was accepted that the amount that had been allocated was indicative but the need for investment needed to be balanced against the pressure on the Council's revenue budget, which was under pressure and would be affected by additional borrowing costs. The Asset Management Plan and the Capital Strategy would contain additional detail on the proposals including scheduling and priorities. In respect of deliverability, current performance showed an improvement so that was an increased level of confidence. The Director of Children's Services commented that a lot of preparatory work had been undertaken in the past year on the		

			schools estate due to its maintenance being given a higher priority. Specific criteria was being used to prioritise work that was based on the degree of urgency. In addition, consideration was also given to the priorities of individual schools. Further detail could be provided in a report to a future meeting. The Cabinet Member stated that there was a massive need for repairs in schools and as much as possible had been allocated for this work. However, there were longer term issues that needed to be considered, such as the future school population. The Panel noted that there would be a regular cycle of reports to inform and guide the work that was undertaken, including the pupil place planning reports. The environmental impact of work would be considered as part of the process.		

Adults & Health Scrutiny Panel					
Ref	**MTFS Proposal**	**Further info requested by the Panel (if appropriate)**	**Recommendation**	**Cabinet Response Required (Yes/No)**	**Director Response**
PE01	Public Health Lifestyles		The Panel noted this savings proposal but was concerned about the potential negative impact on public health outcomes. The Panel requested that progress on public health targets/performance indicators continue to be reported to the Scrutiny Panel for future monitoring.	Yes	The concerns of the scrutiny committee are noted. Implementation of savings is from 2021 onwards and we will work to ensure any negative impacts on outcomes are mitigated. Scrutiny can receive reports on performance and public health targets such as smoking prevalence as requested.
PE02 and Capital Scheme 220	Osborne Grove Redevelopment	The Panel requested further information on a number of points: - Why has the Capital cost of the Osborne Grove proposals had quadrupled to around £30m since the original proposals? - What projections have been made about the expected demand in the market given the financial risks associated by unused places in future years?	Although the Panel could see that this initial years' saving would be made, in light of the questions raised the Panel wished to record its concerns that there could be a financial risk to the Council in future years if the new nursing home did not run at full capacity.	Yes	Cabinet welcomes the interest of Adults and Health Scrutiny Panel in the exciting redevelopment of Osborne Grove Nursing Home which will enable in-borough provision of nursing care in future years. The Council and the Clinical Commissioning Group have been working together on demand for nursing care for Haringey. In addition, the Council is working closely

		- How does the projected build cost per bed compare with other similar new care homes? - What is the current number of clients and estimated cost of care for the current financial year for out of borough placements due to the unavailability of space at Osborne Grove?			with the four other boroughs in North Central London (NCL) to ensure stronger working on capacity, demand and quality improvement across nursing care. Across both strands, there remains a strong case for in-borough nursing care and for safeguarding nursing care provision within the NCL area. Cabinet would welcome OSC reviewing how the new Osborne Grove facility is operating once open.
Capital programme (217 to 220)	Various		The Panel welcomed the information provided about the capital programme but did not feel that it was in a position to make detailed recommendations on the specific proposals as it did not yet have access to the relevant business plans and detailed financial information. However, the Panel wishes to continue to monitor the proposals and therefore recommends that: a) As further information becomes available for each of the capital programmes	Yes	Cabinet supports the continued focus on developing the Council's capital assets and on ensuring alignment of the capital and revenue investment and spend across Adults and Health. The capital programme is a financial framework. Information on individual business cases will go through the normal governance processes and those which relate to key

			this is provided to the Panel for further scrutiny via the Panel's budget monitoring reports throughout the year. b) Details of these capital proposals and all future ongoing capital projects should be brought to the annual budget scrutiny meeting of the Panel and not just the 'new proposals'.		decisions will normally go through Cabinet, therefore OSC will have the opportunity to receive and understand these as and when the schemes reach this stage.
General	Budget information provided to Scrutiny Panels		The Panel took the view that the information provided with the agenda papers was not sufficient to understand the overall changes of the proposed Adults & Health budget in 2020/21 (and subsequent years) as compared to the previous year. Information that would be required for this purpose includes: - the full extent of budget savings that are taking effect in 2020/21 (and subsequent years), including those that were submitted to scrutiny panels in previous years and not just 'new' savings proposals. - changes to the budget caused by 'policy growth', e.g. changes resulting from the London Living Wage. - changes to the budget caused by 'demographic growth' - additional funds originating from internal Council sources such as	Yes	Cabinet recognises that scrutiny of the budget proposals is an important part of the annual Budget development process. Cabinet welcomes the constructive feedback provided. The draft Cabinet report produced in December provides the detailed information regarding proposed changes to Service budgets and this will be provided to Panels / Committee in the future along with the detail of savings and capital expenditure agreed in prior years' processes.

			reserves being used to mitigate any budget gap. - additional funds originating from external Council sources such as government grants. - additional funds originating from the Adult Social Care precept. The Panel therefore recommends that future agenda papers for budget scrutiny meetings for all four Scrutiny Panels should include: a) A breakdown of all the important factors affecting the overall budget (for the Panel's relevant budget area) for all relevant years that the Panel is scrutinising, including all savings proposals, policy growth, demographic growth, other pressures, any additional funding from internal or external sources and any other relevant factors. b) In addition to the details of new savings proposals, all Scrutiny Panels should be provided with their relevant section of the MTFS Savings Tracker to enable them to monitor ongoing savings proposals that were		

			submitted to that Scrutiny Panel in previous years but that take effect during any relevant years that the Panel is scrutinising.[1] c) That the relevant sections of the MTFS Savings Tracker provided to the Scrutiny Panels should include a column that provides details of the date of the meeting at which each savings proposal was originally considered by that Scrutiny Panel.		
General	Risks associated with Government grants	Information about any contingency plans to mitigate against circumstances where Government grants are not available to cover budget gaps in future years.	The Panel noted that pressures on the overall Adults & Health budget had been balanced by a new grant from the Government of £4.9m. The Panel was concerned about the risks associated with this given that Government grants of this nature cannot necessarily be relied upon in future years. The Panel requested further information on what contingency plans exist to mitigate against this should such grants not be available in future years.	Yes	The 2020/21 Budget and 2020-2025 MTFS report clearly acknowledges the risk to the MTFS of grant changes beyond 2020/21. Close attention will continue to be paid to this over the coming months and any resultant impact on the MTFS for 2021/22 and beyond will be addressed in future Budget updates.

[1] A recent version of the MTFS Savings Tracker was provided in the Cabinet agenda papers for its meeting on 10th Dec 2019 and can be viewed from page 59 at https://www.minutes.haringey.gov.uk/documents/g9155/Public%20reports%20pack%2010th-Dec-2019%2018.30%20Cabinet.pdf?T=10

Ongoing Savings[2]	Haringey Learning Disability Partnership	An explanation of the reasons for a shortfall in the expected savings and of what action is being taken.	The Panel expressed concern about the shortfall in the expected savings on this proposal and requested further information to explain why this had occurred, what action is being taken to rectify this.	Yes	n.b. this Recommendation appears to be in relation to in year budget monitoring rather than scrutiny of the 2020/21 Budget / MTFS proposals. This will be addressed as part of the regular Budget updates to Cabinet

[2] This relates to a previous savings proposal considered by the Panel in Dec 2017 – see B2.8 in the MTFS Savings Tracker for further details.

Overview and Scrutiny Committee – Your Council					
Ref	**MTFS Proposal**	**Further info requested by the Panel (if appropriate)**	**Comments/Recommendation**	**Cabinet Response Req'd (Yes/No)**	**Director Response**
YC02	Income from joining the London Counter-Fraud Hub.		The Committee noted that this proposal was contingent on at least 26 other local authorities signing up to the scheme and that discussions were ongoing. The saving therefore was not certain to go ahead. OSC felt that this saving was somewhat theoretical and would like assurance of how the £50K would be generated if the Counter-Fraud Hub did not proceed. The Committee would also like assurance that Cabinet would monitor this scheme to ensure that income generated through fraud prevention was maximised and, where possible, opportunities were explored to generate further income above the stated £50k.	Yes	In the absence of the London Counter Fraud Hub (LCFH) going ahead, the Audit team will use the National Fraud Initiative (NFI) to deliver the £50k income identified in the savings proposal. The Audit team have already carried out detailed work using the NFI, and although the NFI is not as precise as the LCFH, the NFI will deliver the additional income. Discussions around the model and design of the Fraud Hub are continuing and are likely to evolve. Once these are finalised, the Audit team will seek to maximise the benefits of the technology of the Hub and seek to identify and generate additional income over and above the £50k identified where possible. Delivery of savings will be reported to the Corporate Committee and Cabinet.
YC05	Alexandra Park and Palace Charitable Trust (APPCT).	The Committee requested further information about how APPCT would mitigate the budget gap that would arise from a reduction in the	The Committee commented that there was a lack of detail around the potential impact on APPCT as a result of the proposed reduction in grant funding.	Yes	The APPCT were first informally notified of the possibility of a reduction in their revenue grant funding more than 12 months ago.

		revenue grant received from the Council.	The Committee were particularly concerned that the reduction would impact some of the Trust's outreach work as well its ability to provide free access to community events and inclusive exhibitions. The Committee were also concerned about any reduction in events and exhibitions that were disability friendly. The Committee requested that Cabinet provide assurance that conversations were taking place with the Palace to mitigate the concerns outlined above.		It is recognised that the Chief Executive of APPCT has written to advise *"Whilst we fully understand the pressures that the Local Authority is under we feel that the Trust's finances are too fragile and uncertain to absorb and sustain a cut of this size at this time. The Trustee Board therefore would recommend that, if the cut to the Trust's funding cannot be avoided, that it is delayed by at least 12 months".* Their response is being provided in full as part of the report to Cabinet and the Council on the outcome of the public consultation on the Council's Budget and MTFS. While noting that the proposed level of funding reduction would consequently increase the level of financial pressure upon the APPCT, they themselves recognise that the revenue grant from the Council has been stable for some years. Given that the Council's level of resources has dropped substantially over that period, which has necessitated cuts in Council services, it is considered that the proposed approach to the APPCT 2020/21 grant is reasonable and that the size of their business should afford them adequate opportunities to mitigate the impact of the grant reduction.
YC06	Re-imagining Libraries	The Committee would like further information about where the savings would come from, given the commitment that the number of libraries and existing	The Committee raised some concerns about the viability and deliverability of some of the schemes set out in this proposal and would like assurance that the proposed activities were sustainable and there	Yes	The Cabinet would welcome further OSC scrutiny/engagement on our future service offer from libraries. Cabinet is fully committed to ensuring that library buildings are used to their full capacity.

		opening times would be maintained The Committee would also like clarification about what the term co-ordinated opening hours meant and whether libraries would be unstaffed, for example.	was a demand for them. The Committee feels strongly that the Council needs to retain libraries and to protect their core function as a library. Where it is proposed to generate additional revenue by creating and letting workspaces, local start-ups and community and voluntary groups should be given priority with concessionary rates where possible. The Committee would like Cabinet commitment and engagement for further scrutiny work to take place around this proposal and the future service offer in libraries.		The figures quoted refer to income generation and are based on circa 60 workspaces calculated on a monthly fee of approx. £100pm for each workspace. Research indicates that other existing providers fees range from £100pm to £350pm depending on location. There have been initial conversations with WimbleTech https://wimbletech.com/ a not for profit organisation delivering workspace provision in libraries in other Boroughs. They are keen to get involved and feel that there is potential. The Highgate Friends group also feel it would be well received there. The proposal utilises spaces, predominantly on the first floor that are not used for the core library function. Therefore, the core library function will not be affected. There is an expectation that improving spaces and with a more proactive approach to marketing will result in an increase in room hire income. There are no plans to change opening hours, or for any of the current open hours to be unstaffed. The term 'coordinated hours' referred to the extended community use/workspace offer.
YC07	Extending FOBO approach across Council Services		OSC have followed the journey of FOBO/Community First closely and emphasise that we would not like to see an improved service offer for some residents coming at the expense of other groups. Particularly	Yes	The Customer First programme will build on the changes the Council has made over the last two years, which have enabled those people who want to connect through online channels to do so and freed up time in traditional channels

			in terms of those that do not use information technology or have complex or urgent needs.		of face-to-face and telephone to ensure those with urgent and complex needs to receive the targeted support they need. This approach has, for example, seen significant reductions in Housing Benefit processing times, which has enabled people with complex cases to receive more thorough support. The approaches developed in the last year will be applied to a broader range of Council services with the explicit aim of freeing up time for more complex and urgent interactions.
YC12	Capitalisation of IT infrastructure staff.	The Committee requested further information on the figures presented in relation to this proposal. In particular, the Committee sought clarification on the discrepancy between the estimated £416k staff cost savings from capitalisation and the £345k figure outlined in the financial benefits summary section of this saving.		No	Noted

Appendix 12 - Equality Impact Assessment
Budget Report (2020/21) and Medium Term Financial Strategy 2020/21 – 2024/25

January 2020

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1. Introduction

1.1. Purpose of report

This report considers the implications of the proposals in the 2020/21 Budget Report and Medium-Term Financial Strategy Proposals (MTFS) on groups of residents who share the protected characteristics defined in the Equality Act 2010.

Wherever relevant, service areas have carried out EqIAs for each individual MTFS proposals. This report considers the cumulative impact of those savings and the ways in which negative impacts across the Council might be minimised or avoided. In addition, this report considers the wider context internal and external to Haringey Council in terms of potential equalities impact.

1.2. Public Sector Equality Duty

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 the protected characteristics and those who do not
- Foster good relations between people who share the protected characteristics and those 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. These are sometimes referred to as the three aims or arms of the general equality duty.

Haringey Council also has specific duties to publish information to demonstrate compliance with the Equality Duty, at least annually; and to set and publish equality objectives, at least every four years. This includes publishing information relating to people who are affected by our policies and practices who share protected characteristics

Haringey Council undertakes Equality Impact Assessments (EqIAs) on significant changes to policy or services and decisions that may impact on individuals or groups protected under the Equality Act 2010.

Equality Impact Assessments enable to Council to:

- Demonstrate due regard for the provisions of the Public Sector Equality Duty
- Identify possible negative impacts of decisions on individuals and groups with protected characteristics and plan mitigating action accordingly
- Identify additional opportunities to advance equality within policies, strategies, and services

Haringey Council guidance stipulates that EqIAs should:

- Contain enough relevant information on the groups likely to be affected by a decision to enable the Council to demonstrate that it has had due regard for the aims of the equality duty in its decision making
- Consider ways of mitigating or avoiding any adverse impacts

EqIAs need to be proportionate to the decision being made. All proposals for changes in policy, practice, procedure, budgets are screened to establish whether a full EqIA is needed to inform the decision-taker.

Further detail on EqIAs in Haringey Council, including contextual information, published EqIAs and how to complete an EqIA is available on the Haringey website[1].

1.3. Equalities profile of Haringey

The total population of the borough is 254,926 according to the 2011 Census.

In terms of equality, demographics break down as follows:

Gender:

- 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

Age:

- Haringey has a relatively young population with a quarter of the population under the age of 20
- 91% of the population is aged under 65 (89% London; 83% England)

Ethnicity:

- Haringey is the 5th most ethnically diverse borough in the country. Over 65% of residents come from non-White British communities (55% for London; 20% England)
- The proportion of non-White British communities varies across the different wards from 35.2% in Muswell Hill to 83.4% in Northumberland Park

Religion:

- Haringey is one of the most religiously diverse places in the UK
- The most common religion was Christianity, accounting for 45% of residents (London 48.4%; 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)

[1] Haringey Council. 2020. *Equality Impact Assessments (EqIA)*. [ONLINE] Available at: https://www.haringey.gov.uk/local-democracy/about-council/equalities/equality-impact-assessments-eqia. [Accessed 27 January 2020].

- A quarter of Haringey residents stated that they did not have a religion, higher than London (20.7%)

Disability:

- 14% of residents have a long-term health problem that limits their day to day activity, lower than England but in line with London
- 5.7% of residents report being in bad health, slightly higher than England and London

Marital Status 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 (London 0.4%; England 0.2%)

Sexual Orientation

- As per the ONS Integrated Household Survey, 3.2% of London residents aged 16 or over identified themselves as lesbian, gay or bisexual in 2013. In Haringey this would equate to 6,491 residents

Further detail on the equalities profile of Haringeyis available on the Haringey website[2].

2. Internal context

2.1. Borough Plan 2019-2023: Equality Principles and Objectives

The Borough Plan 2019-2023 sets the Council's objectives for the next four years. In addition to these, the Plan presents a set of Equality Principles reflecting Haringey Council's commitment to the principles of equality and opportunity, fairness and quality of life for all, both in terms of the work carried out with the community and in the role as an employer:

1. Work with residents and employees to create communities which are able to come together, value diversity and challenge discrimination
2. Actively talk to community groups who are made up of and/or support people with protected characteristics
3. Work alongside the wider voluntary sector, statutory partners and local businesses to promote equality of opportunity and foster good relations
4. Continue to monitor and assess the impact of our strategies, policies, programmes, projects and commissioning on equalities
5. Improve and strengthen the collection and use of equality data, so that we can seek to improve outcomes for groups with protected characteristics
6. Continuously seek to improve our approach to promoting equality, drawing on best practice from elsewhere, input from our staff equality networks and feedback from our residents

[2] Haringey Council. 2019. *Equalities Profile of Haringey*. [ONLINE] Available at: https://www.haringey.gov.uk/sites/haringeygovuk/files/equalities_profile_of_haringey.pdf. [Accessed 11 January 2019].

7. Ensure that the requirements of the Equality Act are well communicated in the borough; starting conversations about equalities at the earliest opportunity; and fostering an environment where everyone understands their responsibilities under the Act

The Borough Plan 2019-23 also sets out four Equality Objectives:

1. To narrow the gap in outcomes
2. To identify and reduce violence that has a disproportionate impact on particular communities and groups
3. To support the development of strong communities
4. To have a diverse workforce at all levels of the organisation

2.2. Review of Fees and charges

Every year the Council reviews the level of fees and charges levied on service users. Where increases were proposed for 2020/21, relevant services conducted equality screenings on their proposals. In a few instances, the equality screenings identified small impacts and proposed satisfactory mitigating actions. In four cases the initial screening pointed at the possibility of the proposal impacting on the Council's Equality Duty and therefore the relevant service carried out full EqIAs. These assessments demonstrated that the proposals were robust and any negative impacts could be mitigated. These assessments are accessibl[at this link].

2.3. Council Tax Reduction scheme

Following the abolition of Council Tax Benefit by the then Conservative-Lib Dem coalition UK Government in 2013, many of the lowest income households in Haringey became liable to pay at least 19.8% of the Council Tax charge according to the band in which their property falls.

In response to the abolition of Council Tax Benefit at a national level, local Council Tax Reduction Schemes have been developed by individual local authorities. Haringey Council developed its own Council Tax Reduction Scheme (CTRS) in 2012/13 and decided to protect working-age claimants on a prescribed disability-related or disability premium. Those working age claimants received the same maximum level of CTR as those of pensionable age (100%).

As an enactment of the new administration's commitment in 2018 to redistribute the burden of Council Tax, Haringey Council amended its 2019/20 CTRS in order to provide more financial support to working age claimants with children and so re-instating extra support for over 6,000 families in Haringey on low income. The CTRS has been maintained for 2020/21.

The maximum level of Council Tax Reduction continues to be 100% for pensioners and working age claimants in receipt of disability related benefits.

An EqIA on the proposal demonstrated there was no potential for discrimination or adverse impact.

2.4. Council Tax rise

We are proposing to increase council tax by 1.99% (£2m), plus the 2% precept allowed by national government to fund adult social care (£2m). For nine years Haringey's council tax was frozen, except for three years of the adult social care precept. The proposed rise will create an additional £4m to deliver local services.

3. External context

The impact of the council budget proposals cannot be seen in isolation. The challenging economic climate is also likely to impact on some groups who share the protected characteristics and add to the cumulative impact of council proposals.

A more detailed view of the impact of tax and welfare reform is offered in subsection 3.1 below.

3.1. Impact of tax and welfare Reform

Tax and welfare reforms brought forward by the UK Government since 2010 have had an impact on equality.

The Equality and Human Rights Commission conducted an analysis[4] of these welfare reforms (both implemented and proposed) and related government spending decisions as well as of the potential impacts on different groups protected under the Equality Act 2010. The key findings of this analysis are:

> Overall, changes to taxes, benefits, tax credits and Universal Credit (UC) announced since 2010 are regressive, however measured – that is, the largest impacts are felt by those with lower incomes. This is true even when increases in gross earnings from the NLW are taken into consideration.
> Those in the bottom two deciles will lose, on average, approximately 10% of net income, with much smaller losses for those higher up the income distribution.
>
> Moreover, the changes will have a disproportionately negative impact on several protected groups, including disabled people, certain ethnic groups, and women:

[4] Equality and Human Rights Commission. 2018. *The cumulative impact of tax and welfare reforms*. Available at: https://www.equalityhumanrights.com/en/publication-download/cumulative-impact-tax-and-welfare-reforms. This report is a cumulative impact assessment of the distributional impacts of tax and spending decisions on people sharing different protected characteristics. The analysis covers all policy changes made between May 2010 and January 2018, which will have been implemented by the financial year 2021–22.

- Negative impacts are particularly large for households with more disabled members, and individuals with more severe disabilities, as well as for lone parents on low incomes.
- For some family types, these losses represent an extremely large percentage of income. For example, for households with at least one disabled adult and a disabled child, average annual cash losses are just over £6,500 – over 13% of average net income.
- The impact of changes to direct taxes and benefits is to reduce the income of Bangladeshi households by around £4,400 per year on average.
- At an individual level, women lose on average considerably more from changes to direct taxes and benefits than men. Women lose about £400 per year on average, and men only £30, although these figures conceal very substantial variation within both genders.
- Lone parents in the bottom quintile (bottom fifth) of the household income distribution lose around 25% of their net income, or one pound in every four, on average.
- On average, disabled lone parents with at least one disabled child fare even worse, losing almost three out of every ten pounds of their net income. In cash terms, their average losses are almost £10,000 per year.
- Around one and a half million more children are forecast to be living in households below the relative poverty line as a result of the reforms.

In addition, there will be particularly negative impacts on intersectional groups who experience multiple disadvantages (for example, lone parents with disabled children).

These negative impacts are largely driven by changes to the benefit system, in particular the freeze in working-age benefit rates, changes to disability benefits and reductions in UC rates. The changes are also likely to lead to significant increases in the number of children below a minimum acceptable standard of living.

4. Cumulative EqIA of Medium-Term Financial Strategy and Savings Proposals

4.1. MTFS proposals

Since 2010, Haringey Council has seen a 62% real terms reduction in government funding, with the central government grant funding reduced by £123.7m in real terms.

Our funding has been reduced for 10 years in a row against a background of rising demand, particularly for Adults' and Children's Services and services related to homelessness, including temporary accommodation. Across the country, local authorities are seeing a similar pattern.

This financial challenge significant, but we are committed to delivering budget reductions as fairly as possible and minimising the direct impact on residents who need the most support. To help us do this we developed a set of guiding principles:

- Identify where we are spending money on things that are not a stated priority
- Identify commercial, income-generating or invest to-save options
- Identify alternative ways of meeting people's needs
- Identify opportunities for contract efficiencies or changes to service levels
- Continue to invest in early help or preventative services where they deliver a clear benefit
- Closer integration of revenue and capital expenditure in decision making
- To set realistic budgets that recognise the realities of the service pressures that we face

The MTFS proposals considered in this report put forward budget reductions totalling £14.3m. Looking beyond next year to future financial years, the forecast is that the Council will still have to put in place further budget reductions of £23.3m.

The budget reduction proposals that have been developed through the budget setting process are summarised below:

People (Children's Services)

The proposals include plans for a new delivery model for public health services, combining the Health Visiting Service, the School Nursing Service and Family Nurse Partnership programme

People (Adult Services)

The service has two proposals. One is a service redesign of public health services, the other relates to the closure of Osborne Grove Nursing Home and its redevelopment as a new expanded facility that supports more people.

Place – Clean and Safe borough

Proposals include major savings from transforming the way we control parking in the borough making it easier to buy permits and more efficient for the council to run the service, a scheme for licensing privately rented homes and enforcing existing rules designed to limit the damage caused by the heaviest and most polluting vehicles.

Housing & Economy – Housing, Growth and Employment

Proposals include setting up a new Community Benefit Society as a way of providing housing to those most in need, and changes to the way services are funded.

Your Council – Enabling Savings

Proposals include a major investment in our libraries to maximise their use, ways of generating additional income from filming and advertising contracts, and improving the efficiency of services.

More detail on the budget reduction required and how the Council is intending to save over the next 5 years is available on the Haringey website[3].

4.2. Assessing impact of MTFS proposals on equalities

The extent of the assessment of the MTFS proposals in terms of impact on equalities breaks down as follows:

- 37 were deemed not to require a full EqIA
- 8 had a full EqIA conducted

4.2.1. Proposals with full EqIAs conducted

8 MTFS proposals had a full EqIA conducted.

The table below shows the detail of the 8 MTFS proposals that had a full EqIA conducted:

Priority name	Title	Positive Impacts Identified	Negative Impacts Identified	Mitigating actions identified
People (Children's)	0-19 year old public health commissioned services	Yes: Sex, Age, Disability, race	None	N/A
People (Children's)	SEND Transport	Yes: Age, Disability	None	N/A
People (Children's)	Positive Families Partnership	Yes: Sex, Age, Disability, Race	None	N/A
People (Children)	PAUSE Project	Yes: Sex, Age, Race, Pregnancy & Maternity	None	N/A
People (Adults)	Osborne Grove Redevelopment	Yes: Sex, Age, Disability, Race, Religion	Yes: Sex, Age, Disability, Race	Yes
People (Adults)	Public Health Lifestyles Service	None	None	N/A
Place	Selective Licensing Scheme	Yes: Sex, Age, Disability, Race, Religion, Pregnancy & Maternity	None	N/A
Place	Parking Transformation Programme	Yes: Sex, Age, Disability, Race, Pregnancy & Maternity	Yes: Age, Disability	Yes
Total		**7**	**2**	**2**

[3] Haringey Council. 2020. *Budget Proposals*. [ONLINE] Available at: https://www.haringey.gov.uk/local-democracy/policies-and-strategies/your-haringey-your-future/budget-proposals . [Accessed 27 January 2020].

4.2.2. Proposals for which EqiAs do not apply

With regards to those proposals for which an equality assessment does not apply:

- 31 went through fresh EqIA screening with the result of no full EqIA required
- 6 were reported not to require any equality assessment given that the proposals involve staffing arrangements

4.3. Mitigation of impact of MTFS on equalities

There are several ways in which the Council has worked to prevent or mitigate the potential impacts of MTFS proposals on equalities:

- The Council has mitigated impact by ensuring as far as possible that MTFS proposals taken forward align with the principles listed at para. 4.1.

- Where MTFS proposals had a full EqIA conducted, the proposals were found to be measures that would advance equality of opportunity for groups who share the protected characteristics. Where negative impacts were identified they tended to be relatively short-term and/or minor in nature. In these cases, the relevant proposals were all assessed as being proportionate means of achieving legitimate aims. Measures tailored to the relevant proposals are outlined in the EqIAs to mitigate for any potential negative impact.

5. Summary

Since 2010, Haringey Council has seen a 62% real terms reduction in government funding, with the central government grant funding reduced by £123.7m in real terms.

Our funding has been reduced for 10 years in a row against a background of rising demand, particularly for Adults' and Children's Services and services related to homelessness, including temporary accommodation. Across the country, local authorities are seeing a similar pattern.

The MTFS proposals considered in this report put forward budget reductions totalling £14.3m. Looking beyond next year to future financial years, the forecast is that the Council will still have to put in place further budget reductions of £23.3m.

In line with the Equality Act 2010 and in order to ensure that proposed budget reductions do not have a negative impact on equality within Haringey, the Council has completed the following process:

- The Council has focused as far as possible on achieving savings through efficiencies and income generation. In doing so, the aim has been to minimise cutting frontline services.

- The Council has evaluated the impact of MTFS proposals following the appropriate equality impact assessment (EqIA) process, conducting equalities screenings and full EqIAs where appropriate and proportionate to the proposal.

- For MTFS proposals where full EqIAs have been applicable and where potential impacts on equalities been identified, EqIAs have been completed. These set out both positive and negative impacts and mitigating measures for any negative impacts

- The Borough Plan 2019/2023 contains Equality Principles and Objectives that set the Council's approach to reducing inequality and advancing equality of opportunity. Budgets and savings proposals have been developed with these in mind.

6. Appendix 1: Record of MTFS proposals and equality assessment conducted

This appendix contains a spreadsheet listing all MTFS proposals providing a description of the proposal, the all years' net savings figure and the extent to which assessment of equalities impact has been conducted for each proposal.

7. Appendix 2: Compilation of all full EqIAs conducted for MTFS proposals

This appendix contains the 10 full EqIAs conducted for MTFS proposals in one single document.

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APPENDIX 12A

Appendix 12A - MTFS 2020/21 - 2024/25 Equalities Assessments

Priority	REF	Name	EqIA Screening complete?	EqIA needed?	EqIA complete?
People - Adults	20/25-PE01	Public Health Lifestyles Option B	Yes	Yes	Yes
	20/25-PE02	Osbourne Grove Redevelopment	Yes	Yes	Yes
People - Children's	20/25-PE03	Invest to Save - Positive Families Partnership	Yes	Yes	Yes
		Invest to Save - Haringey Adolescent Resources Team (HART)	Yes	No	N/A
	20/25-PE04	Invest to Save proposal - In-House Fostering	Yes	No	N/A
	20/25-PE05	Invest to Save - SEND Transport	Yes	Yes	Yes
	20/25-PE06	Invest to Save - Pause Project	Yes	Yes	Yes
	20/25-PE07	Invest to Save - Family Centre	Yes	No	N/A
	20/25-PE08	Invest to Save - Foster Carer Room Extension	Yes	No	N/A
	20/25-PE09	0-19 year old public health commissioned services - a new integrated commissioned service delivery model	Yes	Yes	Yes
	20/25-PE10	Reducing placement costs through effective management of the market	Yes	No	N/A
	20/25-PE11	UASC Accommodation	Yes	No	N/A
	20/25-PE12	Reduce operational costs in Schools and Learning and Commissioning	Yes	No	N/A
	20/25-PE13	Review of spend on transport and taxis	Yes	No	N/A
Place	20/25-PL01	Selective Licensing	Yes	Yes	Yes
	20/25-PL02	Debt Recovery	Yes	No	N/A
	20/25-PL03	CCTV enforcement of weight limits and emissions through ANPR/DVLA check	Yes	No	N/A
	20/25-PL04	Increase permit charges for highest emitting 'petrol' vehicles	Yes	Yes	Yes
	20/25-PL05	Increased trade waste	Yes	No	N/A
	20/25-PL06	Contact Centre Efficiencies	Yes	No	N/A
	20/25-PL07	Mechanisation of High Street Cleansing	Yes	No	N/A
	20/25-PL08	FM Transformation	N/A - Staffing	N/A	N/A
	20/25-PL09	Hybrid Mail proposal	Yes	No	N/A
	20/25-PL10	Creamatorium Lease	Yes	No	N/A
	20/25-PL11	New Lease Income v2	Yes	No	N/A
	20/25-PL12	Fuel Savings (Parks fleet)	Yes	No	N/A
	20/25-PL13	EV Charging	Yes	No	N/A
	20/25-PL14	Parking Transformation Programme	Yes	Yes	Yes
Economy	20/25-EC01	Head Lease Acquisition Programme	Yes	No	N/A
	20/25-EC02	Reduction of North Tottenham Regeneration revenue budgets	Yes	No	N/A
	20/25-EC03	Alternative funding model for sites delivery work	Yes	No	N/A
	20/25-EC04	Use of Strategic Acquisitions budget for sites delivery work	Yes	No	N/A
	20/25-EC05	Increased capitalisation of staff time and project costs	N/A - Staffing	N/A	N/A
	20/25-EC06	Increased recharge to HRA	Yes	No	N/A
	20/25-EC07	HRP Senior Restructure	N/A - Staffing	N/A	N/A
	20/25-EC08	Strategic Property Unit – New Income Outdoor Media	Yes	No	N/A
	20/25-EC09	Strategic Property Unit – New Income Rent Reviews	Yes	No	N/A
	20/25-EC10	Strategic Property Unit – New Income 5g	Yes	No	N/A
Housing	20/25-HO01	Transferring PSLs to the CBS	Yes	No	N/A
	20/25-HO02	HfH and Council Housing Programme- funding for Carbon Management team time	Yes	No	N/A
Your Council	20/25-YC01	Reduce the amount of paper being used	Yes	No	N/A
	20/25-YC02	Income from joining the London Counter Fraud Hub	Yes	No	N/A
	20/25-YC03	Increase the income target of providing legal services to Haringey Clinical Commissioning Group (CCG) by £30K.	Yes	No	N/A
	20/25-YC05	Alexandra Palace	Yes	No	N/A
	20/25-YC06	Libraries - Re-imaging our Libraries offer for a better future.	Yes	No	N/A
	20/25-YC07	Extend FOBO approach to Wider Council	Yes	No	N/A
	20/25-YC08	Flexible Capital Receipts to fund ALL posts in the CPMO	N/A - Staffing	N/A	N/A
	20/25-YC09	Maximising income from filming and venue management	Yes	No	N/A
	20/25-YC10	Additional sites for on street digital advertising	Yes	No	N/A
	20/25-YC04	Finance Directorate Savings	Yes	No	N/A
	20/25-YC11	Review of Corporate Centre	N/A - Staffing	N/A	N/A
	20/25-YC12	Digital Services - Proposed Contribution	N/A - Staffing	N/A	N/A

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Equality Impact Assessments for Medium-Term Financial Strategy Savings Proposals 2020/21 – 2024/25

Compilation of all full EqIAs conducted for MTFS proposals

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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 for those with 'protected characteristics' and those without them
- Fostering good relations between those with 'protected characteristics' and those without them.

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

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	Osborne Grove Nursing Home Development
Service area	Adult Social Care
Officer completing assessment	Emily Snelling
Equalities/ HR Advisor	Hugh Smith
Cabinet meeting date (if applicable)	June 2019
Director/Assistant Director	Charlotte Pomery

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*

Osborne Grove Nursing Home is a 32-bedded nursing unit currently providing nursing care for less than 5 residents. The home is located on a site, owned by the Council, in Stroud Green which has a sizeable garden, a large carpark and day centre provision.

On 12th December 2017 Cabinet agreed to the closure of the home following a public consultation. A separate EQIA was produced for that decision. It is available here: http://minutes.harinet.haringey.gov.uk/documents/g8292/Public%20reports%20pack%2012th-Dec-2017%2018.30%20Cabinet.pdf?T=10 .

On the 26th June 2018, the cabinet gave approval for Haringey to retain the Osborne Grove site and agreed that its use as a residential/nursing home should continue. Cabinet instructed that a design partner should be identified to undertake a feasibility study into the future design and feasibility options for site. The feasibility study was to include the construction works required to be undertaken, whether this can be undertaken with residents in situ, the risk to and likely impact on residents and whether and how current residents can be safeguarded. An EQIA was produced for that decision. It is available here: http://minutes.harinet.haringey.gov.uk/documents/g8727/Public%20reports%20pack%2026th-Jun-2018%2018.30%20Cabinet.pdf?T=10

The detailed Feasibility study completed demonstrates that this land offers significant opportunity for development, increasing provision to a 70-bedded nursing unit. The feasibility study provides the council five potential development options for the future of the site at Osborne Grove which will be presented to cabinet in July 2019. The council therefore is seeking approval from cabinet to agree to move to the next design phase with a variant of Option 4 of the Feasibility Study: demolish the current building and rebuild a 70 bed nursing provision including clinic site whilst ensuring that the use of the site is maximised.

This decision is regarding options for future use of the Osborne Grove site and the impact of the preferred option on the supply of nursing care in the borough and also the impact on current residents. All options are to be subject to detailed design work as well as consultation with residents and other stakeholders. During the building stage of any new nursing home - projected to last 3 years – there will be a temporary reduction in the supply of nursing home beds in the borough. When the new home has been built and opened, there will be more nursing beds available than currently and therefore there will be an overall increase in the supply of nursing home beds in the borough.

Each option would increase the supply of beds available in the borough and will create nursing placements fit to meet the increasingly complex needs of service users. During the building stage of the new nursing home - projected to last 3 years – there will be a

temporary reduction in the supply of nursing home beds in the borough. The proposal will affect current residents and the future recipients of nursing care in Haringey. This EQIA explores the potential impacts of the recommended options as there is a need for further information to be gathered through the detailed design phase consultation.

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	Service data State of the Borough https://www.haringey.gov.uk/local-democracy/about-council/state-of-the-borough	N/A
Gender Reassignment	Data not held	N/A
Age	Service data State of the Borough https://www.haringey.gov.uk/local-democracy/about-council/state-of-the-borough	N/A
Disability	Service data State of the Borough https://www.haringey.gov.uk/local-democracy/about-council/state-of-the-borough	N/A
Race & Ethnicity	Service data State of the Borough https://www.haringey.gov.uk/local-democracy/about-council/state-of-the-borough	N/A
Sexual Orientation	Service data State of the Borough https://www.haringey.gov.uk/local-democracy/about-council/state-of-the-borough	N/A
Religion or	Census 2011	N/A

Belief (or No Belief)		
Pregnancy & Maternity	Data not held	N/A
Marriage and Civil Partnership	Data not held	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.

Protected Characteristic	**% Service Users in Nursing Placements in Borough**	**% population in Haringey**
Sex	59% female; 41% male	49.3% Female; 50.7% Male
Gender Reassignment	Data not held	Data not held
Age	85% over 65; 15% under 65;	10% 65+
Disability	70% Physical Disability; 18% Dementia; 5% Mental Health Condition; 4% Learning disability; 4% other We expect an increase in people with age related disabilities	23% of Haringey households include one person with a long-term health problem or disability
Sexual Orientation	Data not held	3.7% of Haringey's population are lesbian, gay or bisexual (LGB), which is the 9th largest LGB community in the country.
Race & Ethnicity	50% White; 25% Black British/Black African; 4% Asian/Asian British; 17% Other	57.7% White British/Other; 18.7% Black British/African/Caribbean; 9.5% Asian/Asian British
Religion or Belief (or No Belief)	Data not held	45% Christian; 14% Muslim; 3% Jewish; 2% Hindu; 25% no religion
Pregnancy and Maternity	N/A	N/A
Marriage and Civil Partnership	Data not held	50% Married; 0.6% Civil Partnered

As indicated in the table above, nursing care is predominantly commissioned for older people (over 65's) and people with age or health related disabilities. As life expectancy for women is higher than that for men, we are likely to continue to see a higher proportion of

women than men accessing nursing care into the future. It is also notable that a significantly higher proportion of service users in nursing placements in Haringey are Black British/Black African.

The recommended options increase the supply of nursing beds in the long term, which will help meet the increased demand for older people's services in the future and will benefit people with protected characteristics, in particular those aged over 65 and women. The recommended options also ensure that the new build nursing home is more suitable than the current provision for people with disabilities and long-term health conditions such as dementia.

The recommended option of relocation of the home's current residents to alternative Nursing homes will disproportionately affect residents over 65, women and those with disabilities.

4. a) How will consultation and/or engagement inform your assessment of the impact of the proposal on protected groups of residents, service users and/or staff?

Please outline which groups you may target and how you will have targeted them

Further information on consultation is contained within accompanying EqIA guidance

The Co-Design Reference Group which involves a range of stakeholders including family members, the Chair of the Older People's Reference Group, the Chair of Healthwatch, ward councillors, Trade Unions and the Lead Member for Adults and Health, in order to ensure the process incorporates a variety of perspectives was formed prior to the Feasibility Study phase of this development.

As noted, detailed design is due to be carried out following decision to move to the next design phase with a variant of Option 4 of the Feasibility Study: Demolish the current building and rebuild a 70 bed nursing provision including clinic site whilst ensuring that the use of the site is maximised. It is therefore our intention to continue to consult with the Co Design Reference Group throughout the next design stage. The Council will continue to use the design principles, developed with stakeholders through a co-design process which was approved at Cabinet in June 2018;

- The design of the home is geared towards meeting the current and future needs of Haringey residents
- A financially viable and sustainable future for the continuation of nursing care provision on the site
- Recognition of the benefits of outstanding design to flexible care delivery now and into the future
- Aspiration for outstanding provision
- 'An open home', which is outward facing and supports engagement with the wider community, and health & care partners
- Partner and community engagement in supporting OGNH to operate to the full benefit of residents and other older people
- Focus on working in ways which build relationships and start from people's

strengths
- Increased access to the most enabling help even for those with high and complex needs.

Alongside the work of the Co-Design Reference Group, there will be continued engagement with a wider range of stakeholders over the coming months throughout the detailed design and planning processes

Views from stakeholders and the Co Design reference group will be gathered and used to help inform the design brief used by the Design Team whilst developing the final design plans for the development.

The Co- Design Group will also consider the full range of impacts on protected groups in the borough.

Following the selection of the preferred option, there will be consultation with residents and families directly affected by the proposal to ensure that their individual needs are met.

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?

The input of potential users, families and local residents to the detailed design and service model proposals for delivery of care at the home will be important to ensuring that their needs and outcomes are met through the proposals.

To date, the Co-Design Reference Group has worked on a set of design principles to guide the future approach. Their views have already informed the selection of a preferred option and are actively engaged in discussions about the model of care for the future. The draft design principles can be summarised as:

- The design of the home is geared flexibly towards meeting the current and future needs of Haringey residents
- A financially viable and sustainable future for the continuation of nursing care provision on the site
- Recognition of the benefits of outstanding design to flexible care delivery now and into the future
- Aspiration for outstanding provision
- 'An open home', which is outward facing and supports engagement with the wider community, and health & care partners
- Partner and community engagement in supporting OGNH to operate to the full benefit of residents and other older people
- Focus on working in ways which build relationships and start from people's strengths
- Increased access to the most enabling help even for those with high and complex

needs

The draft design principles take into account the specific needs of individuals and groups who share the protected characteristics, most notably older residents and those with disabilities and/or long-term health conditions.

The co-design reference group and identified key stakeholders have been consulted throughout the feasibility study process facilitated by the design team, project team and commissioning team. Consultation with identified stakeholders and local residents will continue throughout the detailed design and planning 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

1. Sex

Women are overrepresented among service users. The majority of recipients of nursing care are female due to the higher life expectancy of women. The long-term impact of moving to the next design phase. A variant of Option 4 of the Feasibility Study to demolish the current building and rebuild a 70 bed nursing provision including clinic site. Whilst ensuring that the use of the site is maximised would be positive for women who need nursing services as in the long term it will increase the supply of nursing beds in Haringey and will ensure these nursing beds are fit for purpose. This option would increase in-borough nursing capacity, allowing service users to remain close to their support networks and helping to meet expected increased demand due to an ageing population.

In the short term, developing a new unit will lead to a period of three years where no additional nursing provision will be delivered on-site. There will be no new provision for prospective residents. This will limit the availability of in-borough nursing placements in the short-term. However, the Council will seek to mitigate this by endeavouring to make placements in either Haringey or neighbouring boroughs during this period, including the introduction of block booking of available beds in the borough to boost the supply. As women are overrepresented among service users, they are more likely to be affected by these changes.

The recommended option of relocation of the home's current residents to alternative Nursing homes will affect more female residents than male residents.

Positive	X	Negative	X	Neutral impact		Unknown Impact	

2. Gender reassignment

The Council does not have local data regarding this protected characteristic. There is no reason to believe that there will be specific impacts for this protected group and the council will try to ensure that discrimination, harassment and victimisation is tackled based upon this and any other protected group.

Positive		Negative		Neutral impact		Unknown Impact	X

3. Age

People aged 65+ are overrepresented among service users relative to the population of Haringey. The long-term impact of moving to the next design phase. A variant of Option 4 of the Feasibility Study to demolish the current building and rebuild a 70 bed nursing provision including clinic site. Whilst ensuring that the use of the site is maximised would be positive for older people who need nursing services as it will increase the supply of nursing beds in Haringey and will ensure these nursing beds are fit for purpose. This option would increase in-borough nursing capacity, allowing service users to remain close to their support networks. People aged 65+ will be the primary beneficiaries of this change.

In the short term, developing a new unit will lead to a period of three years where no additional nursing provision will be delivered on site. There will be no new provision for prospective residents. This will limit the availability of in-borough nursing placements in the short-term. However, the Council will seek to mitigate this by endeavouring to make placements in either Haringey or neighbouring boroughs during this period, including the introduction of block booking of available beds in the borough to boost the supply. All those affected by this are aged 65+.

The recommended option of relocation of the home's current residents to alternative Nursing homes will affect more residents over 65.

Positive	X	Negative	X	Neutral impact		Unknown Impact	

4. Disability

People with disabilities are overrepresented among service users. A high proportion of recipients of nursing care have a physical or neurological disability. The long-term impact of moving to the next design phase. A variant of Option 4 of the Feasibility Study to demolish the current building and rebuild a 70 bed nursing provision including clinic site. Whilst ensuring that the use of the site is maximised would be positive for people with disabilities who need nursing services as it will increase the supply of nursing beds in Haringey and will ensure these nursing beds are fit for purpose. This option will increase in-borough nursing capacity - allowing service users to remain close to their support

networks; will provide nursing capacity that better meets the needs of people with disabilities; and will future proof for age related disabilities, such as dementia.

In the short term, developing a new unit will lead to a period of three years where no nursing provision will be delivered on site. This will limit the availability of in-borough nursing placements in the short-term. However, the Council will see to mitigate this by endeavouring to make placements in either Haringey or neighbouring boroughs during this period, including the introduction of block booking of available beds in the borough to boost the supply. Individuals with disabilities are likely to be over-represented among those affected.

The recommended option of relocation of the home's current residents to alternative Nursing homes will affect more residents with a disability.

Positive	X	Negative	X	Neutral impact		Unknown Impact	

5. Race and ethnicity

The long-term impact of this option would be positive. A higher proportion of recipients of nursing care in Haringey are Black British/Black African/Black Caribbean than the population of Haringey as a whole. The long-term impact of moving to the next design phase with a variant of Option 4 of the Feasibility Study to demolish the current building and rebuild a 70 bed nursing provision including clinic site, whilst ensuring that the use of the site is maximised would increase Haringey's ability to place clients within borough, close to their support networks. Therefore, proportionately benefit Black British/Black African/Black Caribbean residents.

In the short term, developing a new unit will lead to a period of three years where no nursing provision will be delivered on site. This will limit the availability of in-borough nursing placements in the short-term. However, the Council will see to mitigate this by endeavouring to make placements in either Haringey or neighbouring boroughs during this period, including the introduction of block booking of available beds in the borough to boost the supply. As a higher proportion of service users are from BAME communities, these groups are more likely to be affected than White British residents.

Positive	X	Negative	X	Neutral impact		Unknown Impact	

6. Sexual orientation

Data is unavailable on the number of service users who have undergone gender reassignment. However, the ONS estimates that 3.7% of Haringey's population are lesbian, gay or bisexual (LGB), which is the 9th largest LGB community in the country. It is therefore likely that LGB individuals will be affected by the decision. Any LGB resident will be treated the same as if they were heterosexual. The council and any providers will ensure that service provision is compliant with the Council's Public Sector Equality Duty.

Positive		Negative		Neutral		Unknown	X

				impact		Impact	

7. Religion or belief (or no belief)

A higher proportion of Haringey residents are from Muslim and Jewish communities, relative to the populations of London or the UK. It is therefore likely that residents from these faith groups, as well as those from Christian communities and those with no religion, will be affected by the decision. In the long-term, residents from faith communities and those with no belief will benefit from additional supply of nursing beds and increased in-borough nursing capacity. The council and any provider's will ensure that service provision is compliant with the Council's Public Sector Equality Duty.

Positive	X	Negative		Neutral impact		Unknown Impact	

8. Pregnancy and maternity

Due to the age group affected by the decision, there is no reason that pregnant women or mothers with young children will be directly affected by the decision.

Positive		Negative		Neutral impact	X	Unknown Impact	

9. Marriage and Civil Partnership

Data is unavailable on the number of service users who are in a civil partnership. Any resident that is in a civil partnership will be treated the same as if they were married.

Positive		Negative		Neutral impact	X	Unknown Impact	

Outline the overall impact of the policy for the Public Sector Equality Duty:

- **Could the proposal result in any direct/indirect discrimination for any group that shares the protected characteristics?**
- **Will the proposal help to advance equality of opportunity between groups who share a protected characteristic and those who do not?**
  This includes:
  a) **Remove or minimise disadvantage suffered by persons protected under the Equality Act**
  b) **Take steps to meet the needs of persons protected under the Equality Act that are different from the needs of other groups**
  c) **Encourage persons protected under the Equality Act to participate in public life or in any other activity in which participation by such persons is disproportionately low**
- **Will the proposal help to foster good relations between groups who share a protected characteristic and those who do not?**

Any decision to increase nursing capacity for Haringey clients in borough will have a long term positive impact on residents aged 65+, a greater proportion of whom are likely to be women, BAME, and/or have disabilities, by increasing the availability of nursing provision in-borough, and reducing the proportion of Haringey clients that have to be placed out of borough. No direct/indirect discrimination is anticipated, and the increase in provision will help to advance equality of opportunity by taking steps to meet the needs of residents with protected characteristics where these are different from those of other groups.

In the short-term, the preferred option would be to cease capacity at OGNH for a 3-year period. Mitigating actions will be taken to ensure that the wellbeing of those current residents are safeguarded.

In the longer term, there will be actions to ensure future nursing care recipients are afforded as much choice as possible within Haringey or neighbouring boroughs, such as through block booking nursing beds to ensure that supply within the borough is available to residents living within the borough. The increased nursing care capacity at the end of the build period, however, will have a net positive impact on supply and therefore will benefit local residents in the long term.

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. 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.	Y
Adjust the proposal: the EqIA identifies potential problems or missed opportunities. Adjust the proposal to remove barriers or better promote equality. Clearly set out below 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	Action	**Lead officer**	**Timescale**

protected characteristics are impacted?			
The preferred option in the cabinet report: To proceed option 4 to the next stage of design: Demolishing existing building and building new 70-bed nursing home provision. The proposed development to include the site of clinic with a view to intensifying usage of the site, This will lead to a period of up to 3 years where there will be no nursing capacity on site. This will affect older people, mostly women, and people with disabilities disproportionately as the Council may need to secure provision out of borough. The feasibility study identified that it would not be advisable for the current residents(2) to remain in situ during the construction phase of development. This is due to the significant disruption and potential risks to individual residents' health and wellbeing due to being exposed Noise, Health and Safety concerns, Construction Dust impacting on air quality and required Relocation of residents twice during construction phase.	Haringey Council will continue to endeavour to place residents in Haringey or within neighbouring boroughs through proactive engagement with providers to secure placements. Haringey Council will also be seeking to establish block contracts with care homes in Haringey and within neighbouring boroughs to secure beds for use by Haringey residents. This will help to mitigate the impact of the short-term loss of supply in Haringey.	Charlotte Pomery	2019/20–2021/22

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:
The development of the home and the transition of new service users to a future scheme on the site, will be monitored to ensure referrals reflect the borough and user profile. Commissioned providers will be required to comply with the Public Sector Equality Duty under the Equality Act 2010 and this duty will be monitored in their contracts. We will also be engaging with a range of stakeholders in the further development of the home to ensure that it meets a wide range of needs, including for those of protected groups, through the established Co-Design Reference Group. The Council will continue to promote individual resident wellbeing and ensure all their needs are safely met and welfare safeguarded. For now, the Council will continue to monitor any impact from its recommended options on the residents at Osborne Grove Nursing Home. This will be through the day-to-day service provision, the Reference Group and in the plans for tasks to be undertaken on the future provision on the site.

7. Authorisation	
EqIA approved by: Charlotte Pomery, Assistant Director Commissioning.....	Date 17/06/2019 .....

8. Publication *Please ensure the completed EqIA is published in accordance with the Council's policy.*

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

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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	Removal of NHS Health Checks and smoking cessation services delivered in GP surgeries and smoking cessation services in local pharmacies
Service area	Public Health
Officer completing assessment	Sarah Hart
Equalities/ HR Advisor	Hugh Smith
Cabinet meeting date (if applicable)	
Director/Assistant Director	Will Maimaris

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*

- NHS Health Checks and smoking cessation services are currently delivered in a variety of venues across the borough. The proposal reduces the options for residents to receive an NHS Heath Check or smoking cessation service to the Integrated Lifestyles community service. There will be no services delivered via GP surgeries (NHS Health Checks and smoking cessation) or pharmacies (smoking cessation). The Integrated Lifestyles service is delivered flexibly within a variety of community settings with high footfall or to targeted settings accessing specific groups i.e. homeless people, those living in areas of deprivation, black and ethnic minority groups.
- Key stakeholders affected includes the residents who access NHS Health Checks and smoking cession services via their GP surgeries or a local pharmacy, the Clinical Commissioning Group (CCG) whose strategy to reduce ill-health these services deliver into, the Local Pharmacy Committee (LPC) (the professional body which coordinates pharmacy activity). Public Health England (PHE) would also have to be informed of the decision in respect of the NHS Health Checks as this is a mandated public health service.
- This is part of the MTFS which will be presented to Cabinet.

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	PHE Fingertips, local Haringey service data and the recent STARS review of NHS Health checks	NA
Gender Reassignment	No data source available	NA
Age	PHE Fingertips, local Haringey service data	NA
Disability	Improving Health and Lives – Learning disabilities observatory -	NA

	Health Inequalities & People with Learning Disabilities in the UK: 2010	
Race & Ethnicity	PHE Fingertips, Haringey JSNA, Haringey population data (ONS),	NA
Sexual Orientation	ASH data on smoking in the LGBT community Integrated Household Survey	NA
Religion or Belief (or No Belief)	Census 2011	NA
Pregnancy & Maternity	PHE Fingertips, local service performance data, ASH data from the smoking in pregnancy challenge group	NA
Marriage and Civil Partnership	Census 2011	NA

Smoking cessation service - Nationally smoking rates in the UK are at their lowest ever with 14.9% of the population smoking, yet Public Health England (PHE) figures indicate that within Haringey the rate is 16%, however GP patient registration data shows a prevalence of 21%

NHS Health Checks – This is a universal service for all residents between the ages of 40 and 74 years with no pre-existing conditions. A letter is automatically generated and send to all of those fitting the criteria.

Given these profiles, and our intention to continue with the Integrated Lifestyles community delivery of NHS Health Checks, we consequently, do not envisage that any protected characteristic group will be disproportionately affected by the proposal.

Sex
Smoking – Nationally more males (20.0%) than females (19.0%) smoke. The prevalence of smoking is 4% higher for men than women in Haringey, with more women accessing stop smoking services than men. Males and females have similar success rates at stopping smoking, although fewer male smokers than expected may access the service.

Female and male smokers aged 45-49 and female smokers aged 60+ are over-represented in Stop Smoking service.

Health Checks
Slightly more females (54%) than males (46%) have an NHS Health check in the community. According to the 2011 census, 49.5% of the Haringey population is male and 50.5% is female.

Gender Reassignment

We do not hold data on the number of people who are seeking, receiving or have received gender reassignment surgery, and there is not national data collected for this characteristic. The Equality and Human Rights Commission estimate that there are between 300,000-500,000 transgender people in the UK. We will need to consider the inequalities and discrimination experienced for this protected group. For the purposes of this EqIA, we will use the inclusive term Trans* in order to represent the spectrum of transgender and gender variance.

We do not hold ward or borough level data on gender reassignment, it is likely that the population is reflected in those invited to use the service by GPs.

Age

Smoking - The highest prevalence of smoking in adults is in the 25-34 year age group (20%) and the lowest in those over 65 years. Young people are more likely to smoke regularly if they live with other people who smoke and this increases the greater the number of smokers in the household. Smoking before the age of 18 is a key risk factor. The lowest rates of smoking were seen in those over 65 years of age. Uptake of Stop Smoking Service by 16-34 year olds is significantly lower than the proportion of GP registered smokers from the same age group in Haringey.

Health Checks – Health checks are a universal service for those 40 and 74 years with no pre-existing conditions. The 2011 ONS Interim Sub National Population Projections predict that the 18-64 population in 2021 will account for 69.5% of the Haringey population, and that the 65+ population in 2021 will account for 9.4% of the Haringey population

The 51-55 and 56-60 age groups are over-represented, in contrast to the older end of the spectrum (61-70 and 71-74) which are under-represented. This discrepancy could be due to wider issues around mobility, transport and confidence. Also, patients in older age groups more likely to be ineligible due to having a long-term condition

Disability

Smoking – there is insufficient data available in regard to uptake and delivery of service among cohort of patients with disability. Smoking is also more than twice, and up to three times as prevalent among people with mental disorders than in the general population, and this has changed little over the past 20 years. Fewer adults with learning disabilities who use learning disability services smoke tobacco or drink alcohol compared to the general population, but rates of smoking among adolescents with mild learning disability are higher than among their peers. Around 14,000 smokers live with a long term condition, in particular Chronic Obstructive Pulmonary Disorder (COPD), Serious Mental Illness, and Chronic Liver Disease.

Health Checks – Coronary heart disease is a leading cause of death amongst people with learning disabilities (14%-20%) and the prevalence of dementia is higher amongst older adults with learning disabilities compared to the general population (22% vs 6% aged 65+).

Race and Ethnicity

Smoking – The prevalence of smoking is highest amongst white, and mixed ethnic groups. In Haringey, smokers from White and Asian ethnicities are most likely to access the service; smokers from Mixed, Black, or Chinese ethnicities are significantly less likely to use services

In Haringey as of December 2018, among the male GP registered population aged 16+, smoking prevalence is highest among patients from the following ethnic groups:
- Traveller (41%)
- Turkish (39%)
- White – Other (38%)
- Kurdish (37%)

Among the female GP registered population aged 16+, smoking prevalence is highest among patients from the following ethnic
- Traveller (31%)
- Eastern European (28%)
- White - Other (28%)

NICE guidance recommends targeting of NHS Stop Smoking Services toward minority ethnic and socioeconomically disadvantaged communities in the local population.

Health Checks Health checks are a universal service for those 40 and 74 years with no pre-existing conditions. GP Data shows most ethnicities are accurately represented. This pattern is reflected in the Integrated Lifestyles service, community NHS Health Checks service, where in-fact a higher percentage of the checked population came from the Black African communities.

Sexual Orientation

Smoking – Data from the Integrated Household Survey shows that lesbian and gay people are much more likely to smoke than the general population and are more likely to experience health inequalities. Young lesbian, gay and bisexual (LGB) people are more likely to smoke, start at a younger age and smoke more heavily

Health Checks - N/A

We do not hold ward or borough level data on sexual orientation, and it is not collected nationally through the Census. However, the ONS estimates that 3.7% of Haringey's population are lesbian, gay or bisexual (LGB), which is the 15th largest LGB community in the country. It is likely that the population is reflected in those invited to use the service by GPs.

Religion or Belief

Haringey is one of the most religiously diverse places in the UK. In the 2011 census 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%).

Smoking and health checks

We do not hold ward or borough level data on religion or belief it is likely that the population is reflected in those invited to use the service by GPs.

Pregnancy/Maternity

Smoking – Smoking remains one of the few modifiable risk factors in pregnancy. It can cause a range of serious health problems, including lower birth weight, preterm birth, placental complications and perinatal mortality. In 2017/18, 6% of pregnant women in Haringey were smokers at time of delivery which is significantly higher than the London average (5%) but significantly lower than the England average (11%).

• **Health Checks** – N/A

Marriage/Civil Partnership

	Married (heterosexual couples)	Civil Partnership
Haringey	32.2%	0.6%
London	40%	0.4%
England and Wales	47%	0.2%

The number of married people (only available to heterosexual couples at the time of the 2011

Census) is significantly lower than in London and England. However, the proportion of people in civil partnerships is higher in the area compared to the London and England and Wales average. Decisions will need to ensure all couples in a civil partnership are treated exactly the same as couples in a marriage.

We do not hold ward or borough level data on marriage and civil partnership it is likely that the population is reflected in those invited to use the service by GPs.

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

As this is a direct access service, we would not be able to identify groups to target for consultation. GPs will be in a position to keep us informed if they become aware that this is adversely impacting any group with a protective characteristic. We will also make Healthwatch aware of these changes

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?

We have not undertaken consultation/engagement activities.

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**

The Integrated Lifestyles service community team will continue to offer smoking cessation and NHS Heath Checks. Whilst there are more male than female smokers the community team can address this by accessing males through targeted local campaigns.

NHS Health Checks data shows that men participate at a lower rate in GP settings, however they are already well represented in the Integrated Lifestyles service NHS Health Checks delivered by Tottenham Hotspurs Foundation.

We therefore anticipate a neutral impact of removing the GP and pharmacy delivery.

Positive		Negative		Neutral impact	X	Unknown Impact	

2. Gender reassignment

No discriminating factors are anticipated based on gender reassignment in terms of service access for either service. Once again having a flexible community service allows us to provide tailored services/events for this community.

Positive		Negative		Neutral impact	X	Unknown Impact	

3. Age

Most smoking cessation clinics are currently offered through the community-based service which is accessible to all ages above 12 years – consequently we do not expect the withdrawal of GP or pharmacy appointments to have any impact on our service delivery.

Nationally NHS Health Checks are only available to adults between the ages of 40 and 74 years with no pre-existing conditions. However, as the service will continue to be offered via community outreach settings there is the potential to increase access for older people who are underrepresented in GP health checks.

Positive		Negative		Neutral impact	X	Unknown Impact	

4. Disability

Patients with disabilities already have personal care plans in place and receive regular reviews from their GP's who will continue to conduct a form of health check, therefore these individuals will not be affected.

Those with mobility issues may be impacted by accessibility issues and therefore we will ensure that community delivery of stop smoking services are available in accessible venues.

Those with mental health issues will continue to be offered smoking cessation through the local NHS mental health trust and the community service.

Positive		Negative		Neutral impact	X	Unknown Impact	

5. Race and ethnicity

GP smoking cessation services are not targeted. The Integrated Lifestyles service is able to target BME communities via both the localities where the service is offered and directed campaigns. The service has materials in multiple languages and has a workforce reflective of the borough.

NHS Health Checks will continue to be offered to adults based on PHE guidelines which do not exclude any individual based on protected characteristic. As the community delivery has traditionally focussed in the east of the borough where a significant number of ethnic minority groups are represented, we do not therefore anticipate any adverse impact on these groups.

Positive		Negative		Neutral impact	X	Unknown Impact	

6. Sexual orientation

We do not currently hold data on the sexual orientation of participants accessing either NHS health checks or the smoking cessation services. However, the community schemes which will continue are accessible to all residents irrespective of them identifying with this protective characteristic.

Positive		Negative		Neutral impact	X	Unknown Impact	

7. Religion or belief (or no belief)

We do not currently hold data on the religious beliefs of participants accessing either NHS health checks or the smoking cessation services delivered via GP's. However, the Integrated Lifestyles service will continue to be accessible to all residents irrespective of them identifying with this protective characteristic. The Integrated lifestyles provider and the public health team regularly work with faith leaders to arrange special health events.

Positive		Negative		Neutral impact	X	Unknown Impact	

8. Pregnancy and maternity

NHS Health Checks to this group is not applicable

Smoking is a serious issue and there is the potential for the removal of the GP delivered service to impact negatively on some pregnant women. However, this is more than mitigated by the retention of the community smoking cessation offer and a new service commissioned across North Central London (NCL) offering all pregnant women services via their midwife.

Positive		Negative		Neutral impact	X	Unknown Impact	

9. Marriage and Civil Partnership

No discriminating factors are anticipated based on a person's marital or civil partnership status.

Positive		Negative		Neutral impact	X	Unknown Impact	

10. Groups that cross two or more equality strands e.g. young black women

Pregnant women
Smoking within this group is a serious issue which could impact the health of the unborn child. Whilst there is the potential for the removal of the GP delivered service to impact negatively on some pregnant women, this is more than mitigated by the retention of the community smoking cessation offer and in particular the NCL wide roll out of BabyClear within every Acute Trust maternity department.

Outline the overall impact of the policy for the Public Sector Equality Duty:

- **Could the proposal result in any direct/indirect discrimination for any group that shares the relevant protected characteristics?**
- **Will the proposal help to advance equality of opportunity between groups who share a relevant protected characteristic and those who do not?**
  This includes:
  a) **Remove or minimise disadvantage suffered by persons protected under the Equality Act**
  b) **Take steps to meet the needs of persons protected under the Equality Act that are different from the needs of other groups**
  c) **Encourage persons protected under the Equality Act to participate in public life or in any other activity in which participation by such persons is disproportionately low**
- **Will the proposal help to foster good relations between groups who share a relevant protected characteristic and those who do not?**

- The proposal does not result in any direct/indirect discrimination because the flexible delivery model of the remaining services allows adaptation to ensure that those with protective characteristics have equality of access.
- The disadvantage which pregnant women could experience by the removal of GP/Pharmacy smoking cessation services is mitigated by the NCL wide roll out of BabyClear services within each Acute Trust's maternity department. The midwives will discuss the impact of smoking on their clients and their unborn child's health and arrange a referral to the local Haringey smoking cessation service.
- The proposal will not help to advance equality of opportunity. However, alternatives will continue to be available to ensure that the needs of individuals and groups with the protected characteristics with regard to smoking cessation services can be met.

The proposal will have no impact on relations between groups

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. 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.	Y
Adjust the proposal: the EqIA identifies potential problems or missed opportunities. Adjust the proposal to remove barriers or better promote equality. Clearly set out below 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	No
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.	No

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**
All protected characteristic groups	As far as data collection allows, we will continue to ensure that those representing different protected characteristic groups are well represented within the lifestyle services.	Sarah Hart	Ongoing throughout life of contract

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 continue to monitor the demographic breakdown of all service users accessing the Integrated Lifestyle Service. Data is provided and reviewed at the monthly monitoring meetings.

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

8. Publication *Please ensure the completed EqIA is published in accordance with the Council's policy.*

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

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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	Commissioning a 0-19 year old Integrated Service
Service area	Public Health
Officer completing assessment	Linda Edward, Senior Commissioner for Children and Young People
Equalities/ HR Advisor	Hugh Smith
Cabinet meeting date (if applicable)	February 2020
Director/Assistant Director	Susan Otiti

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*

Public Health will combine the functions of the council's commissioned health visiting and school nursing services, with the implementation of a single 0-19 year old integrated service specification.

This is the 3rd phase of a transformation programme that started when the council received from the NHS commissioning responsibility for these two services in 2013 and 2015. The Public Health team has worked with the NHS provider on all aspects of the transformation programme.
Phase 1 the health visiting service – Changing the service from a targeted to a universal service and to lead implementation of the 0-5 year old Healthy Child Programme[1] – completed in 2017.
Phase 2 the school nursing service – Change the school nursing service to a proactive public health nursing service supporting the needs of schools, parents and school aged children and young people and leading the implementation of the 5-19 year old Healthy Child Programme. This was completed spring 2019. NHS England decommissioned the NHS School health service provider of its function to deliver the school-based immunisation programme. NHS England is the commissioner of school based immunisation programme and the service is provided by Vaccination UK.
Phase 3, service integration - This phase is focused on integration and the introduction of a vulnerable parent pathway to support vulnerable families. Completion due December 2020.
'Integrated care' is a term used to improve patient experience and achieve greater efficiency and value from health delivery systems. The aim is to address fragmentation in services, and enable better coordinated and more continuous care, shared decision making, alignment of clinical, managerial and users' interest. (NHS England, March 2015). The overall aim is to maximise the impact of service delivery. This transformation programme links and interfaces with screening programmes e.g., vision, and hearing and other public health programmes including immunisation, emotional health and wellbeing, sexual health, smoking, substance misuse and oral health promotion.

As well as seeking innovation, it is anticipated the 0-19 year old integrated service model will also lead to the realisation of financial savings for the Council. We will decommission the FNP programme and introduce an evidence based vulnerable parent pathway to be aligned within the 0-19 year old integrated service model. The new vulnerable parent pathway will; cover a wider reach of vulnerable families including the current cohort of families that meet the FNP programme eligibility criteria, provide value for money and achieve the financial savings for the Council.

[1] The evidenced based national Healthy Child Programme provides a framework for prevention and early intervention of public health priorities, and supports collaborative working and integration of service delivery for children and young people across the system.

The decision to commission a 0-19 year old Integrated Service to include a new vulnerable parent pathway is based on:
1.The known benefits of service integration and utilisation of the national 0-19 year old service specification developed by Public Health England.
2.The introduction of the vulnerable parent pathway (the MESCH programme) will provide a consistent offer of support to a larger number of families identified in need of additional support.
3.The FNP programme has been delivered in Haringey since October 2010, for the past few years due to the decline in Haringey's teenage pregnancy rate the programme has not been operating at full commissioned capacity despite locally extending the eligibility criteria.

In addition, The Building Blocks Trail, Evaluating the Family Nurse Partnership Programme in England *(September 2014 Cardiff University)* compared the FNP programmes across England with routine health visiting services, the research found no difference between two in the four primary outcomes. This included the proportion of mothers who smoked at late pregnancy, the proportion of women with a second pregnancy within 24 months of their first child's birth, differences in mean birth weight, and differences in rate of A&E attendances or hospital admissions for the child. Except for a systematic review, a randomised controlled trial is the strongest form of research evidence. The authors of the research concluded that *"programme continuation is not justified based on available evidence".*

The commissioned provider has been fully informed of our commissioning intentions and the Public Health team is working with the provider to change the current service provision into one single 0-19 year old integrated service model incorporating a new vulnerable parent pathway which is the Maternal Early Childhood Sustained Home visiting (MESCH).

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	2011 census JSNA Haringey Child Health Profile 2019	N/A
Gender	ONS	

Reassignment	Equality and Human Rights Commission	N/A
Age	2011 census JSNA Haringey Child Health Profile March 2017	N/A
Disability	2011 census JSNA ONS Haringey Public Health Intelligence 2018	N/A
Race & Ethnicity	2011 census JSNA ONS Haringey Child Health Profile 2017	N/A
Sexual Orientation	ONS 2017	N/A
Religion or Belief (or No Belief)	ONS IMD	N/A
Pregnancy & Maternity	ONS September 2018 Haringey Child Health Profile 2017	N/A
Marriage and Civil Partnership	ONS IMD 2018	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.

Age

The FNP programme eligibility criteria stipulate that young first time parents who access the programme must be under 19 years old. The age range was increased locally to 24 years of age to meet the needs of children in care and care leavers. The introduction of the Maternal Early Childhood Sustained Home visiting programme as part of a vulnerable parent pathway will expand the reach and provide an offer to a broader range of families with no age limit criteria.

The total children and young people 0-19 years population is 66,500 and is projected to increase in 2017 by 23.1%- 68,600. Child Health Profile 2017 published by PH England 2019.

Sex, (Girls and Young Women)
49% of the 8-19 year old population of Haringey are female; 50.5% of Haringey residents are female.

In Haringey, the estimated 15-17 year old female population is projected to increase by 0.8% from 2017 to 2022, less than the 12.1% increase predicted for London overall. All pregnant women will benefit from the integrated service and the introduction of the vulnerable parent pathway.

Race and Ethnicity

According to the Census 2011, 65% of the Haringey population are not White British. This is higher than the London figure of 55%. It was estimated that the largest ethnic groups in Haringey are White British (34.7%), White Other (23.0%), Black Caribbean (7.1%) and Black African (9.0%).

Using information from the School Census is another way of measuring ethnic diversity of an area. According to data extracted in January 2013 from our local School Census, the most common ethnic origin of school pupils in Haringey is White Other (29.2%) followed by White British (18.7%), Black African (16.6%) and Black Caribbean (9.2%)
It is acknowledged that black and minority ethnic (BAME) populations have until now experienced poorer health and barriers to accessing certain services.

Public Health England data source 2017 showed that school children from ethnic minority groups make up 29,391 (79.8%) of Haringey school population. *PHE Child Health Profile 2019.*

The west of the borough has the highest concentration of White British 0-5year olds with Alexandra, Crouch End and Fortis Green wards being particularly high. The east of the borough has a high concentration of BME 0-5 year olds with Northumberland Park, Tottenham Green and Tottenham Hale wards having the highest. Muswell Hill ward had a particularly low proportion of BME children, significantly less than other wards in the west. Seven Sisters had a significantly less BME population than the others wards in the east. This transformation programme does not affect this protected characteristic.

Pregnancy and Maternity
Total births in Haringey have been steadily increasing since 2002 but have now taken a dip since 2008. The birth rate (births per 1000 of the population) in Haringey has been consistently higher than London in this period until 2008 and is now level with London. The number of children born to Haringey residents has been increasing year on year since 2002 in line with the London and England trend.

Total number of live births in Haringey in 2017 was 3,881 (PHE Child health profile 2019)
Teenage pregnancy has reduced significantly in Haringey the same as across England. The under 18s conception rate in Haringey was 20 per 1,000 population in 2017, which is not significantly different to the 2016 rate. This rate is also similar to the average rates for London (16 per 1,000) and England (18 per 1,000) in 2017.
Applying the population growth to the actual rate for conception in under 18s, this would estimate a 1.1% increase in the number of pregnancies occurring in women aged 15-17 in 2022, based on the 2017 figure and assuming no changes in the rate over time. This is

lower than the estimated 12.2% increase expected in London.

- In 2016, the under 18s conception rate in Haringey was 19 per 1,000 population. This is similar to the average rate for London (17 per 1,000) and England (19 per 1,000).
- The under 18s conception rate in Haringey was 20 per 1,000 population in 2017, which is not significantly different to the 2016 rate. This rate is also similar to the average rates for London (16 per 1,000) and England (18 per 1,000) in 2017.

Disability

- In 2018, there were 6,396 pupils with special educational needs and disabilities (SEND) in Haringey schools, 15% of Haringey pupils. Of these pupils, 8% were in special schools. The proportion of Haringey pupils with SEND in special schools is in line with the London average and lower than the national average.

Although SEND is often thought of in the context of schools, the primary types of needs impacting SEND can be present throughout the life course:

- In Haringey, 510 children under 5 with SEND are benefiting from funded early education in 2018.
- 1,130 individuals aged 18+ are diagnosed with a learning disability in Haringey as of 2017/18.

Religion or belief

The Census 2011 show 45% of Haringey residents were Christian, slightly less than 48.4% in London overall. Second most common religion stated was Muslim (14.2%) followed by Jewish (3%) and Hindu (1.8%).

Gender Reassignment

We do not hold data on the number of people who are seeking, receiving or have received gender reassignment surgery, and there is not national data collected for this characteristic. The Equality and Human Rights Commission estimate that there are between 300,000-500,000 transgender people in the UK. We will need to consider the inequalities and discrimination experienced for this protected group. For the purposes of this EqIA, we will use the inclusive term Trans* in order to represent the spectrum of transgender and gender variance.

Sexual Orientation

We do not hold ward or borough level data on sexual orientation, and it is not collected nationally through the Census. However, the ONS estimates that 3.7% of Haringey's population are lesbian, gay or bisexual (LGB), which is the 15th largest LGB community in the country, and is likely to be reflected in both the pupil and parent populations. However, ONS data shows that 0.5% families are same sex cohabitating couples , which suggests that LGB people are less likely to be parents, compared with the wider population.

Marriage/Civil Partnership

	Married (heterosexual couples)	Civil Partnership
Haringey	32.2%	0.6%

London	40%	0.4%
England and Wales	47%	0.2%

The number of married people (only available to heterosexual couples at the time of the 2011 Census) is significantly lower than in London and England. However, the proportion of people in civil partnerships is higher in the area compared to the London and England and Wales average. Decisions will need to ensure all couples in a civil partnership are treated exactly the same as couples in a marriage.

4. a) How will consultation and/or engagement inform your assessment of the impact of the proposal on protected groups of residents, service users and/or staff?

Please outline which groups you may target and how you will have targeted them

Further information on consultation is contained within accompanying EqIA guidance

Engagement with our commissioned provider on the transformation programme commenced in January 2019. This included a time tabled period to enable our commissioned provider to comment on the 0-19 year old integrated service model and service specification which incorporates the MESCH. Their feedback and comments regarding our proposal were received and this was used to agree a clear strategic partnership approach in going forward.

Regular scheduled meetings take place with our commissioned provider to ensure on-going discussion is maintained on their preparation for implementation, including a clear timeline to inform staff within the commissioned services and other commissioned and non-commissioned stakeholders.

We have not consulted with residents on the transformation programme as; the existing clients who are currently participating in the FNP programme will be transitioned into the new vulnerable parent pathway and we do not envisage any adverse impact to these clients. All new clients who would have met the criteria for the FNP programme and been referred will be offered the MESCH programme.

The generic health visiting service routinely provides support to families who have additional needs, these families are managed within the targeted element of the health visitor's caseload, therefore this will mitigate any potential risk to families during the transition period. These families will be offered the MESCH programme.

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?

Evidence taken from surveys and user engagement during implementation of the national Healthy Child Programme;

- Focused groups with parents to co-produce publicity and information supporting the 0-5 year old Healthy Child Programme delivered by health visitors, reflected the need to improve access to 0-5 year old services and ensure that families have good quality advice and information to promote good parenting and healthy lifestyle.

- The bi-annual Haringey children and young people health related behaviour questionnaire; identified the need to continue focusing on; emotional wellbeing, obesity, drugs and alcohol, sexual health and oral health – a wide range of health issues which impact on children, young people and their families.

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

- **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)*.

The 0-19 year old integrated service model will have a positive impact on women as the service aims to ensure that all women's needs are met from pregnancy up to when the child reaches early adulthood. The service forms an integral part of Public Health England's priority to support healthy pregnancy, ensure children's early development and readiness for school, and reduce health inequalities in young children irrespective of sex.

Positive	X	Negative		Neutral impact		Unknown Impact	

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)*

We do not have local data. We do not think there will be specific impacts for this protected group. Monitoring arrangements will be established so that any inequalities can be addressed if they are identified.

Positive		Negative		Neutral impact		Unknown Impact	X

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*
The 0-19 year old integrated service model is inclusive of children aged 0-19 years. The introduction of the Maternal Early Sustained Childhood Home visiting programme will have a positive impact on this characteristic as there is no age limit for women/parent /carer regarding access to the service.

Positive	X	Negative		Neutral impact		Unknown Impact	

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 0-19 integrated service model is under pinned by the evidence based Healthy Child Programme and aims to prevent problems in child health and development and contribute to a reduction in health inequalities.

Our service specification stipulates, and performance monitoring demonstrate that the commissioned services comply with the Equality Act 2010, which sets out the duty of public authorities to make reasonable adjustments to ensure that service users are not disadvantaged due to their disability. For example, installing a ramp or lift, widening doorways or installing disabled toilets.

Commissioning clinical support for children with additional health needs or long-term conditions and disabilities, including clinical support for enuresis or diabetes, special schools lies with NHS England and clinical commissioning groups, to ensure co-ordinated support across the life course. Meeting the health needs of children and young people with disabilities is an integral part of the health visiting service and the introduction of the MESCH programme will further strengthen health visiting practice for supporting families who have additional needs and therefore have a positive impact.

Positive	X	Negative		Neutral impact		Unknown Impact	

- **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)*

The proposal with have a positive impact on this characteristic, as the majority of affected families are likely to be from BAME communities and the vulnerable parent pathway (MESCH) will further strengthen the existing health visiting service.

Positive	X	Negative		Neutral impact		Unknown Impact	

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)*
We do not have local data regarding this protected characteristic. However, integral to the service is that it is inclusive and provides a service to all groups irrespective of sexual orientation.

Positive		Negative		Neutral impact	X	Unknown Impact	

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)*

Integral to the service is that it is inclusive and provides a service to all groups irrespective of religion or belief (or no belief).

Positive		Negative		Neutral impact	X	Unknown Impact	

8. Pregnancy and maternity (*Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

The 0-19 integrated service begins in early pregnancy and ends in early adulthood. The health visiting and school health services deliver the Healthy Child Programme, its universal reach provides an invaluable opportunity in particular to identify teenage parents that need additional support and children who are at risk of poor outcomes.
The proposal will have a neutral impact as all pregnant women currently access the existing health visiting service and will continue to be offered a service. The 0-19 year integrated public health services work together and continue to improve collaboration

within the wider partnership with other services such as maternity services, including supporting early years, early help and social care to ensure that there is a multi-disciplinary approach that focuses on prevention, early assessment and intervention to 'get it right first time' and achieve key outcomes for children, young people and their families.

Positive		Negative		Neutral impact	X	Unknown Impact	

9. Marriage and Civil Partnership *(Consideration is only needed to ensure there is no discrimination between people in a marriage and people in a civil partnership)*

Parents who are in a civil partnership will be treated the same as parents who are married. The service makes no distinction regarding marital or non-marital status of parents/carers.

Positive		Negative		Neutral impact	X	Unknown Impact	

10. Groups that cross two or more equality strands e.g. young black women

The Healthy Child Programme is a progressive universal service, i.e. it includes a universal service that is offered to all families, with additional services for those with specific needs and risks. The Healthy Child Programme schedule includes both the universal service to be offered to every family and the progressive services for children and families with additional needs and risks. A progressive universal Healthy Child Programme is one that offers a range of preventive and early intervention services for different levels of risk, need and protective factors.

Women from BAME groups
In a diverse borough such as Haringey, one size does not fit all, understanding different childcare practices, the need for the use of interpreters are examples of key factors which is an integral part of the health visiting and school health service in meeting the needs of a diverse community.

Children and young people from Minority Religions and Beliefs

Minority religions and beliefs are over-represented among young people in Haringey. The proposal will positively impact on young people, by ensuring our commissioned service demonstrates culturally sensitive provision.

Disabled children

The service has a positive impact on children with special education needs or a disability as it has a pathway within the council's children's services to ensure that the needs of these children are met.

The commissioned 0-19 year old integrated service will play a key role in supporting

children and young people with SEND and in addition, Haringey clinical commissioning groups commissions health provision for special schools.

Outline the overall impact of the policy for the Public Sector Equality Duty:

- **Could the proposal result in any direct/indirect discrimination for any group that shares the relevant protected characteristics?**
- **Will the proposal help to advance equality of opportunity between groups who share a relevant protected characteristic and those who do not?**
  This includes:
  a) **Remove or minimise disadvantage suffered by persons protected under the Equality Act**
  b) **Take steps to meet the needs of persons protected under the Equality Act that are different from the needs of other groups**
  c) **Encourage persons protected under the Equality Act to participate in public life or in any other activity in which participation by such persons is disproportionately low**
- **Will the proposal help to foster good relations between groups who share a relevant protected characteristic and those who do not?**

The 0-19 year old Integrated Service will not result in any direct or indirect discrimination for any group that shares the protected characteristics. In fact, the 0-19 year old Integrated Service will enhance the existing support offered to these protected groups. The 0-19 year old Integrated Service will provide greater flexibility across the commissioned workforce to respond to emerging need and allows for a whole family approach to service delivery. It will provide the following outcomes for all children and their families within the community who have the protected characteristics:

1. Narrowing the gap in outcomes for children and young people through effective practices in the early years. E.g., children are kept physically and emotionally safe.
2. Improved children's educational attainment through a better quality family based support for early years. E.g., children ready to learn at 2 years and ready for school by 5 years.
3. Improved outcomes of children's life course journey through effective practice in integrating both health visiting and school nursing services. E.g. children and young people have healthy lifestyle habits, are emotionally healthy and resilient, and are nurtured within supportive families.
4. Parents/carers are resilient and know how to deal with life's challenges, e.g. residents will know as parents what will help their child's development, are well informed, recognise when they need help and know where to get it.
5. By introducing the vulnerable parent pathway, the service will expand the reach from 100 to 400 potential additional families and provide an offer to a broader range of families exhibiting vulnerabilities.

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 implementation of he 0-19 year old Integrated Service: the EqIA demonstrates the service change is robust and there is no potential for discrimination or adverse impact. All opportunities to promote equality have been taken. 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.	Y
Adjust the service change: the EqIA identifies potential problems or missed opportunities. Adjust the service change to remove barriers or better promote equality. Clearly set out below 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 service change: the service change 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
One aspect of the 0-19 year old Integrated Service is to discontinue with the Family Nurse Partnership programme for first time mothers under the age of 19 who are pregnant there is a risk that young people will not be transitioned into the new vulnerable parent pathway or referred by other services into the new vulnerable pathway. Therefore impacting negatively on these groups in terms of not	1.Regular scheduled meetings have been taking place with the provider to ensure preparation for implementation of the 0-19 year old Integrated Service, including a communication plan. A clear timeline to inform the other commissioned and non-commissioned stakeholders. 2.The commissioned provider has a comprehensive project plan. 3.Information and an update on progress will be provided to all relevant stakeholders both internal and external, particularly frontline	Linda Edward	31st March – December 2020

receiving a service.	practitioners working with children and families via a multi-agency seminar is planned for February 2020.		

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.

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

The preparation, implementation and post implementation phase of the 0-19 year old Integrated Service will be closely monitored through scheduled commissioner and provider meetings.

Strategic oversight will be undertaken by the Assistant Director of Public health.

7. Authorisation

EqIA approved by ..... (Assistant Director/ Director)	.....

8. Publication

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

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

Appendix C **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	Transport Review
Service area	Special Educational Needs and Disabilities
Officer completing assessment	Vikki Monk-Meyer
Equalities/ HR Advisor	Hugh Smith
Cabinet meeting date (if applicable)	8th October 2019
Director/Assistant Director	Eveleen Riordan

2. Summary of the proposal

Please outline in no more than 3 paragraphs

- *The proposal which is being assessed*
- *The key stakeholders who may be affected by the policy or proposal*
- *The decision-making route being taken*

The council wishes to commission an external provider to review all aspects of the travel and transport service provided to children and adults with special educational needs and disabilities. The external review will cover:

- how decisions are made about whether and how to provide transport services to children and adults,
- the application and review process,
- how the routes are planned and delivered for children and adults,
- the staffing requirements of the service and range of commissioned vehicle providers,
- improvement of the services' external communications with schools and families.

The ultimate aim is to ensure the service is as cost effective as possible, whilst also supporting local resident's needs.

The majority of children and adults who use services provided by the travel and transport service are those attending special schools both in and out of the borough, although some adults with complex needs also travel to day centres and respite and also use the services. Key stakeholders are therefore;

- Those who have a special educational need and/or disability (SEND) and require travel assistance to access school or other educational services
- Users of adult social care that require supported transport to access care settings
- Parents of those children and young people with SEND or carers of those eligible for adult social care
- Residential homes/supported living

The service provides supported travel arrangements for over 500 children and young people needing assistance to travel to their educational establishment. The Council also currently provides supported travel to around 150 adults who need assistance in travelling to adult care services.

Supported travel arrangements can include (i) Haringey's in-house transport service, (ii) commissioned transport services from external providers, (iii) provision of an escort, and (iv) support with travel arrangements on public transport. The service's delivery of travel training and buddying will be maximised to promote young people's independence where possible.
The Council has a statutory requirement to have a Sustainable Modes of Travel Strategy and a Transport Policy Statement in place.
Nationally safe and efficient school transport and travel is a primary need for families of children with SEND. Locally we offer transport for children in line with our travel policy which includes the aspirations to promote independence as far as possible, whist ensuring children can attend to school in a timely way. The transport service has worked hard to implement new initiatives to support these aspirations, including travel buddies and independent travel training. As with many boroughs, the transport service is high cost for the number of children being transported. Currently 525 children and young people receive the service. The demand on the service are increasing in line with our new statutory duties to transport young people if they remain in education, which means a new cohort are being transported who are between the ages of 19 and 25 years. The combination of the above has placed additional strain on the current service provision and budget, resulting in both an overspend and also increased parental dissatisfaction.

In order to decide on whether an external provider needs to carry out this review, the service has spoken to local special schools and families about their views of the service and what they would like to see improved. The service has concluded that there is not the local capacity to thoroughly review all the above aspects of the service, and therefore an external provider is needed. There has therefore been a tender process with a range of transport specialists applying for the role of external reviewer. As a result of that tender process Edge has been successful candidate and we wish to award this company the contract.

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	SEND Service Data	
Gender Reassignment	SEND Service Data	
Age	SEND Service Data	
Disability	SEND Service Data	
Race & Ethnicity	SEND Service Data	
Sexual Orientation	ONS	
Religion or Belief (or No Belief)	Census 2011	
Pregnancy & Maternity	ONS	
Marriage and Civil Partnership	Not applicable	

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.

There are only a small number of staff in the transport team, so to analyse their specific characteristic risks them being identified and risks revealing personal information. An EQIA has therefore not been carried out on the staff group. The Council and the appointed contractor will take appropriate measures to ensure that no member of staff experiences discrimination, harassment, or victimisation.

The data used to inform the EQIA is the population of children and young people in Haringey who have an education health and care plan as this is the group of users most likely to use the service and from the joint strategic needs assessment.

<u>Sex</u>

25% of children and young people who have an education health and care plan are female and 75% are male, compared to an approximately even split in the wider

population of children and young people. This indicates that males are overrepresented among those likely to be affected by the proposal

Gender Reassignment

Fewer than five children and young people who have an education health and care plan identify with a gender different to the one with which they were assigned at birth.

Age

Age break down of children and young people accessing supported travel:

- 5- 9-year olds 19%
- 10- 14-year olds 36%
- 15 – 18-year olds 30%
- 19 -25-year olds 15%
-

This indicates that 85% of those likely to be affected by the decision are children and 15% are adults

Disability

All service users have some form of disability. The proportions of those disabilities among those using SEND transport is as follows:

- Learning disabilities /Autistic 31%
- Wheelchair user 13%
- Cerebral palsy 7%
- Down Syndrome 4%
- Blind/visually impaired 4%
- Various other disabilities 41%

Race and Ethnicity

39% service users described themselves as white, 33% are black/black Caribbean and black British 6% Asian and Asian British with the remainder from a range of ethnic groups or mixed background. Compared to all children and young people in Haringey, the service user cohort has a smaller proportion of individuals from BAME communities.

Sexual Orientation

Office for National Statistics data indicates that at a national level young people are more likely to identify as LGB than the population as a whole. Within the 16 to 24-year-old category 3.3% identify as LGB, compared to 1.7% of the general population. The data also indicates that London has a higher proportion of residents identifying as LGB than the national population.

Religion or Belief

Census 2011 data indicates that 42% of 8-19-year-olds in Haringey are Christian, 23% are Muslim, 4% are Jewish, 1% are Buddhist, 1% are Hindu, fewer than 1% are Sikh, and 19% have no religion.

Pregnancy and Maternity

The conception rate among SEND transport service users is not recorded. ONS data on under 18 conception rates in the year to September show an under-18 conception rate in Haringey 2016 of 20.3 per 1000 compared to the rate for London (17.9 per 1000) and for England and Wales (19.3 per 1000).

Marriage and Civil Partnership

The marital status of service users is not recorded. The proposal will not result in any differential impact on those in marriages as opposed to those in civil partnerships.

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

Parents of children with disabilities have fed back current concerns about the transport service in terms of planning of routes, types of transport provided and communications from the service. This has come from feedback from events such as the Fairness Commission and also the SEND services public events such as the 'Local Offer' events. Feedback from the Local Offer event is published on the local offer website on: https://www.haringey.gov.uk/children-and-families/local-offer/about-local-offer/send-local-offer-review-and-action-plan

This outlines areas that parents and families would like to see change.

The external provider has assured the council in the application and through communication with schools that they will work with local parent groups, SEND service, individuals and settings such as schools to co-produce proposed changes. |The provider has a track record of engagement with settings and family groups and would be able to use the SEND service's current established communications as well as proposing a specific working party around progression of the transport changes.

The findings from the transport scoping indicated that key areas to address would be:

- Communication and engagement
- Application of policy
- Expansion of range of transport providers
- Cost comparison of costs per mile and deployment of resources such as escorts
- Planning of routes and size of vehicle
- Maximisation of the independent travel training and buddying schemes

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?

We know that the families want the transport application process to be easier and want the online application changed, they want better understanding of the way that transport routes are planned and have nearer pick up points and smaller vehicles if possible. Parents want to be assured that the staff are well trained and that the vehicles and drivers are of good quality. Parents and families are positive about the independent travel training and transport buddy approaches and want this preserved. The provider has experience in all these areas and has a proven track record in developing services in a way that meets both the children and families' needs and stays within budget.

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	

Services are not planned based on an individual's sex. The Transport Service Review is deemed to have no impact on residents of different sexes as the policy is based on needs and applies equally irrespective of sex. There is no indication that residents of different sexes are treated differently under the terms of this policy or are disadvantaged compared to other groups by this policy, although we will continue to keep this under review. While it is notable that the majority of those likely to be affected by any service changes are males, and males therefore constitute the majority of those benefiting from improvements, females will not be disadvantaged in any way.

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)*

We do not think there will be specific impacts for this protected group, but we will ensure that this group are not be subjected to discrimination, harassment and victimisation due to their protected characteristic. Services are not delivered differently according to a person's identified gender

Positive		Negative		Neutral impact	x	Unknown Impact	

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	

The Travel Policy and Transport Service applies differently to children and young people who are in education from adults aged 18 or above eligible for Adult Social Care. This is because of the statutory duty on the Council to ensure that all children and young people can access education locally, and to ensure that complex disabilities or other factors do not present a barrier to this. For adults, the Council's Travel Policy is there to assist those adults who cannot independently travel to adult care services.

The majority of people affected will be children and young people where we anticipate that the impact will be a positive one in terms of journey times and ease of access to transport. If possible, young people who are over the age of 11 years will be offered the opportunity for independent travel training or travel buddying, thus increasing their ability to access leisure and hobbies and work opportunities independently in later life. This will be assessed and planned based on an individual's ability, routes to school and preferences.

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	

The proposal will ensure that children with SEND who use the transport service are able to have a positive experience to get to school and are able to have their skills developed to maximise their independent travel training abilities. The Transport Service Review is deemed to have a positive impact upon residents with disabilities as it ensures that they will be able to access schools/services which meet their needs and are not discriminated against by being unable to access them due to not being able to get there.

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	

Services are not planned based on a child's race or ethnicity. The Transport Service Review is deemed to have no impact on residents of different races and ethnicity as the policy is based on needs and applies equally irrespective of ethnicity. There is no indication that residents of different races and ethnicity are treated differently under the terms of this policy or are disadvantaged compared to other groups by this policy, although we will continue to keep this under review and address any inequalities in a timely and proportionate way.

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)

Services are not planned based on a person's sexual orientation. The Transport Service Review is deemed to have no impact on residents of different sexual orientations as the policy is based on needs and applies equally irrespective of sexual orientation. There is no indication that residents of different sexual orientation are treated differently under the terms of this policy or are disadvantaged compared to other groups by this policy, although we will continue to keep this under review.

Positive		Negative		Neutral impact	x	Unknown Impact	

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)*

Services are not planned based on a person's religion or belief. The Transport Service Review takes into consideration children, young people and parent's choice to apply for admission to a particular faith school, even if this is not the closest school to them by travel distance. This will ensure that those children and young people who want to attend a faith school because of their religion/beliefs are not indirectly prevented from doing so because of proximity restrictions on travel support and therefore this is a positive impact of the transport offer.

Positive		Negative		Neutral impact	x	Unknown Impact	

8. Pregnancy and maternity (*Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

The Transport Service Review is deemed to have no impact on residents who are pregnant or who have children under the age of one, as the policy is based on needs and applies equally irrespective of pregnancy/maternity. There is no indication that residents who are pregnant are treated differently under the terms of this policy or are disadvantaged compared to other groups by this policy, although we will continue to keep this under review.

Positive		Negative		Neutral impact	x	Unknown Impact	

9. Marriage and Civil Partnership (*Consideration is only needed to ensure there is no discrimination between people in a marriage and people in a civil partnership)*

Positive		Negative		Neutral impact	x	Unknown Impact	

The Transport Service Review is deemed to have no impact on residents who are married or in civil partnerships, as the policy is based on needs and applies equally irrespective of marital status. There is no indication that residents who are married or in civil partnerships are treated differently under the terms of this policy or are

disadvantaged compared to other groups by this policy, although we will continue to keep this under review.

10. Groups that cross two or more equality strands e.g. young black women

To the extent that these groups are represented in the service user cohort, the proposal will have an impact on:

- Children and young people with SEND
- Girls and young women with SEND
- BAME young people with SEND
- LGBT+ young people with SEND
- Children and young people with SEND from minority faith communities

Outline the overall impact of the policy for the Public Sector Equality Duty:

- **Could the proposal result in any direct/indirect discrimination for any group that shares the relevant protected characteristics?**
- **Will the proposal help to advance equality of opportunity between groups who share a relevant protected characteristic and those who do not? This includes:**
  - **a) Remove or minimise disadvantage suffered by persons protected under the Equality Act**
  - **b) Take steps to meet the needs of persons protected under the Equality Act that are different from the needs of other groups**
  - **c) Encourage persons protected under the Equality Act to participate in public life or in any other activity in which participation by such persons is disproportionately low**
- **Will the proposal help to foster good relations between groups who share a relevant protected characteristic and those who do not?**

The service review will not result in any direct or indirect discrimination to any of the protected groups.

In particular, the review will help to advance equality of opportunity between those with disabilities and those without by continuing to ensure that those with disabilities are able to access schools that are not local to them, that they would otherwise be unable to access without travel assistance.

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. 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.	Y
Adjust the proposal: the EqIA identifies potential problems or missed opportunities. Adjust the proposal to remove barriers or better promote equality. Clearly set out below 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.	

6 b) Summarise the specific actions you plan to take to remove or mitigate any actual or potential negative impact and to further the aims of the Equality Duty

Impact and which relevant protected characteristics are impacted?	Action	Lead officer	Timescale
N/A			

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.

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

There will be a steering group chaired by the Assistant Director for Schools and Learning and comprising the councils, parents and partner organisations who will be responsible for monitoring the implementation and outcomes of the review and any subsequent changes to the transport service. Outcomes for protected groups will be monitored within this activity and any identified inequity will be rectified

7. Authorisation

EqIA approved by Eveleen Riordan (Assistant Director/ Director)	Date .....

8. Publication

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

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

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	Positive Families Partnership
Service area	Early Help
Officer completing assessment	Meeta Mahtani
Equalities/ HR Advisor	Hugh Smith
Cabinet meeting date (if applicable)	N/A
Director/Assistant Director	Ann Graham

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*

Summary of the proposal:

The Positive Families Partnership (PFP) consortium is led by the social investor Bridges Fund Management and Social Finance, and deliverers are the charity Family Action, Family Psychology Mutual; and South West London and St George's Mental Health Trust

PfP offers 3-5 month interventions using either Multi-Systemic or Family Functional Therapy interventions with the following target cohort, with an aim to keep children out of care:

○ Aged 11-16 years (10 and 17 years considered by exception)
○ Deemed to be at risk of entry into care.
○ Displaying Challenging, anti-social or offending behaviours, have drug and alcohol or school related problems or are going missing
○ Must live at home or with a main caregiver or be in a short term care placement with a clear reunification plan (3 weeks or less) to return home.
○ Young people at risk of care with primary needs: Family in acute stress; Family dysfunction; or Socially unacceptable behaviour

There is an opportunity for Haringey Council to enter the partnership with the referral period continuing up to the end of 2020 and a further 2-year run-off tracking period.

The programme of support is designed to improve outcomes for children and young people by enabling them to remain at home with their family.

https://www.positivefamiliespartnership.com/

The proposal is funded by a social impact model, where PfP is paid a weekly fee for every week a young person is proven to have been kept out of care.

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	*Source: MOSAIC case record data, used to inform scoping exercise.*	N/A – External referral
Gender Reassignment	*Source: MOSAIC case record data, used to inform scoping exercise for Children, Young People and their parents, where recorded and available.*	N/A – External referral
Age	*Source: MOSAIC case record data on Children, Young People and their parents, used to inform scoping exercise.*	N/A – External referral
Disability	*Source: MOSAIC case record data, used to inform scoping exercise for Children, Young People and their parents.*	N/A – External referral
Race & Ethnicity	*Source: MOSAIC case record data, used to inform scoping exercise for Children, Young People and their parents.*	N/A – External referral
Sexual Orientation	*Source: MOSAIC case record data, used to inform scoping exercise for Children, Young People and their parents, where recorded and available.*	N/A – External referral
Religion or Belief (or No Belief)	*Source: MOSAIC case record data, used to inform scoping exercise for Children, Young People and their parents, where recorded and available.*	N/A – External referral
Pregnancy & Maternity	*No information found.*	N/A – External referral
Marriage and Civil Partnership	*N/A. No information found.*	N/A – External referral

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.

In order to consider the potential client referral cohort, it is useful to consider the protected characteristics of Haringey Looked After Children as this indicates the likely protected characteristics of children who are at risk of going into care, who may be referred to Positive Families Partnership. For completeness, Children with a Protection Plan data is also considered.

In Haringey Looked After Children (LAC) have the following characteristics where data has been identified as of December 2019:

Sex:
Of the 401 Looked After Children in Haringey as of 09/12/2019, 62% were identified as male and 38% female.

Similarly, of 175 Children with a Protection Plan, 56% were identified as male, 42% female and 2% unborn as of 03/12/2019.

Women and girls constitute 50.5% of Haringey's population. Male children are therefore overrepresented among LAC and children with a protection plan relative to the population of the borough as a whole.

Age:
71% of Looked After Children are older children aged 11-18 as of 09/12/19

Looked After Children (09/12/2019)

Age	Number
0-4	60
5-10	58
11-16	206
17-18	77

Similarly, in the case of Children with a Protection Plan (at risk of going into care with a protection plan), the numbers as spread across all age ranges. However, it is also clear that older children are more likely to escalate and become Looked After Children, hence are the key focus for PfP referrals.

Children with a Protection Plan (03/12/2019)

Age	Number
0-4	68
5-10	42
11-16	63
17-18	2

Ethnic Background:
Haringey is a highly diverse borough, within which 186 languages are spoken. People of White and White Other ethnic background are the largest group overall (66.9%), Black (14.4%), Mixed/Other (11.9%) and Asian (6.8%). However, there is significant variation by ward, with the East of the Brough having higher levels of ethnic diversity and in addition material deprivation (Borough Plan EQIA 2019).

The racial profile of Looked After Children is highly diverse, with 73% from a BAME background.

Ethnic Background of Looked After Children (09/12/2019)

Ethnicity	Count
Black / African / Caribbean / Black British	196
White	107
Mixed / multiple	66
Other Ethnic Group	19
Asian / Asian British	13

Grand Total	401

PfP will be working with Children on the Edge of Care, therefore it is useful to examine the ethnic background of the 175 Children with a Protection Plan. Again, a similar proportion (67%) are from a Black or Minority Ethnic Background. This increases to 70% for children aged over 11 (most likely to become Looked After Children).

Ethnic Background	Number
Black / African / Caribbean / Black British	65
White Other	37
Mixed	21
White British	20
Asian / Asian British	18
Other	13
No Data	1

It is therefore apparent that BAME children are overrepresented among LAC and children with a protection plan.

Disability:
8% (32 of 401) Looked After Children had a declared disability. Of Children with a Protection Plan (on the edge of care), 9 of 175 (5%) had a declared disability in November 2019.

Census 2011 data indicates that 4% of the under-24 population in Haringey have their day-to-day activities limited a little or a lot due to a disability or long-term health condition. Children with disabilities are therefore overrepresented among LAC and children with a protection plan.

Gender Reassignment

A surveillance study examining the incidence and clinical presentation of Gender Dysphoria in children and adolescents aged 4 to 15 years suggests an incidence of 1.6 per 100,000 in the UK. A significant limitation of this surveillance study is that it only captured data for those presenting between their 4th and 16th birthdays - meaning that it is not possible to comment on the incidence of gender dysphoria among 16 and 17 year olds, which referral trends to the service suggest have significantly increased the overall incidence rate. This figure only reflects those who presented to NHS paediatric or psychological services and not those who have chosen not to, or who have been unable to access this care. The figure does not reflect the total number who may have accessed their GP regarding their gender dysphoria, or include those who have elected to seek private support.

Religion or Belief
Census 2011 data indicates that 42% of 8-19 year-olds in Haringey are Christian, 23% are Muslim, 4% are Jewish, 1% are Buddhist, 1% are Hindu, fewer than 1% are Sikh, and 19% have no religion. Data is not available for LAC or children with a protection plan but we will ensure that any inequalities and discrimination experienced on the basis of this protected characteristic are considered.

Sexual Orientation
We do not hold ward-level or borough-level data on sexual orientation, and it is not collected

nationally through the census. However, the ONS estimates that 3.7% of Haringey‟s population are lesbian, gay or bisexual (LGB), which is the 15th largest LGB community in the country. We will need to ensure that the inequalities and discrimination experienced by LGB people are considered throughout this EqIA.

Pregnancy and Maternity

ONS data on under 18 conception rates in the year to September show an under-18 conception rate in Haringey 2016 of 20.3 per 1000 compared to the rate for London (17.9 per 1000) and for England and Wales (19.3 per 1000).

Marriage and Civil Partnerships

We do not hold data on this protected group's representation among parents of children at risk. We do not envisage discrimination, harassment or victimisation based upon this protected group.

4. a) How will consultation and/or engagement inform your assessment of the impact of the proposal on protected groups of residents, service users and/or staff?

Please outline which groups you may target and how you will have targeted them

Further information on consultation is contained within accompanying EqIA guidance

No external stakeholder consultation was undertaken before the service was agreed, although positive feedback from other London authorities using PfP was received (e.g. London Borough of Sutton).

Where a referral is proposed consultation with the young person and written consent is of course required. of the young person will be sought for information sharing purposes prior to going to Resources Panel to agree to seek a referral to PfP and to share personal information (as per DPIA). Should PfP then accept the referral a further informed consent form will be signed.

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?

1:2:1 consultation will influence whether or not an individual referral is processed.

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)*

The project will focus on supporting adolescents on the edge of care aged 11-16. This is in line with the Edge of Care cohorts, who are predominately older children.

The proposals are likely to disproportionately include young males age 11-16, as this group are disproportionately more likely on the edge of care and otherwise become Children Looked After.

Positive	X	Negative		Neutral impact		Unknown Impact	

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)*

We do not have local data regarding this children and young people with gender dysphoria. We do not think there will be specific impacts for this protected group. If any inequity is identified, we will take steps to rectify this.

Positive		Negative		Neutral impact		Unknown Impact	X

3. Age *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

The proposals are likely to disproportionately include children aged 11-16, as this group are disproportionately more likely on the edge of care and otherwise become Children Looked After. The proposals can be expected to have a positive impact on this age group by enabling them to remain with their family.

Positive	X	Negative		Neutral impact		Unknown Impact	

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)*

Our data analysis indicates that children with disabilities are more likely than average to be

LAC or have a protection plan. It is therefore reasonable to expect that this group will be disproportionately impacted by the proposal and benefit from being able to remain within family settings.

PfP will accept referrals from children with all kinds of disabilities, except very occasional and unlikely circumstances where the individual has an extreme mental health issue (such a psychosis or suicidal or homicidal behaviours), and/or severe Autism Spectrum Disorder affect social interaction. In such instances, admission will still be considered on a case-by-case basis, alongside other referrals and support to the person.

There is limited evidence available as to whether this would affect referrals to PfP but will be dealt with on a case-by-case basis. It is also important to note PfP is the delivery partner for an existing Pan-London project and that the London Borough of Haringey has recently this partnership which has pre-agreed evidence-based eligibility criteria which cannot be changed for Haringey alone.

Prior to being referred, all cases are screened for suitability through a Clinical Consultation with a trained therapist, following which any suitable referrals must be approved by the Assistant Director for Safeguarding at the Resources Panel. This secondary check ensures a robust review, to ensure that this is the right intervention for the family.

Positive	X	Negative		Neutral impact		Unknown Impact	

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)*

As Children on Edge of Care may come disproportionately from Black and Minority Ethnic Backgrounds, it is likely the referrals may be more likely to come from Black and Minority Ethnic Backgrounds.

However, in practice referrals will be small in number and on a presenting needs basis, Referrals will be made and PfP will work with young people regardless of race or ethnicity. We will ensure that this group will not be subjected to discrimination, harassment and victimisation due to their protected characteristic.

Prior to being referred, all cases are screened for suitability through a Clinical Consultation with a trained therapist, following which any suitable referrals must be approved by the Assistant Director for Safeguarding at the Resources Panel. This secondary check ensures a robust review, to ensure that this is the right intervention for the family.

With regard to Haringey's linguistic diversity, this will be monitored during initial contacts and where need arises interpretation support will be sought.

Positive	X	Negative		Neutral impact		Unknown Impact	

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)

We do not think there will be specific impacts for this group. We will ensure that this group will not be subjected to discrimination, harassment and victimisation due to their protected characteristic as described above.

Positive		Negative		Neutral impact	X	Unknown Impact	

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)*

We do not think there will be specific impacts for this group We will ensure that this group will not be subjected to discrimination, harassment and victimisation due to their protected characteristic as described above.

Positive		Negative		Neutral impact	X	Unknown Impact	

8. Pregnancy and maternity *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

We do not think there will be specific impacts for this group. We will ensure that this group will not be subjected to discrimination, harassment and victimisation due to their protected characteristic.

Positive		Negative		Neutral impact	X	Unknown Impact	

9. Marriage and Civil Partnership *(Consideration is only needed to ensure there is no discrimination between people in a marriage and people in a civil partnership)*

People who are in a civil partnership will be treated the same as people who are married

Positive		Negative		Neutral impact	X	Unknown Impact	

10. Groups that cross two or more equality strands e.g. young black women

The proposals are likely to disproportionately positively affect young males age 11-16 from Black and/or Minority Backgrounds, as they are more likely to become Looked After Children.

Outline the overall impact of the policy for the Public Sector Equality Duty:

- **Could the proposal result in any direct/indirect discrimination for any group**

that shares the relevant protected characteristics?

- **Will the proposal help to advance equality of opportunity between groups who share a relevant protected characteristic and those who do not?**
  This includes:
  a) **Remove or minimise disadvantage suffered by persons protected under the Equality Act**
  b) **Take steps to meet the needs of persons protected under the Equality Act that are different from the needs of other groups**
  c) **Encourage persons protected under the Equality Act to participate in public life or in any other activity in which participation by such persons is disproportionately low**
- **Will the proposal help to foster good relations between groups who share a relevant protected characteristic and those who do not?**

The proposal will not result in any direct/indirect discrimination for any group that shares the relevant protected characteristics.

It will provide positive support to certain groups at higher risk of becoming Looked After Children, aged 11-16 who are more likely (but not exclusively) to be male and from a black or minority ethnic background, and thereby advance equality of opportunity for these groups.

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. 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.	Y
Adjust the proposal: the EqIA identifies potential problems or missed opportunities. Adjust the proposal to remove barriers or better promote equality. Clearly set out below the key adjustments you plan to make to the policy. If there are any adverse impacts you cannot mitigate, please provide a compelling reason below	
Stop and remove the proposal: the proposal shows actual or potential avoidable adverse impacts on different protected characteristics. The decision maker must not make this decision.	

6 b) Summarise the specific actions you plan to take to remove or mitigate any actual or potential negative impact and to further the aims of the Equality Duty

Impact and which relevant protected characteristics are impacted?	Action	Lead officer	Timescale
Should a person with severe mental health of LD not be referred to or accepted by PfP.	Key Social Worker and Resources Panel will consider provision of alternative support services.	Key Social Worker	Immediately after not accepted.

Please outline any areas you have identified where negative impacts will happen as a result of the proposal but it is not possible to mitigate them. Please provide a complete and honest justification on why it is not possible to mitigate them.

As detailed by the methodology and data provided, no negative impact is anticipated. However, it will be monitored to quarterly to continue to analyse the characteristics of both staff and service users.

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

Quarterly performance report will continue to analyse the characteristics of both service users referred and accepted by PfP.

The Early Help service have also developed a tracker to follow which cases are accepted/rejected by PfP. As data arises equalities information will be examined as part of this.

7. Authorisation

EqIA approved by: Bev Hendricks (Assistant Director)	Date: 16/12/2019

8. Publication

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

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

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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	PAUSE PROGRAMME
Service area	Safeguarding
Officer completing assessment	Colette Elliott-Cooper
Equalities/ HR Advisor	Hugh Smith
Cabinet meeting date (if applicable)	N/A
Director/Assistant Director	Ann Graham

2. Summary of the proposal

Please outline in no more than 3 paragraphs

- *The proposal which is being assessed*
- *The key stakeholders who may be affected by the policy or proposal*
- *The decision-making route being taken*

The proposal aims to set up a Pause Practice within Haringey (to be called 'Pause Haringey'). This will involve recruiting a team of five staff to deliver the Pause programme, according to the Pause Framework (created by the national charity, Pause). The Pause programme works with women who have experienced, or are at risk of, repeated pregnancies that result in children needing to be removed from their care. The programme aims to break this cycle and give women the opportunity to pause and take control of their lives. The purpose of Pause is to prevent the damaging consequences of countless more children being taken into care each year.

The Pause model

Pause Haringey will work with women who have had two or more children removed from their care and are at risk of further pregnancies that are likely to result in care proceedings. To be eligible for the programme women need to have no children in their care and be willing to take a pause from pregnancy.

Pause Haringey will work intensively with up to 24 women over a period of 18 months. They will offer a programme of therapeutic, practical and behavioural support, tailored around each woman's needs. The key element of the programme is the relationship between the woman and a skilled, experienced Practitioner who will adopt a trauma-informed, systemic approach to the women and those in her environment. It is predicated on the vital importance of assertive outreach. The women that Pause works with are the core focus of the intervention. They shape and co-design their programme – this is an essential element of the model to ensure success. Each woman works with her Practitioner to focus and prioritise the goals she wants to achieve over the course of the programme; these are regularly reviewed and adapted accordingly.

Intended outcomes

Outcomes for individual women will vary greatly. For some women simply experiencing a positive relationship will be success, whereas others will achieve greater change. The range of outcomes we expect to see are described below.

Reduction in the number of children being taken into care. There is a significantly reduced risk of women getting pregnant during the programme. Early evidence suggests there is a longer term impact both on the conception rate of the women who have been through the Pause programme and on their ability to parent, but there is not yet sufficient data to state this with certainty.

Women will be more stable – we measure this through the following indicators:

- Women being safer from domestic abuse;
- Women having increased income and less debt;
- Women having improved employability;
- Women having less rent arrears;

- Women being in more safe and secure housing;
- Women having reduced drug and alcohol misuse;
- Women having less, or less severe, contact with the criminal justice system.

Women will have improved health, wellbeing and self-esteem – we measure this through the following indicators:

- Women being better able to manage loss;
- Women having improved resilience;
- Women showing improved confidence and self-esteem;
- Women having improved mental health;
- Women having more healthy relationships and networks;
- Women having better relationships with services.

Following research into the effectiveness of the PAUSE model elsewhere an Invest to Save business case was scope. The decision to take forward the PAUSE project was then made at July Cabinet 2019, with future decisions delegated to the Director of Children's Services and the Portfolio Holder for Children and Families.

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	*Source: MOSAIC case record data, used to inform scoping exercise.*	SAP
Gender Reassignment	*Source: MOSAIC case record data, used to inform scoping exercise for Children, Young People and their parents, where recorded and available.*	Data not collected
Age	*Source: MOSAIC case record data on Children, Young People and their parents, used to inform scoping exercise.*	SAP
Disability	*Source: MOSAIC case record data, used to inform scoping exercise for Children, Young*	SAP

	People and their parents.	
Race & Ethnicity	*Source: MOSAIC case record data, used to inform scoping exercise for Children, Young People and their parents.*	SAP
Sexual Orientation	*Source: MOSAIC case record data, used to inform scoping exercise for Children, Young People and their parents, where recorded and available.*	Data not collected
Religion or Belief (or No Belief)	*Source: MOSAIC case record data, used to inform scoping exercise for Children, Young People and their parents, where recorded and available.*	Data not available.
Pregnancy & Maternity	*Source: MOSAIC case record data, used to inform scoping exercise for Parents.*	Data not collected
Marriage and Civil Partnership	*Source: MOSAIC case record data, used to inform scoping exercise for Parents.*	SAP

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.

There will not be any groups disproportionately affected by the proposal.

Service will be provided based on level of need.
The service will be staffed by staff from a diverse background.

Sex
As described above, the project scope and method focuses on supporting women who have had at least two children.

Haringey Council commissioned a Pause scoping exercise to understand the number of women that would be eligible to receive support. The scoping exercise was completed in

February 2019; the data will be updated before Pause Haringey goes live later this year.

The scoping exercise identified a cohort of 58 women in Haringey who have had 174 children removed from their care. 43% of the women have had two children removed; 52% have had between three and five children removed; three women have had six children removed. The average number of children removed per woman is 3.0.

Pause Haringey will work with up to 24 of these 58 women – a process of prioritisation takes place so that those women with the most complex needs and most risk of repeat removals of children from their care are identified. Pause Practitioners will use a skilful and sensitive model of assertive outreach to locate and build a relationship with the women, in order to help them make an informed choice about accessing the service.

Further details about this cohort of 58 women are included below, with relevance to groups with protected characteristics

Gender Reassignment
Reliable data has not been found so far but will be added and this Equality Impact Assessment amended if found at a later date.

Age
The ages of the women (as at February 2019) ranged from 22 to 43 years. The mean average age is 33 and the median average age is 32. Grouping the women into age ranges shows that over half the women are aged between 26 and 35, with another large percentage (31%) of the women aged between 36 and 40. The age of the women when they gave birth to their first child ranged from 15 to 36. The average age at first birth was 22.

Race and Ethnicity
Haringey is a highly diverse borough, within which 186 languages are spoken. People of White and White Other ethnic background are the largest group overall (66.9%), Black (14.4%), Mixed/Other (11.9%) and Asian (6.8%). However, there is significant variation by ward, with the East of the Brough having higher levels of ethnic diversity and in addition material deprivation (Borough Plan EQIA 2019).

The ethnicities of the 58 women breaks down as:

- Black African – 48%
- White British – 27%
- Mixed White and Black – 6%
- White Polish – 6%
- White Irish – 4%
- Asian British – 2%
- White Bulgarian – 2%
- White Lithuanian – 2%
- White Turkish Cypriot – 2%

Presenting issues
The women have many complex and often inter-linking needs:

- 67% have experienced domestic abuse
- 55% have issues with drug misuse
- 47% have mental health needs (not necessarily diagnosed)
- 24% have a criminal justice history
- 28% have issues with alcohol misuse
- 17% have a learning difficulty
- 14% have a history of social care involvement as a child (not LAC)
- 10% were Looked After Children

7% are involved in sex work.

Disability
Limited information has been found so far but it is noted:

- 47% have mental health needs (not necessarily diagnosed)
- 17% have a learning difficulty.

Religion or Belief
No comprehensive information has been found so far but will continue to be monitored and added to this Equality Impact Assessment if found.

Sexual Orientation
No comprehensive information has been found so far but will continue to be monitored and added to this Equality Impact Assessment if found.

Pregnancy and Maternity
Our analysis indicates that the average annual birth rate for the cohort of women is 0.24 per year. Therefore, we can estimate that, without any targeted intervention, 24 women (the maximum number of women a Pause Practice works with) could go on to have six children in any future year. The women aged 30 and under have a higher birth rate of 0.28 per year. Therefore, without any targeted intervention, 24 women in this age group could go on to have seven children in any future year.

Marriage and Civil Partnerships
Limited comprehensive information has been found so far but should be more easily identifiable as 1:2:1 work with potential Service Users commences. Data will continue to be collected and monitored and this Equality Impact Assessment amended should new information arise.

4. a) How will consultation and/or engagement inform your assessment of the impact of the proposal on protected groups of residents, service users and/or staff?

Please outline which groups you may target and how you will have targeted them

Further information on consultation is contained within accompanying EqIA guidance

The target groups will be, vulnerable known to Service, also referrals from stakeholders. The target group is typically hard to reach, therefore they are unlikely to respond to any form of consultation. However, once Pause Haringey is engaging with women, the women co-design their programme and are consulted with throughout. There are currently 24 Pause Practices across the UK – Pause (national) is committed to learning from these Practices and their service users (Pause Participants), and sharing this across the Pause network – Pause Haringey will benefit from this learning. Pause (national) has a 'getting involved' programme which enables Pause Participants to influence and shape what the charity does, ensuring their voices are at the heart of decision making – this learning ensures service delivery is continually improved, based on women's voices.

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?

Key consultation and engagement will be with the target group of women being supported, with progress and monitoring by the Council of outcomes achieved.

PAUSE can really make a difference to the lives of vulnerable women.

For example, quotes from vulnerable women who have been supported by other Pause Practices in the country (quotes are anonymous to protect women's identities):

"When I first started working with Pause I was unemployed, close to being homeless and very anxious. I had no confidence and I struggled to have motivation to attend appointments. Pause has built me up to the point of being confident, self-reliant. I am no longer anxious, I have full time employment, a new property with a stable tenancy, I work with services with ease, I attend appointments, completed a course and gained a diploma. I am currently working towards an honours degree and I am using my voice and now able to make confident, decisive and constructive decisions. Pause has completely changed me and given me drive and focus."

"I've been in care since the age of 13, so I've been through many different organisations. With Pause, they actually took the time to get to know me as a person. And, knowing what I need help on, my Practitioner actually travels with me and she sees what actually benefits me. It has helped me a lot. I wouldn't be doing a second year of college if it weren't for Pause. I'd barely do the first year. I wouldn't be doing exercise. I wouldn't be wanting to better myself, actually. It's helped a lot. It really has."

"Pause has really helped me. It's a good organisation for women who do need help. If it wasn't for working with Pause I probably would have ended up just getting pregnant again, but they've helped me see things in a clearer way and we have a laugh together too. It's been good to make friends and meet other women on the Pause programme. They've helped me a lot with my relationship and they speak sense even when I don't listen!"

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)*

Pause Haringey will work with women and others in her system (e.g. partners, other agencies). Women will experience a range of positive outcomes as the purpose of the programme is to help them tackle destructive behaviours and take control over their lives

Positive	X	Negative		Neutral impact		Unknown Impact	

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)*

We do not think there will be specific impacts for this group. The programme may not be suitable for many people undergoing gender reassignment as it is for women who are at risk of having recurrent pregnancies and removal of children from their care. However, we will ensure that this group will not be subjected to discrimination, harassment and victimisation due to their protected characteristic.

Positive		Negative		Neutral impact	X	Unknown Impact	

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)*

Ages of the eligible women ranged from 22 to 43 years – Pause Haringey will undertake a prioritisation exercise to identify which of these women have the most complex needs and are at highest risk of further repeat removals of children from their care. It is likely that women towards the higher end of the age range will be at lower risk of giving birth to more children, so Pause Haringey may end up working with younger women, however each case will be assessed individually.

Positive	X	Negative		Neutral impact		Unknown Impact	

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)*

We do not think there will be specific impacts for this group – Pause works with women regardless of whether they have a disability. We will ensure that this group will not be subjected to discrimination, harassment and victimisation due to their protected characteristic.

Positive		Negative		Neutral impact	X	Unknown Impact	

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)*

The ethnic background of the women identified to work with is highlight diverse, with 48% from a Black African background. It is therefore likely that this group will experience a positive impact disproportionately.

However, Pause will work with women regardless of race or ethnicity. We will ensure that this group will not be subjected to discrimination, harassment and victimisation due to their protected characteristic.

With regard to Haringey's linguistic diversity, this will be monitored during initial contacts and where need arises to best endeavours interpretation support will be sought.

Positive	X	Negative		Neutral impact		Unknown Impact	

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)*

We do not think there will be specific impacts for this group – Pause works with women regardless of sexual orientation. We will ensure that this group will not be subjected to discrimination, harassment and victimisation due to their protected characteristic.

Positive		Negative		Neutral impact	X	Unknown Impact	

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)*

We do not think there will be specific impacts for this group – Pause works with women

regardless of sexual orientation. We will ensure that this group will not be subjected to discrimination, harassment and victimisation due to their protected characteristic. If a women is unable to use contraception (one of the requirements of the programme) due to religious beliefs, the woman and her Practitioner will work alongside sexual health professionals to see if a suitable alternative can be found to enable her to have a break from pregnancy and fully engage in the Pause programme.

Positive		Negative		Neutral impact	X	Unknown Impact	

8. Pregnancy and maternity *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

Pause works with women when they are not pregnant and do not have children in their care – by asking women to voluntarily take this time to focus on themselves, an opportunity is created for them to tackle destructive patterns, develop new skills and avoid further trauma. This sets in place strong foundations on which to build more positive futures for themselves. The purpose of Pause is to prevent the damaging consequences (for both women and children) of recurrent pregnancies and repeated removal of children from women's care. By taking a pause in pregnancy, women are able to break this destructive cycle.

The following section explains how this works in further detail, as evidence to assure the impact will be positive.

Pause works with women for up to 16 weeks, giving them time to understand if Pause is the right programme for them at this time. Pause works with women to enable them to exercise their right to choose. We help them understand their reproductive choices, their options as well as where and how to get support. This includes making an informed choice about whether she wants to take a break from the cycle of pregnancy and removal (of children) that has caused such deep trauma to date

Positive	X	Negative		Neutral impact		Unknown Impact	

9. Marriage and Civil Partnership *(Consideration is only needed to ensure there is no discrimination between people in a marriage and people in a civil partnership)*

We do not think there will be specific impacts for this group

Positive		Negative		Neutral impact	X	Unknown Impact	

10. Groups that cross two or more equality strands e.g. young black women

As mentioned under the Race and Ethnicity section above, Black women will be disproportionately impacted positively.

Outline the overall impact of the policy for the Public Sector Equality Duty:

- **Could the proposal result in any direct/indirect discrimination for any group that shares the relevant protected characteristics?**
- **Will the proposal help to advance equality of opportunity between groups who share a relevant protected characteristic and those who do not?**
  This includes:
  a) **Remove or minimise disadvantage suffered by persons protected under the Equality Act**
  b) **Take steps to meet the needs of persons protected under the Equality Act that are different from the needs of other groups**
  c) **Encourage persons protected under the Equality Act to participate in public life or in any other activity in which participation by such persons is disproportionately low**
- **Will the proposal help to foster good relations between groups who share a relevant protected characteristic and those who do not?**

The proposal will not result in any direct/indirect discrimination for any group that shares the relevant protected characteristics.
A small and specific number of women (58) are eligible to take part in Pause Haringey and the Practice will only work with 24 women in the initial cohort. A process of prioritisation will be undertaken to identify the women with most need – this prioritisation is based mainly on birthing histories and presenting issues, the majority of the protected categories are not taken into consideration when prioritising the women (apart from age, but this is linked to birthing histories and remaining length of child bearing years). Therefore, we do not think that the programme will result in any direct/indirect discrimination for any group.

One of the core things that Pause Practitioners support women to do is break barriers for them accessing services, education, employment (depending on the women's self-identified goals). The women will all be vulnerable, experiencing a range of issues (e.g. mental health, domestic abuse, substance misuse, etc) that prevent them from fully engaging in society – Pause helps to overcome these issues so that women can engage fully and ensure they have equal opportunities, regardless of their protected characteristics.

Pause Haringey will bring the Pause Participants together to engage in group work, therefore the programme will help foster good relationships between this group of 24 women, who will have a range of characteristics (both protected and not).

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. 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.	
Adjust the proposal: the EqIA identifies potential problems or missed opportunities. Adjust the proposal to remove barriers or better promote equality. Clearly set out below the key adjustments you plan to make to the policy. If there are any adverse impacts you cannot mitigate, please provide a compelling reason below	
Stop and remove the proposal: the proposal shows actual or potential avoidable adverse impacts on different protected characteristics. The decision maker must not make this decision.	

6 b) Summarise the specific actions you plan to take to remove or mitigate any actual or potential negative impact and to further the aims of the Equality Duty

Impact and which relevant protected characteristics are impacted?	Action	Lead officer	Timescale
No negative impact on any groups are identified.			

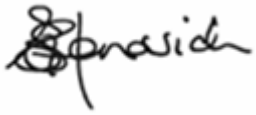
Please outline any areas you have identified where negative impacts will happen as a result of the proposal but it is not possible to mitigate them. Please provide a complete and honest justification on why it is not possible to mitigate them.

As detailed by the methodology and data provided, no negative impact is anticipated. However, it will be monitored to quarterly to continue to analyse the characteristics of both staff and service users.

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

Quarterly performance report will continue to analyse the characteristics of both

staff and service users.

7. Authorisation	
EqIA approved by: Bev Hendricks (Assistant Director) 	Date: 06.09.2019

8. Publication *Please ensure the completed EqIA is published in accordance with the Council's policy.*

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

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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	Selective Property Licensing
Service area	Community Safety and Enforcement
Officer completing assessment	Lynn Sellar
Equalities/ HR Advisor	Hugh Smith
Cabinet meeting date (if applicable)	TBC
Director/Assistant Director	Stephen McDonnell Director Eubert Malcom AD

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*

Selective licensing is a tool that local Authorities can use to tackle issues within the private housing sector which is affecting them locally. A designation may be made to combat problems in an area experiencing Low housing demand, High Anti-social behaviour, poor property conditions, population churn, a high level of deprivation or high levels of crime. The proposed scheme will make it a legal requirement for owners of privately rented homes to licence those premises with the Council. The aim of the scheme is to ensure the private rented market offers good quality, safe housing for our tenants and to also ensure that these properties are well managed so that it doesn't impact on tenants and the local community alike.

At present research has been undertaken to evidence our need for a licensing scheme using data and information available to us about Haringey Borough, its residents, the effect the private rented market is having on our residents and the impact that poorly managed property has on Council services. The Licensing of Houses in Multiple Occupation (HMO) accommodation already exist within the borough.

The scheme will involve those persons responsible for single household privately rented properties to licence with the Council. The aim of the scheme is to improve living conditions for tenants and ensure the property is effectively managed. Key stakeholders will be ;-

- Tenants
- Landlords/letting agents
- Wider residents

The proposed scheme will require Consultation, Cabinet approval and approval from Secretary of State.

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	Service users	Sta

group		ff
Sex	*Equalities Profile of Haringey – 2013 Mid Year estimates:* *http://www.haringey.gov.uk/sites/haringeygovuk/files/equalities_profile_of_haringey.pdf*	
Gender Reassignment	*Borough wide profile not available*	
Age	*Equalities Profile of Haringey – 2013 Mid Year estimates:* *http://www.haringey.gov.uk/sites/haringeygovuk/files/equalities_profile_of_haringey.pdf*	
Disability	*Equalities Profile of Haringey – 2013 Mid Year estimates:* *http://www.haringey.gov.uk/sites/haringeygovuk/files/equalities_profile_of_haringey.pdf*	
Race & Ethnicity	*Equalities Profile of Haringey – 2013 Mid Year estimates:* *http://www.haringey.gov.uk/sites/haringeygovuk/files/equalities_profile_of_haringey.pdf*	
Sexual Orientation	*Borough wide profile not available*	
Religion or Belief (or No Belief)	*Equalities Profile of Haringey – 2013 Mid Year estimates:* *http://www.haringey.gov.uk/sites/haringeygovuk/files/equalities_profile_of_haringey.pdf*	
Pregnancy & Maternity	*Borough wide profile not available*	
Marriage and Civil Partnership	*Equalities Profile of Haringey – 2013 Mid Year estimates:* *http://www.haringey.gov.uk/sites/haringeygovuk/files/equalities_profile_of_haringey.pdf*	

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.

Our research and data analysis has indicated that a Selective licensing scheme is required within predominantly the east of Haringey borough and is likely to cover at least 12 of the 19 wards in Haringey.

The scheme is legally only allowed to target privately rented homes and it is our proposal

to include within this designation only those occupied by single households as other licensing scheme cover those privately rented homes which are multiply occupied.

Within the approved designation all groups who own, manage or live in privately rented accommodation are likely to be affected by the introduction of a property licensing scheme. People of ethnic minority origin, single parents and young children and certain vulnerable people are key tenant groups and are therefore likely to be affected as they are over-represented in the private rented sector and notably in properties which are in poorer condition.

Generally, the effect of property licensing is to formalise the lightly regulated private rented housing market by imposing an increased regulatory framework to force obligations on landlords / licence holders. It should lead to better quality accommodation and greater community stability for groups who are unable to access social housing or homeownership.

Property Licensing can therefore assist with community cohesion and tackle exclusion. Better managed private sector dwellings also improve the quality of life of many other Haringey residents, as they are often indirectly affected by low level neighbourhood anti-social behaviour such as fly tipping and noise.

Haringey is an exceptionally diverse and fast-changing borough.

Haringey has a population of 254,900 according to the 2011 National Census made up of 101,955 households. The number of households in Haringey has continued to increase since 2011.

The borough ranks as one of the most deprived in the country with pockets of severe deprivation in the east. Haringey is the 84th most deprived borough in England (based on those with the highest proportion of LSOAs that fall within the 10 per cent most deprived in England)

Home ownership in Haringey remains lower than London at 38.9% with the level of private renting amongst the highest in London. The level of over occupancy in Haringey is significantly above that for London.

The 2011 census recorded a reduction in full time workers and an increase in part time and self-employed workers. The 2011 census recorded that more people in Haringey identified as never having worked or in long-term unemployment than in London. Over a quarter of households (28%) living in Haringey have no adult in employment. This figure is similar to that of London as a whole.

Our key finding of our analysis in relation to key equalities characteristics are as follows:-

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). 38% of the borough's population is aged 25-39, which is higher than the London level. The Borough has a higher proportion of young adults and a smaller proportion of older people than in the rest of London. There are more children living in the East of our borough than

in the west both in absolute terms and as a proportion of the population.

The private rented sector (PRS) is increasingly being used as an alternative to home ownership for young people who cannot afford to get onto the property ladder. We know that private renting is being used increasingly by families with young children. Haringey has a higher than average population of young adults and so it is likely that young adults are over-represented in the private rented sector.

Young children are over-represented in the private rented sector and notably in properties which are in poorer condition. Moreover, private renters are, on average, younger than social renters and owner occupiers, with a mean age of 40 years (compared with 52 years for social renters and 57 years for owner occupiers).

We do not have data on the age profile of landlords in Haringey. In the operation of this scheme we will take steps to monitor the extent to which affected landlords share the protected characteristics, including the extent to which older people are represented among landlords.

Disability
14% of residents have a long-term health problem that limits their day to day activity, lower than England but in line with London. 5.7% of residents report being in bad health, slightly higher than England and London.

In 2016-17, 23% of privately rented households in the UK reported a household member with a long-term illness or disability. It is therefore likely that a higher proportion of residents in the private rented sector have a long-term illness or disability than in the population of Haringey as a whole.

The English House Condition Survey 2015-16 identified that 23% of households in the private rented sector included at least one member who had a long-term illness or disability, lower than the proportion of such households in the social rented sector; where 49% of households included someone with a long-term illness or disability. Among owner-occupiers, 29% of households had at least one member with a disability or long-term illness. Although this is higher than in the private rented sector, this might be due to the fact that owners are in general older than renters and are therefore might more likely to have age-related illness or disability.

We do not have data on landlords in Haringey. In the operation of this scheme we will take steps to monitor the extent to which affected landlords share the protected characteristics, including the extent to which individuals with disabilities are represented among landlords.

Gender reassignment
The council does not have local data regarding this protected characteristic. There is no reason to believe that there will be specific impacts for this protected group and we will try to ensure that discrimination, harassment and victimisation is tackled based upon this and any other protected group.

Pregnancy and maternity
The number of children born to Haringey residents has been increasing year on year since 2002 in line with the London and England trend. The birth rate (births per

1000 of the population) in Haringey has been consistently higher than London in this period until 2008 and is now level with London. In 2012 there were 4,209 births in Haringey.

Lone parents, of whom the vast majority are women, are over-represented in the private rented sector and notably in properties which are in poorer condition relative to the population of Haringey as a whole.

Race and Ethnicity

Almost two-thirds of the borough's population, and over 70% of its young people, are from ethnic minority backgrounds. Haringey's population is the fifth most ethnically diverse in the country. Over 65% of residents come from non-White British communities, compared to 20% in England and 55% for London. 190 different languages are spoken in our schools. The proportion of non-White British communities varies from 35.2% in Muswell Hill in the west of the borough to 83.4% in Northumberland Park in the east of the borough.

Both at a national level and in Haringey, BAME individuals are over-represented in the private rented sector and notably in properties which are in poorer condition. It is notable that migrants are more likely than UK nationals to live in private-rented accommodation.

We do not have data on the racial profile of landlords in Haringey. In the operation of this scheme we will take steps to monitor the extent to which affected landlords share the protected characteristics, including the extent to which BAME groups are represented among landlords.

Religion and 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 Islam (14.3%) – higher than London (12.3%) - and Judaism (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%).

We do not have local data regarding the representation of this protected group in the private rented sector. However, we know that recent and second-generation migrants in the UK are likely to live in the private rented sector rather than social or privately-owned housing. It is likely that a significant proportion of these individuals will be members of minority faith groups and are therefore represented among private rented sector tenants.

We do not have data on the religious/faith profile of landlords in Haringey. In the operation of this scheme we will take steps to monitor the extent to which affected landlords share the protected characteristics, including the extent to which faith groups are represented among landlords.

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.

The English House Condition Survey 2015-16 identified that 61% of households in the PRS had a male Household Reference Person (HRP). Lone parents, of whom the vast majority are women, are over-represented in the private rented sector and notably in properties which are in poorer condition.

Sexual orientation
3.2% of London residents aged 16 or over identified themselves as lesbian, gay or bisexual in 2013 (ONS Integrated Household Survey). In Haringey this equates to 6,491 residents.

We do not have local data regarding the representation of this protected group in the private rented sector. There is no reason to believe that there will be specific impacts for this protected group and we will try to ensure that discrimination, harassment and victimisation is tackled based upon this and any other protected group.

Marriage and Civil partnership.
A third of the population of Haringey is made up of single households.
Lone parent households account for 10% of the borough's household make up.
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.

We do not have local data regarding the representation of this protected group in the private rented sector. There is no reason to believe that there will be specific impacts for this protected group and we will try to ensure that discrimination, harassment and victimisation is tackled based upon this and any other protected group.

People in marriages and people in civil partnerships will be treated the same in all aspects of the proposed scheme.

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

It is a statutory requirement for relevant stakeholders to be consulted as part of the Selective Licensing approval process.
The consultation period will be a minimum of 12 weeks, our approach will be to use a external company to undertake our consultation engagement and for the results to be independently evaluated by this third party to ensure compliance.

It is envisaged that a wide range of consultation techniques will be used to ensure that all sections of the community have an opportunity to take part. This includes:

- Email to landlords/Letting Agents operating in Haringey Council.
- Hand delivered letters to every household within the proposed designation area.
- Letters hand delivered to identified private sector properties in the borough.
- Leaflets, Posters and paper questionnaires distributed to Libraries.
- Information available on the Council's, web site.
- Officers attending the Borough Wide Neighbourhood Watch Meeting and local Neighbourhood Watch meetings.
- Details of the consultation emailed to all London Boroughs to share with their landlord' forums/letting agents.
- Press release by third parties, radio, local Journals and the press have been used in the past,
- Stakeholder engagement with organisations and groups such as :-
    - Bridge Renewal Trust
    - HFH Resident' Associations
    - Neighbourhood Watch representatives.
    - Landlords/agents
    - Met Police
    - London fire Authority

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?

None has yet been undertaken.

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)*

The outcome of licensing is to improve standards within the PRS, and so tenants of any sex are likely to be positively impacted. We can reasonably anticipate benefits for women, as the vast majority of lone parent households in Haringey are headed by women and these households are overrepresented in the private rented sector.

We have no data as to the sex of landlords in Haringey but the proposal will affect any landlord or letting agent equally regardless of their sex and we do not anticipate a disproportionate impact based on this protected characteristic.

Positive	X	Negative		Neutral impact		Unknown Impact	

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)*

We do not have local data regarding the representation of individuals who identify as a gender different to the one they were assigned at birth in the private rented sector. Our consultation findings lead us to believe that there will not be specific impacts for this protected group, but we will ensure that this group will not be subjected to discrimination, harassment and victimisation due to their protected characteristic. If any inequity in treatment is identified we will take steps to rectify this.

Positive		Negative		Neutral impact		Unknown Impact	X

3. **Age** *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

The private rented sector (PRS) is increasingly being used as an alternative to home ownership for young people who cannot afford to get onto the property ladder. We also know that private renting is being used increasingly by families with young children. Additional licensing is targeted at houses in multiple occupation, including properties,

which are likely to be shared houses as well as bedsit and studio accommodation, which tend to be a cheaper forms of renting and therefore more accessible to young adults who are more likely to be on low incomes. The impact of this proposal for young people in the private rented sector is going to be positive as it will help ensure that the quality of accommodation they are accessing is good and that the landlord they are renting from is fit and proper..

We have no data as to the age of landlords in Haringey but the proposal will affect any landlord or letting agent equally regardless of their age and we do not anticipate a disproportionate impact based on this protected characteristic

Positive	X	Negative		Neutral impact		Unknown Impact	

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)*

14% of Haringey residents have long term health problems that limits their day to day activity, which is lower than England but in line with London. 23% of households in the private rented sector included at least one member who had a long-term illness or disability. It is therefore likely that individuals with disabilities are over-represented among private-rented sector tenants and therefore those impacted by the proposal..

HMO licensing would not be able to take into consideration an individual tenant's disability or needs associated with their disability when applying standards. The effect of licensing overall however would be positive for these households in improving overall housing conditions.

We have no data as to how many landlords in Haringey have disabilities but the proposal will affect any landlord or letting agent equally and we do not anticipate a disproportionate impact based on this protected characteristic.

Positive	X	Negative		Neutral impact		Unknown Impact	

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)*

We know from the 2011 census that Haringey is the 5th most diverse borough in the country. 65% of residents come from non-white British communities.
In summary 45% of the population was born outside of Britain. The main nationalities of non-UK-born residents are Polish, Turkish, Jamaican, Irish, Ghanaian and Somalian.

Individuals and groups from ethnic minority backgrounds are over-represented among private-rented sector tenants. The impact of this proposal, in improving conditions in the private-rented sector, will therefore be positive overall for this protected characteristic.

We have no data as to the ethnicity of landlords in Haringey but the proposal will affect any landlord or letting agent equally regardless of their ethnicity and we do not anticipate a disproportionate impact based on this protected characteristic

Positive	X	Negative		Neutral impact		Unknown Impact	

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)*

We do not have local data on the representation of LGBT individuals in private rented sector accommodation. Consultation findings relating to similar schemes lead us to believe that there will not be specific impacts for this protected group, but we will ensure that this group will not be subjected to discrimination, harassment and victimisation due to their protected characteristic. If any inequity in treatment is identified we will take steps to rectify this.

Positive		Negative		Neutral impact	X	Unknown Impact	

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)*

Haringey is one of the most religiously diverse places in the UK. At the time of the 2011 census the most common religion in Haringey was Christianity, accounting for 45% of residents, this is less than London. The next most common faith is Islam (14.3%) and Judaism (3%). Hindu and Sikh faiths are under-represented in Haringey compared to London. As we know the PRS is the most likely tenure for new communities and will therefore provide housing for a large diverse population it is very likely that different faith groups will be represented. Licensing will improve the condition of private rented housing and will therefore have a positive impact for households from religious minorities.

We have no data as to the faith of landlords in Haringey but the proposal will affect any landlord or letting agent equally regardless of their faith and we do not anticipate a disproportionate impact based on this protected characteristic

Positive	X	Negative		Neutral impact		Unknown Impact	

8. **Pregnancy and maternity** *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

It is highly likely that due to the age demographics of those living in the PRS and the over-representation of lone parents that pregnancy and maternity is a characteristic that will be impacted on by licensing. The link between poor living accommodation and health is well

evidenced, as is the impact of poor standards of accommodation on children's health and development. Licensing will affect positively on both maternity and pregnancy through improving these standards for residents.

Positive	X	Negative		Neutral impact		Unknown Impact	

9. Marriage and Civil Partnership *(Consideration is only needed to ensure there is no discrimination between people in a marriage and people in a civil partnership)*

People who are in a civil partnership will be treated the same as people who are married.

Positive		Negative		Neutral impact	X	Unknown Impact	

10. Groups that cross two or more equality strands e.g. young black women

Groups that are likely to be over-represented among those affected by the proposal include:

- Young women
- Young people from BAME communities
- Young people with disabilities
- Ethnic minority individuals with disabilities
- Ethnic minority individuals from minority faith communities

These groups are all likely to be over-represented in the private rented sector and are therefore all likely to be positively impacted by the proposal's aim to improve conditions in the private rented sector.

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?**

This analysis has concluded that, overall, the extension of HMO licensing is likely to have

a positive impact on all tenants and those with protected characteristics in particular. Licensing will have the greatest impact on those who are disadvantaged and who have little or no choice but having to rent in the private sector, including specific groups of tenants who share protected characteristics. .

A key purpose of the scheme is to improve housing conditions and reduce property related antisocial behaviour which will benefit residents across all protected characteristics and particularly more vulnerable groups. In particular, BAME groups, new migrants, families with young children, disabled residents and vulnerable adults will benefit from better enforcement of licence conditions and of the Housing Health and Safety Rating System standards. The proposal will therefore advance equality of opportunity to high quality housing for individuals and groups who share protected characteristics.

We do not anticipate any direct discrimination for any group that shares protected characteristics. The results of previous consultations has identified some potential adverse indirect impacts for lower income groups, particularly young people, migrants, single parents, if landlords decide to increase rents as a direct result of licensing. However, based on our existing licensing schemes in Haringey and that of other Councils who have introduced licensing, we believe that this is very unlikely to materialise and so the likelihood of this impact is very low.

The proposal will help to foster good relations between individuals and groups who share protected characteristics and those who do not by improving accommodation standards and fostering greater community stability for groups who are unable to access social housing or homeownership. Better managed private sector dwellings also improve the quality of life of many other Haringey residents, as they are often indirectly affected by low level neighbourhood anti-social behaviour such as fly tipping and noise

. .

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. 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.	Y

Adjust the proposal: the EqIA identifies potential problems or missed opportunities. Adjust the proposal to remove barriers or better promote equality. Clearly set out below the key adjustments you plan to make to the policy. If there are any adverse impacts you cannot mitigate, please provide a compelling reason below	*N*
Stop and remove the proposal: the proposal shows actual or potential avoidable adverse impacts on different protected characteristics. The decision maker must not make this decision.	N

6 b) Summarise the specific actions you plan to take to remove or mitigate any actual or potential negative impact and to further the aims of the Equality Duty

Impact and which relevant protected characteristics are impacted?	Action	Lead officer	Timescale
N/A			

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:

The following measures will help to monitor the equalities impact of the proposal:

- A full consultation with wide range of stakeholders

- Assessment of any impact and feedback
- Revising this EQIA based on consultation results
- Scoping use of Haringey's equalities monitoring form in the operation of the scheme and analysis of completed forms

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

8. Publication *Please ensure the completed EqIA is published in accordance with the Council's policy.*

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

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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	Parking Transformation Programme
Service area	Environment and Neighbourhoods
Officer completing assessment	Greville Percival /
Equalities/ HR Advisor	Hugh Smith
Cabinet meeting date (if applicable)	
Director/Assistant Director	Eubert Malcolm

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*

1. The proposal covers three inter-related objectives which are part of the 'parking transformation programme' (PTP) designed to provide safe and accessible parking for all users and to discourage unnecessary use of vehicles in order to help lower air pollution and improve safety for all road users specifically including pedestrians and cyclists. The main elements of the policy are:

- Improved parking enforcement by means of additional CEOs and greater use of CCTV
- Parking charges (including diesel surcharge, increased charges for 2nd and additional vehicles) to discourage car use and encourage transition to use of lower-polluting vehicles;
- Offering additional payment facility through use of contactless / 'chip & pin' bank cards

1a New Enforcement Operating Model. This involves recruiting and deploying additional CEOs (most notably for events at the new Tottenham Hotspur Football Club stadium), and increased use of CCTV cameras in areas with high incidence of parking and related traffic contraventions. The objective is to better meet the need for efficient parking enforcement; without which the value and purpose of having parking controls in place is undermined.

1b Pricing Policy Charges and Inflation: Diesel surcharge, 2nd and subsequent parking permits issued per household, Permit inflation. This involves the introduction of dynamic permit charging models which will be made possible through the new Parking IT system, which is programmed for delivery in April 2020. Underpinning these measures is the objective to cut pollution and improve air quality and health.

1c Stop and Shop - Pay for Parking Stop (Contactless and Chip & Pin). Parking consultations have included feedback that many residents – especially those who do not drive regularly or who just make short local shopping trips - prefer to pay for parking by cash or card and do not like being required to use smart phone apps. It is therefore planned to introduce bank card payment facility in Haringey's 'town centre' shopping areas.

2. Key Stakeholders comprise all who use public parking facilities, and those who use public transport, walk, and cycle - including Haringey residents, businesses and services. Young children, expectant mothers, and older people are groups most at risk from toxic air pollutants.

3. The Parking Transformation Programme will be submitted to Cabinet for approval in January 2020

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	Haringey Equalities Profile http://www.haringey.gov.uk/sites/haringeygovuk/files/equalities_profile_of_haringey.pdf GLA London Ward Profiles https://londondatastore-upload.s3.amazonaws.com/instant-atlas/ward-profiles-html/atlas.html	*No impact*
Gender Reassignment	Haringey Equalities Profile http://www.haringey.gov.uk/sites/haringeygovuk/files/equalities_profile_of_haringey.pdf	No impact
Age	Haringey Equalities Profile http://www.haringey.gov.uk/sites/haringeygovuk/files/equalities_profile_of_haringey.pdf GLA London Ward Profiles https://londondatastore-upload.s3.amazonaws.com/instant-atlas/ward-profiles-html/atlas.html TfL Roads Taskforce Technical note 12: http://content.tfl.gov.uk/technical-note-12-how-many-cars-are-there-in-london.pdf	No impact
Disability	Haringey Equalities Profile http://www.haringey.gov.uk/sites/haringeygovuk/files/equalities_profile_of_haringey.pdf	No impact
Race & Ethnicity	Haringey Equalities Profile http://www.haringey.gov.uk/sites/haringeygovuk/files/equalities_profile_of_haringey.pdf TfL Roads Taskforce Technical note 12: http://content.tfl.gov.uk/technical-note-12-how-many-cars-are-there-in-london.pdf	No impact
Sexual Orientation	Haringey Equalities Profile http://www.haringey.gov.uk/sites/haringeygovuk/files/equalities_profile_of_haringey.pdf	No impact
Religion or Belief (or No Belief)	Haringey Equalities Profile http://www.haringey.gov.uk/sites/haringeygovuk/files/equalities_profile_of_haringey.pdf	No impact
Pregnancy & Maternity	Census 2011 TfL Roads Taskforce Technical note 12: http://content.tfl.gov.uk/technical-note-12-how-many-cars-are-there-in-london.pdf	No impact
Marriage and Civil Partnership	Haringey Equalities Profile http://www.haringey.gov.uk/sites/haringeygovuk/files/equalities_profile_of_haringey.pdf	No impact

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.

Key Findings

The PTP contains proposals to significantly reorganise parking fees and charges in order to meet Haringey's priorities by having a parking service which addresses significant challenges of traffic congestion, street safety and toxic air pollution. A failure to take action now will have severe impact on future generations of road users and Haringey's population as a whole. Collectively, the measures in the PTP are designed to encourage increased use of sustainable transport modes such as walking and cycling, and greater use of initiatives such as car clubs in order to improve air quality, and the street scene environment, as well as offering transport choice and improved health for residents.

Discouraging the use of diesel fuelled vehicles which are a major source of Nitrous Oxide (NO2) in London, will help improve air quality. In addition, measures to discourage multiple car ownership (multicar households) will also help reduce transport related CO2 and NO2 emissions.

Events at the new Tottenham Hotspur FC stadium require an enhanced Transport and Enforcement Plan, and Haringey has committed to a Code of Enforcement (CoE) to ensure that spectators and background traffic are managed safely. The Stadium Local Area Management Plan (LAMP) has been in place for nearly a year and the enhanced CoE which has been delivered through the New Operating Model has widely been viewed as a traffic management success. Increased enforcement of banned turns, yellow box junctions etc. will benefit road safety and reduce congestion, and will improve bus running times, which in turn encourages more people to use public transport instead of cars - and is essential for the environment.

The Ultra-Low Emission Zone (ULEZ) was introduced in central London in April 2019 and many more motorists commuting into central London who previously parked in the inner London area, are now choosing Boroughs such as Haringey in which to park close to the main transport hubs. This is why Haringey's protective measures such as diesel surcharges and Controlled Parking Zones, supported by improved enforcement, are essential – especially around transport hubs in Wood Green and Tottenham

Stop and shop (pay to park) machines to facilitate contactless and chip & pin card payments will be well received by businesses and their customers. Consultations and analysis of cashless payment transactions confirm that many customers cannot or do not like using contactless parking Apps such as Pay by Phone. The introduction of contactless and chip & pin card payment options will offer support to these customers and will benefit businesses and services in Haringey's Town Centres.

Haringey is one of the most deprived areas of the UK (24th out of 236). Job Seekers Allowance claimants are the 2nd highest in London. Therefore, some low-income households will struggle with the cost of car ownership if they drive older, higher polluting vehicles. By promoting practical alternatives to car travel and having less congested and healthier streets; the Parking Transformation Programme (PTP) will benefit all residents in terms of health and safety - specifically including those in deprived areas. The Council also needs to lead by example and ensure its own vehicle fleet and those of its contractors are ULEZ compliant

Although some protected characteristic groups are more likely to experience deprivation, it is anticipated that most will be positively impacted by the PTP. Less congested and less polluted roads help deal with obstructive parking which can delay buses and service vehicles. Less congested and less polluted roads also improve conditions for pedestrians and cyclists.

Vehicle emissions pollution is a major area of concern, especially in more deprived parts of the borough where take up of less polluting cars and car ownership in general remains lower than in

other areas. All residents will benefit from the reduced polluting emissions although the initial costs will impact more on those in low income groups who use higher polluting cars. However, car reduction measures and measures that improve air quality will benefit the borough as a whole.

Some groups may not be able to fully engage in 'active travel' and are likely to remain dependent on private vehicle use. Improved parking enforcement, and the introduction of contactless card payments will benefit protected groups such as those with disabilities and pregnant women by making it easier to park close to home and when using a car to visit local shopping areas for short stay parking.

Sex

Improved parking enforcement: Positive impact.
The borough has a relatively equal gender split - just over half the population is female (50.5%) Improved enforcement will have positive impact by making it easier for all residents to park close to home and for all who need to use vehicles to easily find parking space when they need to use cars. The National Travel Survey: England 2014 reported that women are more likely to make short/local car trips as they tend to be the primary carers to young children, and elderly or disabled relatives. They may be negatively impacted by the ambition to reduce private car use but will benefit from cleaner air and reduced traffic congestion and improved availability of parking spaces that are often currently taken up by illegal or obstructive parking by non-local vehicles. Residents also report that the presence of uniformed parking enforcement staff helps discourage antisocial behaviour. Successive parking and highways consultations in Haringey have indicated that loitering men and antisocial behaviour are seen as major problems by residents, with females particularly vulnerable

Pricing Policy Charges:
Positive impact by discouraging households with multiple vehicles from taking up excessive parking spaces. The pricing policy will also discourage vehicles with high emissions and thereby improve air quality and reduce health inequalities. Research from 2013 found that men in Haringey are more than three times as likely to cycle as are women and any measures which make roads safer and less congested will encourage greater uptake of more sustainable transport options.

Stop and Shop payment options: Positive impact by making payments easier for all who need to use cars for local shopping trips. Payment by bank card will be introduced for 'pay to park' bays at Haringey's 'town centre' shopping areas.

Gender Reassignment

There is no evidence or published information to indicate either positive or negative impact on people transitioning gender as a result of the proposals in the PTP

Improved parking enforcement:
Positive impact. Empirical research indicates that gender reassignment can increase the risk of hostile and antisocial behaviour, in which case a greater presence of on-street enforcement measures with more CEOs and CCTV coverage will help deter antisocial behaviour.

Pricing policy changes:
It is anticipated that people with this protected characteristic will not be negatively or differentially affected by changes to parking charges or the introduction of a diesel surcharge.

Stop and Shop payment options:
Positive impact. The ability to pay to park using bank cards has no negative or differential impact on this protected characteristic

Age

Census data and the studies cited above confirm that older people are more likely to have disability or long term mobility restrictions. Older people are more likely to experience health issues and will therefore benefit from improved air quality but could be disadvantaged by parking restrictions and costs when having visitors. However, improved air quality will benefit older people and children as well as young people who spend more time on the streets.

Improved parking enforcement:
Neutral / Positive impact. Older residents with cars living in controlled parking zones will benefit from improved enforcement as this helps stop the incidence of unauthorised parking taking up residential parking space. A lack of enforcement may lead to greater incidence of unauthorised parking, which would disproportionately affect older residents and those with mobility impairments may not be able to walk far and need to park close to home. There will be no benefits from improved enforcement for those living in roads which are not subject to parking controls but, equally there will be no negative impact

Pricing policy changes: Positive and negative impact
Haringey has a relatively young population - a quarter of the population is under the age of 20. At present approximately 75% of the borough is covered by Controlled Parking Zones and increased charges and permit prices will negatively impact on older residents who are more likely to have mobility issues, drive older and diesel vehicles, and who rely on regular family/carer visits and will therefore need to purchase significant quantities of Visitor Permits. Conversely, both older people and young children will benefit from measures designed to discourage high pollutant vehicles and encourage sustainable travel modes. The main benefits will be in terms of improved health as a result of better air quality.

Stop and Shop payment options:
Positive impact for older residents who may not drive regularly and who may not have smartphones but who do need to drive to shops and services. Being able to pay by bank card (contactless or chip and pin) will be a major improvement over the current situation where stop and shop parking requires use of smartphone and App.

Disability

There is no evidence to suggest adverse or disproportionate impact resulting from the proposals in the PTP based on this protected characteristic. The PTP measures are designed to reduce numbers of polluting vehicles on the streets and as such will reduce toxic pollutants such as NO2, PM10 & PM2.5. This will particularly benefit people with pre-existing health conditions such as chronic obstructive pulmonary disease (COPD) and asthma.

Improved parking enforcement: Positive impact.
Census data shows that 14% of residents have a long-term health problem that limits their day to day activity. Improved enforcement will help ensure that disabled bays are not occupied by motorists without blue badges and having allocated bays will further ensure that blue badge holders can park close to home. Improved enforcement will also help keep roads free from obstructive parking and this will further assist motorists with disabilities to find parking space where they need it.

Pricing policy changes: Negative impact
While pricing policy designed to provide less congested roads and fewer high-polluting vehicles will have positive impact for those who need to use a car, disabled residents who require family and carer visits will be disadvantaged by having to buy quantities of higher priced visitor permits for their friends / family /carers and other visitors. The PTP should consider this aspect
Stop and Shop payment options: Positive impact
Those with disabilities who need to drive to local shops and services will benefit from the increased convenience of being able to make contactless bank card payments to park in stop and shop bays.

Race and Ethnicity

There is no evidence to suggest adverse or disproportionate impact resulting from the proposals in the PTP.

Haringey is the 5th most ethnically diverse borough in the country. 66% of residents come from non-White British communities compared to 20% in England and 55% for London. Minority ethnic British communities in Haringey are concentrated in areas that have higher than average levels of air pollution. It is therefore expected that this group will greatly benefit from PTP measures to discourage high polluting vehicles, households with multiple vehicles as these will encourage improved air quality and a reduced exposure to pollution.

Improved parking enforcement: Positive impact

BAME communities in areas including Northumberland Park will benefit from improved enforcement designed to tackle parking congestion associated with the THFC stadium, as well as non-local and commuter parking in residential streets around the main transport hubs. Tottenham 'quality of life' consultations carried out by the council confirm that antisocial behaviour, crime and drug use/dealing is seen by residents as a severe problem and an increased presence of on street enforcement staff and use of CCTV are seen as measures that will help to address this.

Pricing policy changes: Positive and Negative impact

BAME communities are more likely to live in areas with high levels of air pollution and this measure will offer positive impact by reducing the number of older high polluting vehicles. Less congested roads and fewer high-polluting vehicles will have positive health benefits. However the Tottenham area has parking controls which operate for extended hours especially on match and event days and this is seen as a disadvantage by residents because of the restrictions on visitors resulting from the need to buy large numbers of visitor permits.

Stop and Shop payment options: Positive impact

Those who need to drive to use local shops and services will benefit from the facility to use contactless card payment for parking

Sexual Orientation

3.2% of London residents aged 16 or over identified themselves as lesbian, gay or bisexual in 2013 (ONS Integrated Household Survey). In Haringey this equates to 6,491 residents. There are no statistics or other evidence to suggest that LGB individuals would be negatively or positively affected by the PTP measures.

Improved parking enforcement: Neutral impact

All residents should benefit from the improvements which tackle obstructive and illegal parking as well as parking by non-local vehicles which reduces parking space for residents. There is no indication of any differential effect on this characteristic, and there could be some positive impact in terms of street safety as a result of improved on street enforcement staff presence and improved CCTV surveillance

Pricing policy changes: Neutral impact

This protected characteristic, in common with most residents should benefit from a parking pricing model which leads to reduced traffic congestion, improved availability of on-street parking space, improvements in air quality and reduction in exposure to pollution. There are disadvantages to all residents faced with increased permit charges if they drive high polluting or diesel cars, but there is no disproportionate or differential effect on this protected characteristic

Stop & Shop payment options

There is no expected disadvantage or differential effect, as having improved choice when paying for parking is a clear benefit to all those who need to drive to main shopping areas

Religion and Belief

Haringey is highly diverse in terms of religion: Christianity 45% (less than London (48.4) and England (59.4%). The next most common religions were Muslim (14.3%) – higher than London (12.3%) - and Jewish (3%). Haringey has 1.8% of residents who are Hindu and 0.3% who are Sikh. 25% of Haringey residents stated that they did not have a religion. This compares with 21% in London.

It is considered, at this stage, that there are no specific needs identified for faith groups in the borough and therefore they should not be adversely or disproportionately impacted by any aspects of the PTP

Improved parking enforcement

While no specific needs have been identified for faith groups, some consideration needs to be given to parking arrangements at places of worship, as consultations indicate some difficulties can arise when those attending places of worship occupy residential parking spaces. While improved parking enforcement will not directly impact this, it is an issue to be monitored.

Pricing policy changes

There is no indication of any adverse or disproportionate impact on this protected characteristic as a result of changes to pricing policy.

Stop and Shop payment options

there are no specific parking needs identified for faith groups in the borough apart from parking needs when attending places of worship. As the payment options are designed to make it easier for all users of pay-to-park bays; there is no expectation of adverse or disproportionate impact

Pregnancy and Maternity

Expectant mothers and those caring for young babies will benefit from parking controls which make it easier for residents and their visitors – including carers, to park close to home. Long term exposure to air pollution is associated with low birthweight (which leads to a higher risk of a range of complications and longer-term health effects), and although expectant mothers may not be able to access all of the opportunities available from measures designed to reduce car use, they, and babies and ,young children will benefit from improvements in air quality and reduction in exposure to pollution resulting from a reduction in high pollutant vehicles

Improved parking enforcement

There will be no adverse effect from improved enforcement the measure and could offer positive impact by helping to ensure availability of parking space close to home, and by making some positive contribution to safer streets; given that many residents report feeling safer as a result of on street and CCTV parking enforcement.

Pricing policy changes

Expectant mothers and those caring for young babies will benefit from parking controls which make it easier for residents and their visitors to find parking space. While a pricing policy which discourages use of polluting vehicles and increases costs of visitor permits will result in higher costs this will not have disproportionate effect on this group. By reducing the number of high polluting vehicles on streets and reducing traffic congestion, this measure will provide positive impact in terms of improved air quality and healthier streets – specifically including areas of deprivation where pollution is most evident.

Stop and Shop payment options

Improved choice when paying for parking in local town centre shopping areas will benefit this group along with all who need to use a car for shopping trips

Gender Reassignment

The Equality and Human Rights Commission estimate that there are between 300,000-500,000

transgender people in the UK but Haringey does not hold data on how many people in the borough identify as transgender.

It is anticipated that people with this protected characteristic will not be negatively or differentially affected by any of the measures set out in the Parking Transformation Programme

Improved parking enforcement
Empirical research indicates that trans people can encounter hostile or antisocial behaviour, in which case measures including more on-street enforcement staff and CCTV surveillance may be beneficial in terms of street safety (less antisocial behaviour) and will not offer any disadvantage or adverse disproportionate impact.

Pricing policy changes
There is no adverse impact expected for this group. Any price increases will have adverse effect those on low incomes but there is no indication that this protected characteristic would be disproportionately affected. Empirical evidence suggest some increase in gender reassignment amongst young people in which case improved air quality as a result of pricing policies designed to reduce traffic pollution will have health benefits.

Stop and Shop payment options
This measure offering payment choice represents positive impact across all groups.

Marital status and Civil Partnership
The 20111 Census indicated that Haringey had a higher proportion of couples in a registered same sex civil partnership than England and London. The PTP measures will not cause adverse or differential impact on people in marriages or civil partnerships. People in marriages and in civil partnerships will be treated the same in all aspects of the PTP.

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 consultations are conducted regularly in-house on individual projects undertaken by Operations (Traffic Management) on controlled parking zones and their operating hours. Consultation reviews are planned across the borough including deprived areas such as Northumberland Park to assess parking issues and what changes or improvements may be needed. Our policy on all highways and parking consultations is to encourage residents and businesses to comment not only on proposed measures but more generally on issues affecting the street scene environment and the feedback received has informed measures in the Parking Transformation Programme (PTP). Thus we are aware of concerns amongst residents that a lack of parking enforcement is resulting in an increase in unauthorised parking by non-local vehicles in residential streets. Parking revenue surveys confirm that a lack of payment options in 'Stop and Shop' locations mean that many drivers who find it inconvenient or resent having to use smart phone parking apps, will risk getting a parking ticket because of the lack of payment options.

Market research studies including Tottenham Quality of Life Survey, and Green Lanes District Schemes will continue to inform the council of equalities issues and concerns that are important for residents' quality of life.

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?

Parking consultation results are published on the website and confirm that residents value the ability offered to park close to home and not have to walk long distances to get to and from their cars especially when carrying heavy shopping or accompanied by small children. The consultations also confirm that residents feel safer walking on roads which are not heavily parked because clearer roads give improved visibility and residents report feeling safer as a result.

Public consultations are conducted regularly in-house on individual projects undertaken by Operations (Traffic Management) on controlled parking zones, highways and road safety schemes. These confirm the need to improve parking enforcement and discourage the parking of trade vans, campers, non-local vehicles which are currently often left parked for long periods in residential streets and reduce parking space for residents. Haringey's policy of encouraging car-free housing developments is seen as a problem by many residents because many of those who live in the new developments have cars which are parked in nearby streets. A further problem shown by consultation is the growing number of households with multiple vehicles – many of which are not registered to the local address. While these parking issues have widespread affects, they also impact on those protected characteristics who need parking provision close to their homes. As a result, Haringey's PTP is designed to tackle the issues shown by consultations to be a significant problem for residents.

Haringey has not conducted research on the principal of the measures proposed in the Parking Transformation Plan because these are established national public policy instruments and have been subject to equality impact assessments. Specific measures will be subject to individual equality impact assessments and statutory consultation before being implemented by Haringey.

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)*
The PTP will deliver benefits to all residents regardless of sex. Women can be expected to benefit from reduced air pollution, greater road safety, and easier parking near where they live. As females are more likely to rely on private cars, they may be negatively impacted by costs of private car use. The PTP is not seeking to eliminate car use but to encourage sustainable travel and use of less polluting vehicles Those who do need to use cars will be assisted by parking controls which make it easier to park close to home and to have parking space for visitors.

Positive	X	Negative		Neutral impact		Unknown Impact	

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)*
There is no indication of any adverse impact. On balance, the presence of improved parking enforcement with more on-street visibility will help reduce antisocial behaviour which can present a threat to individuals who identify as a different gender to the one they were assigned at birth as this group is disproportionately represented among hate crime victims

Positive		Negative		Neutral impact		Unknown Impact	X

3. Age *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*
Children and older people will benefit from less traffic congestion, improved air quality, and safer roads. Older people are more likely to be dependent on cars for travel, particularly as they are more likely to have a disability. They may be negatively impacted by reduction in private car use. The PTP is not seeking to eliminate car use but to encourage use of less polluting vehicles. Those who do need to use cars will be assisted by parking controls which make it easier to park close to home. Increased charges may impact adversely on those older people who rely on regular visits from family and from carers. Measures to mitigate any adverse effects will be identified in the consultations planned to review the operating hours of controlled parking zones

Positive	X	Negative	X	Neutral impact		Unknown Impact	

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)*
Disabled people will benefit from parking space close to home, lower pollution levels, and safer streets. However, increased charges for visitor permits may adversely impact individuals with disabilities who require a higher than average number of home visits. Measures to mitigate any adverse effects will be identified in the consultations planned to review the operating hours of controlled parking zones

Positive	X	Negative	X	Neutral impact		Unknown Impact	

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)*
This group are particularly vulnerable to poor air quality due to the overrepresentation of BAME communities in areas in Haringey where pollution levels are high. They will benefit accordingly from improvements in air quality resulting from reduced numbers and use of high polluting vehicles.

Positive	X	Negative		Neutral impact		Unknown Impact	

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)*
It is anticipated that there will be no differential or adverse impact of these recommendations on those who identify as LGB

Positive		Negative		Neutral impact	X	Unknown Impact	

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)*
There will be no differential or adverse impact of these recommendations on people in this protected group, on condition that parking provision is available near places of worship

Positive		Negative		Neutral impact	X	Unknown Impact	

8. Pregnancy and maternity (*Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*
Expectant mothers and mothers up to 6 months after birth will benefit from better air quality, and safer streets. Overall the PTP will have a positive impact on this characteristic

Positive	X	Negative		Neutral impact		Unknown Impact	

9. Marriage and Civil Partnership (*Consideration is only needed to ensure there is no discrimination between people in a marriage and people in a civil partnership)*
It is anticipated that the impact of these recommendations on people in a civil partnership will be the same as for people who are married.

Positive		Negative		Neutral impact	X	Unknown Impact	

10. Groups that cross two or more equality strands e.g. young black women

To the extent that the PTP results in positive impacts for residents with particular protected characteristics, these positive impacts will be felt by:

- Older women
- Older people with disabilities
- BAME women
- BAME people with disabilities
- Older BAME people
- Young BAME people

Many people will identify with more than one protected characteristic. There are no cumulative adverse or positive impacts identified in this plan on people who identify with more than one protected characteristic

Outline the overall impact of the policy for the Public Sector Equality Duty:

- **Could the proposal result in any direct/indirect discrimination for any group that shares the relevant protected characteristics?**
- **Will the proposal help to advance equality of opportunity between groups who share a relevant protected characteristic and those who do not?**
  This includes:
  a) **Remove or minimise disadvantage suffered by persons protected under the Equality Act**
  b) **Take steps to meet the needs of persons protected under the Equality Act**

that are different from the needs of other groups

c) Encourage persons protected under the Equality Act to participate in public life or in any other activity in which participation by such persons is disproportionately low

- **Will the proposal help to foster good relations between groups who share a relevant protected characteristic and those who do not?**

The Parking Transformation Programme (PTP) is not considered to result in any direct/indirect discrimination for any groups that share the protected characteristics.

The PTP is considered to bring benefits for all residents in Haringey. All residents will benefit from a reduction in traffic congestion and high polluting vehicles; improved health from being enabled to take up active travel options and from improved air quality; and safer streets. These are seen as mitigating against the impact of increased parking charges which do impact on low income groups. The PTP therefore represents a step towards addressing health inequalities affecting groups who share the protected characteristics.

The PTP may help to foster good relations between groups to the extent that it helps to address anti-social behaviour and hate crime through increased presence of enforcement officers and increased CCTV coverage.

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. 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.	Y
Adjust the proposal: the EqIA identifies potential problems or missed opportunities. Adjust the proposal to remove barriers or better promote equality. Clearly set out below 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
Reducing the reliance on	Provide a range of options	AD Planning	

the private car affects young children and their carers (more likely to be women); pregnant women; disabled people; and older people.	for those who want to choose more sustainable modes of transport but at the same time use consultations to collect views form those who do need to use cars	and Sustainability	Ongoing
Changes to and extension of parking charges can impact adversely on those who rely on regular visits from family and from carers	The needs of those affected will be addressed in further consultations and reviews on the operation of controlled parking zones	AD Planning and Sustainability	Ongoing

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

The impact will be monitored through consultation feedback from residents and accompanied by monitoring of policy and practice in other London Boroughs, and through reports produced by the Department for Transport, and London Councils.

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

8. Publication

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

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

Appendix 13 – Council Tax Base Report

Haringey Council
Written Statement/Record of a decision made by an officer under delegated authority

Decision Maker (Post Title)	Director of Finance and Section 151 Officer
Subject of the decision	2020-21 Council Tax Base Report
Date of decision	31st January 2020
Decision	I approve the recommendation as set out in the attached report: That, the council tax base for 2021-21 is set at 78,543 in accordance with the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012; and That, the assumed collection rate is set at 96.5% for 2020-21.
Reasons for the decision	The Council is required to set its council tax base by the 31st January each year. The Council has delegated the decision for setting the council tax base to the s151 officer in consultation with the cabinet member for Finance. Setting the council tax base is a statutory requirement and a fundamental part of the revenue budget and council tax setting process. It represents a measure of the taxable capacity of the Council and when multiplied by the band D council tax rate indicates the Council's tax generating potential for that year.
Details of any alternative options considered and rejected by the officer when making the decision	No alternatives were considered as this is a requirement of a Statutory Instrument.
Conflicts of interest – Executive decisions Details of any conflict of interest declared by a Cabinet Member who is consulted by the officer which relates to the decision and details of dispensation granted by the Council's Head of Paid Service	None
Conflicts of interest – Non executive decisions	N/A

Where the decision is taken under an express delegation e.g. by a Committee, the name of any Member who declared a conflict of interest in relation to this matter at the committee meeting,	
Title of any document(s), including reports, considered by the officer and relevant to the above decision or where only part of the report is relevant to the above decision, that part) These documents need to be attached to the copy of this record/statement kept by the Authority but must not be published if they contain exempt information	2020-21 Local government finance settlement report including the 2020-21 council tax report that sets the referendum principle. https://www.gov.uk/government/collections/provisional-local-government-finance-settlement-england-2020-to-2021
Reasons for exemption with reference to categories of exemption specified overleaf, or Reason why decision is confidential (see overleaf) Note: decisions containing exempt or confidential information falling within the categories specified overleaf are not required to be published.	N/A
Communicating your decision: Who needs to know about this decision and is a plan in place to tell them? (officers in your department, in other departments where necessary, members, external stakeholders).	In accordance with the Council's constitution, the Cabinet Member for Finance has been consulted on the contents of this report.
Signature of Decision Maker	
Name of Decision Maker	Jon Warlow, Director of Finance and Section 151 Officer
Does the decision need to be published? Yes [√] No [ ]	

Title: Council Tax base for 2020/21

Report authorised by: Jon Warlow, Director of Finance and Section 151 Officer

Lead Officer: Andrei Moclinda, Principal Accountant

Ward(s) affected: All
Report for Key/

Non-Key Decision: Key decision

1. Describe the issue under consideration

1.1. This report sets out the recommended Council Tax Base for 2020/21. Regulations require the council tax base to be set by 31st January each year.

2. Introduction

2.1. The determination of the council tax base is an important element of the Council's budget setting process. This is because, it is the estimated base that is multiplied by the average council tax amount to derive the amount of council tax/precept that the Council will collect in 2020/21.

2.2. A key element of the council tax base calculation is the projected collection rate. The collection rate for 2020/21 has been set at 96.5%, in line with the previous year's rate.

2.3. The Council has also experienced growth in its council tax base due to a net 309 additional homes coming into rating. The latest forecast of the number of CTRS claimants is lower than the number forecast last year. After taking into the consideration the estimated impact of the CTRS in 2020/21 and a retained collection rate of 96.5%, the average Band D property count is projected to increase by 1,278 dwellings. This equates to an increase in income of approximately £1.69m when compared to last financial year (excluding any additional income that will arise from the proposed 1.99% increase in council tax amount in 2020/21 or the proposed 2% ASC Precept).

3. Recommendations

3.1. That:

- the London Borough of Haringey's council tax base is **78,543** for the year 2020/21 in accordance with the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012, detailed in Statutory Instrument 2012:2914 which came into force on 30th November 2012.

- the assumed collection rate of 96.5% for 2020/21.

4. Reason for Decision

4.1. The Council is required to set its council tax base by the 31st January each year. The Council has delegated the decision for setting the council tax base to the Section 151 Officer in consultation with the Cabinet Member for Finance.

4.2. Setting the council tax base is a statutory requirement and a fundamental part of the revenue budget and council tax setting process. It represents a measure of the taxable capacity of the Council and, when multiplied by the band D council tax rate, indicates the Council's tax generating potential for that year.

5. Alternative options considered

5.1. No alternatives were considered as this is a statutory requirement.

6. Background information

6.1. The Council as Billing Authority is required to calculate the tax base for the Borough in order for it to calculate its own council tax and is also required to notify this figure by 31st January each year to any major precepting authority (the Greater London Authority) as well as the levying bodies (Environment Agency, Lee Valley Regional Park Authority, North London Waste Authority and London Pension Fund Authority) in order for them to calculate and set their own budgets and determine the level of precept / levy to be made to Haringey.

6.2. The calculation of the council tax base is prescribed by regulations. It is the aggregate of estimated number of properties in each valuation band each year, subsequently adjusted to take account of the estimated number of discounts, disregards and exemptions which are likely to apply and any estimated increase / decrease in the list in the forthcoming year. The Council levies council tax on the basis of properties in band D and thus the numbers for each valuation band are adjusted to the proportion which their number is to band D; these proportions are set out in statute. Finally, the council must estimate its rate of council tax collection for the year and apply this figure to arrive at the council tax base figure.

6.3. The latest forecast of the number of CTRS claimants is lower than the number forecast last year which impacts on the level of taxbase proposed in this report. This change looks to be driven by changes in the national benefits system and the rollout of Universal Credit in Haringey.

6.4. The calculation below sets the tax base and not the council tax amount itself which is due to be set on 24th February 2020 at Full Council.

7. Calculation of the Billing Authority's Council Tax base

7.1. The calculation is in two parts; 'A' (the Relevant Amount), which is the calculation of the estimated adjusted band D properties, and 'B', the estimated level of collection.

Relevant Amount

7.2. The calculation of 'A' – the relevant amounts for each band is complex and includes several calculations which are shown in detail in Appendices 1 & 2. The resultant relevant number of properties per band is summarised in the table below:

Band	Relevant Amount (i.e. Number of Dwellings)
A	2,976
B	9,345
C	21,991
D	20,332
E	11,053
F	6,880
G	7,427
H	1,390
TOTAL	**81,392**

***Relevant amounts have been rounded for presentation purposes**

7.3. The relevant amount (i.e. total number of properties after adjusting for estimated impact of proposed changes to CTRS) is 1,324 higher than the relevant amount for 2019/20. This increase is attributed to approximately 1.7% growth in the number of taxable properties against the 2019/20 original base position.

Collection Rate

7.4. The collection rate (B) is the council's estimate of the proportion of the overall council tax collectable for the year that will ultimately be collected. This is expressed as a percentage.

7.5. In arriving at a decision on the collection rate a number of factors need to be taken into account which includes:

- Appeals against valuation
- The mobility of the local population, particularly in the private rented sector
- The level and timeliness of information available when properties are sold, or let *and*
- The customer's ability to pay

7.6. For 2020/21 collection rates are forecast at 96.5%.

Council Tax Base

7.7. The tax base is calculated by applying the following formula:

A x B = T

Where:

A is the total amount of the relevant amounts for that year
B is the authority's estimate of its collection rate for that year.
T is the calculated tax base for that year

7.8. In accordance with the requirements of the regulations and following the calculations in Appendix 1 to this report and above, the calculation of the Council Tax Base (T) for the London Borough of Haringey in 2020/21 is as follows:

2020/21	
Total Amount of Relevants (A)	81,392
X	
Collection Rate (B)	96.5%
Council Tax Base (T)	**78,543**

8. Contribution to Strategic Outcomes

8.1. The calculation of the council tax base is prescribed in law. Whilst the council tax base may have some impact on the Council's ability to generate revenue and therefore assist with delivery of corporate goals, the Council needs to adhere to the prescribed technical calculation set out by law in deriving its council tax base.

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

Chief Finance Officer's Comments

9.1. The council tax base set out in this report and any projected surplus/deficit on the council tax collection fund as at 31 March 2020 will be used to set the council tax amount for 2020/21 that will be recommended to Full Council on 24th February 2020.

Assistant Director of Corporate Governance's Comments

9.2. Article 4, part 2, section 4.01 of the Council's constitution delegates the decision on setting the council tax to the s151 officer in consultation with CAB and the Cabinet Member for Finance.

9.3. The Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012 contain rules for the calculation of the council tax base, which is an amount required

by the Local Government Finance Act 1992 to be used in the calculation of council tax by the Council and major precepting authorities and in the calculation of the amount of a precept payable by the Council to a major precepting authority. The 2012 Regulations requires the Council to calculate its council tax base by the 31st January in calculating the council tax amount due in the following financial year and to also notify all precepting/levying bodies of its council tax base.

Equality Comments

9.4 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 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 Council as Billing Authority has a statutory duty to calculate the tax base for the borough and notify this figure to the relevant authorities annually on the 31st of January.

Forecast calculations have been modelled using data gathered from previous years and information on new properties in the borough.

It is forecast that the number of Council Tax Reduction Scheme (CTRS) claimants will be lower than the number forecast in previous years, with this impacting on the level of tax base proposed in the report. This is likely driven by changes in the national benefit system and the rollout of Universal Credit in Haringey.

Calculating the boroughs tax base does not impact on a resident's ability to access the CTRS and will have a neutral or no impact on those with a protected characteristic.

10. Use of Appendices

10.1. Appendix 1 & 2 – Calculation of the estimated adjusted band D properties for the London Borough Haringey 2020/21.

11. Local Government (Access to Information) Act 1985

11.1. For access to the background papers or any further information please contact Andrei Moclinda, Principal Accountant.

Appendix 1 - Calculation of the Billing Authority's Tax Base

1 Regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 1992 (S.I. 1992 No.612) and amended by (S.I. 2012 No. 2914) states that a Billing Authority's Council Tax Base for a financial year shall be calculated by applying the formula –

'A' x 'B'

Where 'A' is the total of the relevant amounts for each of the Valuation Bands which are shown or likely to be shown in the Authority's Valuation list as at 30 November in the year prior to the year in question, adjusted for estimated discounts, exemptions, disregards, increases / decreases; and where 'B' is the Authority's estimate of its collection rate for that year.

2 The Regulations state that item **'A'** should be calculated by applying the following formula:

((H – Q + E + J) – Z (F / G) where

H is the number of chargeable dwellings in that band

Q is a factor to take account of the discounts of council tax payable. It is calculated as Q = (R x S)

R is the number of discounts estimated to be payable in respect of these dwellings

S is the percentage relating to each discount classification

E is a factor to take account of any premiums to be added to the Council tax base

J is the amount of any adjustment in respect of changes in the number of chargeable dwellings, discounts or premiums calculated by the authority in accordance with paragraph 7 due to factors such as:

(a) New properties and properties being banded

(b) Variations in number of exempt properties

(c) Successful Appeal against bandings

(d) Variations in the number of discounts

Z is the total amount that the authority estimates will be applied in relation to the authority's council tax reduction scheme in relation to the band, expressed as an equivalent number of chargeable dwellings in that band.

F is the relevant prescribed proportion of council tax to be paid for each dwelling in that band.

G is the relevant prescribed proportion of council tax to be paid for Band D

3 Appendix 2 sets out the detailed calculations for **A** for the London Borough of Haringey but the summary is set out below:-

Calculation Item	Disabled Band A	A	B	C	D	E	F	G	H	2020/21 Total
H	-1	7,757	18,763	33,724	26,226	10,941	5,353	4,672	707	**108,142**
Q	0	-1,093	-2,392	-2,992	-1,639	-586	-218	-148	-17	**-9,084**
E	0	20	29	19	34	7	9	5	9	**132**
J	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	**0**
(H-Q+E+J)	**-1**	**6,684**	**16,400**	**30,751**	**24,622**	**10,362**	**5,144**	**4,530**	**700**	**99,191**
Z	0	-2,220	-4,386	-6,011	-4,290	-1,319	-381	-73	-5	**-18,685**
(H-Q+E+J) - Z	**-1**	**4,464**	**12,014**	**24,739**	**20,332**	**9,043**	**4,763**	**4,456**	**695**	**80,505**
F/G		0.67	0.78	0.89	1.00	1.22	1.44	1.67	2.00	
((H-Q+E+J) - Z) x (F/G)		**2,976**	**9,345**	**21,991**	**20,332**	**11,053**	**6,880**	**7,427**	**1,390**	**81,392**

The table below compares the 2020/21 calculations with those for 2019/20 and highlights where the biggest changes are estimated to occur.

Calculation Item	2019/20 Tax Base	2020/21 Tax Base	Change
H	107,805	108,142	337
Q	-9,092	-9,084	9
E	156	132	-24
J	0	0	0
(H-Q+E+J)	**98,869**	**99,191**	**322**
Z	-18,929	-18,685	244
(H-Q+E+J) - Z	**79,095**	**80,505**	**1,410**
F/G			
((H-Q+E+J) - Z) x (F/G)	**80,067**	**81,392**	**1,324**
Collection Rate	96.50%	96.50%	
Council tax base	**77,265**	**78,543**	**1,278**

Appendix 2

Calculation of the Council Taxbase for 2020-2021

Line		Band	@	A	B	C	D	E	F	G	H	Total
	Actual current properties											
1	Dwellings on database @ 06.01.20		0	7,996	19,158	34,266	26,637	11,062	5,393	4,689	715	**109,916**
2	Exemptions @ 07.01.20		0	-224	-368	-486	-433	-164	-47	-35	-17	**-1774**
	Disabled Reductions of Band:											
3	Add to Lower Bands		0	1	16	43	99	77	34	27	9	**306**
	Take from Higher Bands		-1	-16	-43	-99	-77	-34	-27	-9	0	**-306**
4												
5	Line 1-2+3-4 = *H*		-1	7,757	18,763	33,724	26,226	10,941	5,353	4,672	707	**108,142**
6	Number in *H* above Entitled to One 25% Discount			-4,371	-9,565	-11,935	-6,508	-2,306	-843	-562	-58	**-36,148**
7	Line 6 x 25%			-1092.75	-2391.25	-2983.75	-1627.00	-576.50	-210.75	-140.50	-14.50	**-9037.00**
8	Number in *H* above Entitled to two 25% (50%) Discount		0	-1	-1	-17	-23	-19	-14	-14	-4	**-93**
9	Line 8 X 50%			-0.50	-0.50	-8.50	-11.50	-9.50	-7.00	-7.00	-2.00	**-46.50**
10	No in *H* above entitled to 10% discount			0	0	0	0	0	0	0	0	**0**
	10% of above			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	**0.00**
11	No in *H* above entitled to 0% discount			0	0	0	0	0	0	0	0	**0**
	0% of above			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	**0.00**
12	*Total Discounts = Q*			-1093.25	-2391.75	-2992.25	-1638.50	-586.00	-217.75	-147.50	-16.50	**-9083.50**
13	Line 5+ Line 12		-1.00	6,663.75	16,371.25	30,731.75	24,587.50	10,355.00	5,135.25	4,524.50	690.50	**99,058.50**
	Estimated changes											
14	Properties Awaiting Banding											
16	Line 14			0	0	0	0	0	0	0	0	**0**
17	Properties to be Deleted											
18	Known Errors in Valuation List			0	0	0	0	0	0	0	0	**0**
19	Line 17 + Line 18		0	0	0	0	0	0	0	0	0	**0**
20	Line 16 + Line 19 (J)		0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	**0.00**
21	Empty homes premium			20	29	19	34	7	9	5	9	**132**
	at 100% (E)			20	29	19	34	7	9	5	9	132
22	Debt movement (J)											
23	Estimated change total		0	20.00	29.00	19.00	34.00	7.00	9.00	5.00	9.00	**132.00**
	CTR Discount											
	Band reduction based on total monetary award		0	-2,220.24	-4,385.80	-6,011.37	-4,290.00	-1,318.65	-381.33	-73.41	-4.53	**-18,685.33**
	Expected in year changes			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	**0.00**
24	Total CTR Band Equivalent		0.00	-2,220.24	-4,385.80	-6,011.37	-4,290.00	-1,318.65	-381.33	-73.41	-4.53	**-18,685.33**
	Z total CTR Discount		0.00	-2,220.24	-4,385.80	-6,011.37	-4,290.00	-1,318.65	-381.33	-73.41	-4.53	**-18,685.33**
25	*H - Q + J - Z*		-1.00	4,463.51	12,014.45	24,739.38	20,331.50	9,043.35	4,762.92	4,456.09	694.97	**80,505.17**
26	*To calculate band equivalents*			0.67	0.78	0.89	1.00	1.22	1.44	1.67	2.00	
27	Band D Equivalent: lines 25 x 26		0	2,975.67	9,344.57	21,990.56	20,331.50	11,052.98	6,879.77	7,426.82	1,389.94	**81,391.82**
28	Band D equivalent for Taxbase calculation											**81,392**
30	**Band D Equivalent for Taxbase Calculation**									*Before allowance for collection rate*		**81,392**
	Band D equivalent for Taxbase calculation after non-collection allowance **(3.50%)** applied											**78,543**

Report for: 11 February 2020 Cabinet

Title: Borough Plan 2019-2023 Year 2 Delivery Plan

Report authorised by : Richard Grice, Director of Customers, Transformation and Resources

Lead Officer: Joanna Sumner, Interim Assistant Director for Strategy and Communications

Ward(s) affected: All

Report for Key/ Non Key Decision: Non-Key Decision

1. Describe the issue under consideration

1.1. This report sets out what will be delivered in the second year of the council's four-year Borough Plan (2019-23), including resource and budget considerations. It also looks back at what has been delivered in the first year of the plan.

2. Cabinet Member Introduction

2.1 As we reach at the midpoint of this administration, we are one year into delivering on the commitments we made in our Borough Plan. At the 2018 elections, we set out an ambitious manifesto for Haringey – pledging to chart a different course and create a fairer, more equal borough. The Borough Plan translated that ambition into action.

2.2 In this report, we are publishing line-by-line what has been achieved so far – and what we need focus on in the year to come.
There is a lot to be proud of. On housing, we have restarted council house building in Haringey. We've hired the people we need to deliver this ambitious programme; and are now seeing shovels hit the ground. As of May 350 of our first 1,000 planned council homes will have started on site.

2.3 We promised too that community wealth-building – a bottom-up approach to building our local economy– would become a guiding principle for this council. Over time, it will see us grow the number of quality, local jobs that are available for local people in their communities, and ensure that more public money is recycled around the Haringey economy.

2.4 From April this year, more care workers across Haringey will be paid the London Living Wage of £10.75 an hour – giving them the pay they deserve and further boosting spending power in our local economy.

2.5 We've also made real strides to bring council services in-house again. When services are contracted-out to for-profit companies, our residents lose out. The limited funds that the council has leak out of the borough, workers experience lower

terms and conditions; and the services are less accountable to residents and businesses.

2.6 But from April, this will start to change in Haringey. The staff that manage council buildings will transition from the private firm Amey back into the council – meaning better conditions for workers, better job security and a much better service.

2.7 We said at the start of this administration that we would establish a Fairness Commission, a hard, honest look at inequality and injustice in Haringey. That commission has now completed its work and is publishing recommendations this month. We thank the Commissioners for their work and their recommendations will be a key part of work going forward.

2.8 Last month Cabinet approved our new Welcome Strategy, setting out the council's commitment to migrants and refugees in Haringey. We are one of the only councils anywhere in the country to do so.

2.9 We know there is a lot still to do. We are an ambitious council, optimistic about what can be achieved – even in the wake of December's general election results the great lost opportunity that is Brexit. Socialism is the language of priorities and in delivering this Borough Plan we show the priorities we have for delivering lasting change for the residents of Haringey. This report shows that real change is possible, that we are making real progress – and that we have a long way still to go.

3. Recommendations

3.1. To approve the Year 2 Delivery Plans for each of the five Borough Plan priorities, set out in appendices 1 to 5 of this report.

4. Reasons for decision

4.1. To agree the delivery priorities for 2020-21, the second year of the four-year Borough Plan. This provides context for related decisions including on budget setting, engagement with residents and management of staff.

5. Alternative options considered

5.1. The alternative option would be not to set out delivery plans for each year of the Borough Plan. However, Cabinet agreed in July 2019, when it agreed the Borough Plan Year 1 Delivery Plans, that prioritisation of delivery on a yearly basis was important to help the council understand where to focus its efforts and resources.

6. Background information

6.1. The Borough Plan 2019-23 was agreed by Cabinet in February 2019. The Plan was the result of extensive engagement with residents and partners over the course of a

year, with a series of surveys, events and conferences contributing to its development. The priorities and objectives in it are also derived from the data in the

6.2. State of the Borough report of July 2018, and the Residents' Survey the same year.

6.3. In the same month that the Borough Plan was agreed, February 2019, the Council took part in a Corporate Peer Challenge, organised by the Local Government Association (LGA). The Council's response to their final report was presented to Cabinet in July 2019.

6.4. The Council asked the peer team to focus on the following question alongside the corporate themes that they consider for every peer challenge:

> "The Council is agreeing its Borough Plan in February 2019 so is keen to focus on how well set up it is to deliver against the plan, especially in relation to the way it prioritises within the Borough Plan, and invites the peer team to reflect particularly on how set we are to deliver the level of partnership working required to make the ambition of a Borough, rather than Corporate, plan a reality by the end of the plan period."

6.5. The peers said in their findings on "Understanding of the local place and priority setting" that:

> "The Borough Plan contains a large number of objectives and, though all relevant, a greater focus on a smaller number of key strategic priorities would be helpful to delivery. We suggest that objectives need prioritising early with an associated annual delivery plan with targets and financial information in support of the desired outcomes."

6.6. The peers added in their findings on "Leadership of Place":

"We picked up a sense from elected members that the borough plan whilst ambitious is not focussed due to a lack of prioritisation. Providing that focus is established it will then support conversations on budget setting, provide direction to staff and enable unambiguous conversations with communities."

6.7. Delivery plans for the first year of the Borough Plan were agreed at Cabinet in July 2019. At that meeting, Cabinet agreed to bring back delivery plans for every year of this Borough Plan to each February Cabinet meeting, to sit along-side the budget and MTFS.

6.8. These Delivery Plans have been developed with cross-council input, including from the council's key partners.

7. Contribution to strategic outcomes

7.1. The response to the recommendations contributes to the "Your Council: the way the council works" priority in the Borough Plan, 2019-23.

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

Finance

8.1. There are no direct financial implications arising from the contents of this report.

8.2. It is broadly assumed that the Year 2 Delivery Plans can be resourced within the constraints of the 2020/21 budget, which will form part of the 2020/21 Budget and Medium Term Financial Strategy 2020/21-2024/25, approved by Full Council on 24th February 2020. Where particular delivery priorities are contingent on the continuation of external funding streams this has been highlighted in the plans.

8.3. Where the delivery plans subsequently identify a need for additional in-year resources these will be referred to Cabinet as required.

Legal

8.4. The are no legal implications arising from this reports. However legal advice will be required on the implementation of the specific proposals set out in the Delivery Plans..

8.5. In formulating its proposals the council must have regard to the Public Sector Equality Duty under the Equality Act 2010. Full EQIAs will be undertaken as necessary when specific policy, strategy and service changes are consulted on and implemented.

Equality

8.6. The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advance equality of opportunity between people who share those protected characteristics and people who do not
- Foster good relations between people who share those characteristics and people who do not.

8.7. 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.

8.8. The Borough Plan sets the strategic direction for the Council's commitment to reduce inequality in the borough. A key theme of the Borough Plan is to promote

fairness, this includes, but is not limited to, discharging the Council's duties under the Equality Act.

8.9. The Equality Principles and Objectives act as the strategic guidance for the development of individual policy changes for the duration of the Borough Plan period, 2019-23. The Equality Principles and Objectives positively impact individuals and groups with protected characteristics as they focus on ensuring that any decision taken by the Council aims to reduce inequalities that exist in Haringey.

8.10. Where specific proposals that are noted in the Year 2 Delivery Plans arise, the Council will undertake appropriate Equality Impact Assessments to identify and address any potential equality implications of individual decisions.

9. Use of Appendices

Appendix 1 – Housing Priority Year 2 Delivery Plan
Appendix 2 – People Priority Year 2 Delivery Plan
Appendix 3 – Place Priority Year 2 Delivery Plan
Appendix 4 – Economy Priority Year 2 Delivery Plan
Appendix 5 – Your Council Priority Year 2 Delivery Plan

10. Local Government (Access to Information) Act 1985

Background documents:

Haringey Borough Plan 2019-2023
https://www.haringey.gov.uk/sites/haringeygovuk/files/borough_plan_2019-23.pdf

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Housing – Year 2 Delivery Plan

Outcome 1: We will work together to deliver the new homes Haringey needs, especially new affordable homes				
Objective a) Deliver as many new, good quality homes of all kinds as we can, in good quality neighbourhoods, getting as close as possible to the Mayor's emerging target for Haringey of 1,502 new homes every year				
Delivery priorities	Progress made in Year 1 (2019-20)	Year 2 Delivery (2020-21)		Plans for Years 3 and 4 (2021-23)
		High-level Milestones	Comments/budget considerations	
1.1 Deliver new Local Plan Cabinet Lead: Cabinet Member for Climate Change and Sustainability Officer Lead: Assistant Director for Planning, Building Standards and Sustainability	A new Local Development Scheme (LDS) was adopted by Cabinet on 12 November 2019. The London Plan Inspector Panel Report was published later than expected in October 2019. The Mayor of London has said he will not adopt the recommendations of the report when he responds to the Secretary of State and in the final version to be approved by the London Assembly in early 2020.	March-May 2020 (TBC) Local Plan Issues and Options consultation commencement.	Subject to agreed budget for Local Plan.	Year 3: Local Plan Proposed Submission consultation, Submission, Examination and Adoption.
1.2 Make Haringey an attractive place to invest Cabinet Lead: Cabinet Member for Climate Change and Sustainability, Cabinet Member for Housing and Estate Renewal Officer Lead: Assistant Director for Planning, Building Standards and Sustainability	Housing Delivery Test (HDT) Action Plan published in August 2019. Authority Monitoring Report (AMR) published in January 2020. Working with housing developers to monitor progress of sites as part of our 5 Year Housing Land Supply. Positive round table session with Chief Executives of Housing Associations (HAs) and the Leader and instigated a quarterly engagement process with HAs. Community Wealth Building approach approved by Cabinet in October 2019. Delivery commenced on Good Growth Fund projects in Wood Green and Tottenham and capital projects in Tottenham (High Road and Tottenham Hale). Secured £2m High Street Heritage Action Zone Funding with further bids pending. Tottenham Hale Housing Zone interventions on site.	HDT Action Plan (required to be published 6 months after Government publishes latest HDT figures – month currently unknown) and AMR (December) continue to be annual requirements. On-going engagement with HA sector on a quarterly basis. Align investment to the Community Wealth Building approach to be described in the Economic Development Strategy (contained in the Economy Priority). Delivery of complementary capital projects, improving the public realm, social and community infrastructure which underpins the delivery of new homes (contained in the Economy Priority).		HDT Action Plan and AMR likely to continue to be annual requirements.

1.3 Deliver new housing through area based interventions Cabinet Lead: Cabinet Member for Climate Change and Sustainability Officer Lead: Assistant Director for Planning, Building Standards and Sustainability	Wood Green Area Action Plan (AAP) consultation will follow Council-Owned Sites Cabinet decisions in March 2020. Local Development Scheme (LDS) adopted by Cabinet in November 2019 which sets out the timetable for a new Local Plan which will include area based and estate-related policies. Tottenham Hale Housing Zone in delivery phase, with developments on site which will deliver a large number of new homes.	Wood Green AAP Proposed Submission consultation (summer 2020), Submission and Examination (2021). Deliver new homes at High Road West, securing substantial community benefits through the process (contained in the Economy Priority).		Year 3: Wood Green AAP adoption.

Objective b) Ensure that new developments provide affordable homes with the right mix of tenures to meet the wide range of needs across the borough, prioritising new social rented homes				
Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
1.4 Update Housing Strategy and Local Plan to ensure mix of housing tenures Cabinet Lead: Cabinet Member for Housing and Estate Renewal Officer Lead: Assistant Director for Planning, Building Standards and Sustainability	Development of a new Housing Strategy progressing with a series of member engagement meetings completing in the New Year. Scope and commission a Strategic Housing Market Assessment (SHMA) to support the Housing Strategy and Local Plan. A new Local Development Scheme (LDS) was adopted by Cabinet on 12 November 2019. Authority Monitoring Report (AMR) published in January 2020 reports on this.	Draft of new Housing Strategy to Cabinet in June 2020. Complete SHMA March-May 2020 (TBC) Local Plan Issues and Options consultation commencement. AMR published on an annual basis each December.	Subject to agreed budget for Local Plan.	SHMA used as evidence base for Local Plan. New Housing Policies flowing from new Housing Strategy to be developed. AMR published on an annual basis.
1.5 Implement affordable housing requirements on new developments Cabinet Lead: Cabinet Member for Climate Change and Sustainability Officer Lead: Assistant Director for Planning, Building Standards and Sustainability				

1.6 Ensuring an appropriate mix of new supply in terms of family sized homes and supported/specialist housing Cabinet Lead: Cabinet Member for Housing and Estate Renewal and Cabinet Member for Climate Change and Sustainability Officer Lead: Assistant Director for Planning, Building Standards and Sustainability				

Objective c) Deliver 1,000 new council homes at council rents by 2022				
Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
1.7 Identify the land for new council housing Cabinet Lead: Cabinet Member for Housing and Estate Renewal Officer Lead: Assistant Director for Housing	On 9 July 2019, Cabinet approved 47 Council owned new sites for inclusion in the council homes delivery programme, adding to the 14 sites with existing approval. Subject to Cabinet approval, nine new sites will be added to the programme in January 2020. An active programme is in place to identify new opportunities for sites.	Ongoing programme to identify new sites for housing delivery, with new sites presented at least quarterly to Cabinet dependent on opportunities presented.		
1.8 Ensure that finance is available to deliver the programme Cabinet Lead: Cabinet Member for Finance and Strategic Regeneration Officer Lead: Assistant Director for Housing	Grant of £62.858 million from the Mayor of London's (MoL) Building Council Homes for Londoners (BCHfL) programme secured to be drawn down at agreed milestones on individual sites. To date BCHfL grant totalling £8 million has been drawn down for four sites in. The Council will secure additional grant through the MoL Care and Support Specialised Housing Fund. The Housing Revenue Account (HRA) Business Plan review is progressing, and the 2020/21	Sustainable financial compensation level to be agreed for HRA land transfer to General Fund by September 2020. MoL grant to be drawn down as each scheme achieves Start on Site (SoS). 542 SoS expected to be achieved by December 2020. HRA Business Plan to be updated by March 2021.	Programme delivery is dependent on GLA grant funding and HRA funding, including borrowing.	Further grant applications subject to confirmation from GLA of affordable housing grant programmes. Annual update to HRA Business Plan.

	HRA Financial Update and 2020-2025 MTFS will be going to Cabinet in February 2020. Subject to Cabinet approval this will make sufficient HRA funding for the programme available.			
1.9 Develop the capacity within the Council to deliver the new homes Cabinet Lead: Cabinet Member for Housing and Estate Renewal Officer Lead: Assistant Director for Housing	The Housing Team has been recruited including a core Housing Delivery team of sixteen to project manage and deliver the programme. £500,000 grant has been agreed from the MoL Housing Delivery Capacity Building Fund, and we will be seeking additional funding. Staff development programme in place and ongoing. Delivery, project and programme management and governance procedures put in place.	October 2020 - Review of development procedures. Internal partnership protocols put in place/fully established with Finance, Legal, Property, Regeneration, Planning and Procurement Teams, and with Homes for Haringey (HfH) by September 2020.	MoL Housing Delivery Capacity Building Fund extends into Year 2.	Continued recruitment in line with need to deliver housing targets. Development of additional specialist capacity (people and processes) as more complex sites are taken on.
1.10 Deliver new Council homes via acquisitions and direct delivery Cabinet Lead: Cabinet Member for Housing and Estate Renewal Officer Lead: Assistant Director for Housing	To date, work on 227 homes at four sites has already begun; and 228 homes had been given planning permission. The programme is on course to deliver 500 planning permissions and 350 starts on site by 31 March 2020. December's Cabinet agreed the purchase of a development scheme of 104 homes for Council rent at Ashley Gardens in Tottenham Hale.	500 new council homes to have planning permission and 350 homes to have started on site by May 2020.	Significant capital expenditure, already budgeted for, will take place.	Annual targets to be set for permissions, starts and completions.

Objective d) Secure the delivery of supported housing that meets the needs of older, disabled and vulnerable people in the borough				
Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
1.11 Implement the recommendations of the 2017 Supported Housing Review Cabinet Lead: Housing and Estate Renewal (with Cabinet Member for Adults and Health) Officer Lead: Assistant Director for Commissioning	Recommendations of the Supported Housing review embedded to maximise the use of sheltered housing sites for the benefit of older residents. Young People's Pathway recommissioned (units increased). Older People's Housing Related Support (HRS) remodelled. Co-production embedded in commissioning and service development. Mental health and Single Homeless Pathway Review completed. Systems for effective delivery of Supported Housing established, so far 11 units of being developed at Hornsey Town Hall. Supported Housing projects overseen via established internal governance and specific	Housing to complete appraisals on the 3 sheltered housing services identified for reconfiguration by the end of summer 2020, including Osbourne Grove, with a further 4 sites under consideration.		Take forward the outcome of appraisals of sheltered stock.

	monitoring tool to be developed once resources in place.			
1.12 Develop the Supported Housing Strategy Cabinet Lead: Cabinet Member for Housing and Estate Renewal (with Cabinet Member for Adults and Health) Officer Lead: Assistant Director for Commissioning	Resources in place to develop a Supported Housing Delivery Plan which will fulfil this requirement.	Draft Supported Housing Delivery Plan developed by Q2 2020-21. Develop a process to make early decisions about supported housing viability on general needs housing schemes by June 2020.		Implementation of recommendations in the Supported Housing Strategy/Delivery Plan.
1.13 Promote new supported and specialist housing schemes Cabinet Lead: Cabinet Member for Housing and Estate Renewal (with Cabinet Member for Adults and Health) Officer Lead: Assistant Director for Commissioning	A number of schemes at differing stages of progress: Canning Crescent, Hornsey Town Hall, Burgoyne Road and Mulberry Junction Sheltered housing service for those with a history of homelessness and complex needs being explored. 11 supported housing units secured at Hornsey Town Hall. Work ongoing with Hornsey Parish Church to discuss proposals for specialist housing.	Canning Crescent – start on site by Q3 2020-21 Hornsey Town Hall – start on site by Q3 2020-21 Burgoyne Road – feasibility study in Q1 2020-21, Cabinet decision on development approach in Q2 2020-21. Mulberry Junction – business case for acquisition in Q1, Cabinet decision in Q2/3 2020-21.	Each individual project has its own business case and funding model. Funding has been provisionally secured for a number of schemes via the MoL Care and Support Specialised Housing (CASSH) programme.	Scheme completions for all named schemes.

Outcome 2: We will work together to prevent people from becoming homeless and to reduce existing homelessness

Objective a) Reduce the number of households in temporary accommodation by a quarter to under 2250 by 2022
Objective b) Where temporary accommodation can't be avoided, improve the experience of homeless families and minimise costs by reducing the Council's reliance on providers of nightly paid emergency accommodation

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
2.1 Reduce the number of households in temporary accommodation (TA) Cabinet Lead: Cabinet Member for Housing and Estate Renewal Officer Lead: Assistant Director for Housing	Current number of homeless households in TA at the end of December 2019 is 2,931. Delays in the pan-London Capital Letters becoming fully operational means that target of 2,800 by the end of March 2020 is likely to be missed. However, if Capital Letters delivers as anticipated in 2020/21, the March 2021 target is expected to be achieved.	Reduce number of homeless households in TA to 2,400 or fewer by March 2021.	Current budget is supported by Flexible Homelessness Support Grant (FHSG).	Reduction of homeless households in TA each year in order to achieve 2,250 or fewer by 2022.
2.2 **People & programme: ensure that the right staff are in place** Cabinet Lead: Cabinet Member for Housing and Estate Renewal Officer Lead: Assistant Director for Housing	Contracts for fixed term Housing Demand staff have been regularised, and funding provided by New Burdens grant and FHSG as required. Delay on establishing greater capacity in programme management due to recruitment issues but will be revisited in January/February 2020.	Programme management support to be in place by June 2020.	Long term budgeting dependent on FHSG allocation. Funding confirmed for 2020-21 at the same level as 2019-20.	
2.3 **Develop a sustainable new supply of homes to be used as TA** Cabinet Lead: Cabinet Member for Housing and Estate Renewal Officer Lead: Assistant Director for Housing	Birkbeck Lodge delivered in August 2019. Community Benefit Society (CBS) programme approved at Cabinet in November 2019. The CBS was established in December and existing properties purchased for the CBS have been leased, with 12 families moving into their new homes before Christmas and a further 7 to be leased in February. Purchase of 92 high quality homes in one portfolio to be leased to the CBS as TA or to provide settled homes was approved at Cabinet in December 2019. Capital Letters implemented, and HfH staff seconded during October 2019. Purchase Repair & Maintenance initiative has not been pursued as it was determined that needs could be better met by expanding the	Joining the pan-London Setting the Standard scheme to ensure high and uniform standards to single person TA across the capital. Purchase completed and residents moving into the 92 high quality homes by the end of May 2020. Purchase of 65 additional properties and leased to the CBS to provide housing for homeless households in 2020-21. Allowing the ALMO (Arm's Length Management Organisation), CBS or Capital Letters to take over as leaseholder of the Private Sector Leases (properties leased from private landlords for use as TA under short term leases) as the leases expire, making them more sustainable by reducing the subsidy these currently require. Capital Letters becomes fully operational	Confirmation of further capital funding for the programme.	Continuation, and potential expansion of the CBS programmes if successful. Delivery of cheaper/local TA via Capital Letters.

	number of homes acquired and let through the CBS.			
2.4 **Continue to deliver and develop initiatives that prevent households from becoming homeless** Cabinet Lead: Cabinet Member for Housing and Estate Renewal Officer Lead: Assistant Director for Housing	Evaluation of initiatives underway, and priorities for future funding agreed by September 2019. Uncertainty over future funding has meant no new initiatives have been considered. Outreach services embedded with Job centre, St Ann's, Multi Agency Safeguarding Hub (MASH - Children's and Young People's Services), Grove Drugs project, Probation service and Mulberry Junction. The Duty to Refer protocols were agreed. (The Homelessness Reduction Act 2017 placed a duty on specified public authorities to refer service users who they think may be homeless or threatened with homelessness to local authority homelessness/housing options teams.)	Continued delivery against homelessness reduction initiatives, these include: • increasing the supply of Assured Shorthold Tenancies (ASTs), • supporting residents at risk of homelessness via the Flexible Homelessness Prevention fund, • providing Supported Housing for Young Parents with older people (as featured on Radio 4), • establishing the Young Peoples mediation and crash pad service, • developing Housing First for Rough Sleepers and • Mulberry Junction, single homelessness hub.	Flexible Homelessness Support Grant funding for 2020-21 has been confirmed at the same level as 2019-20. Funding for future years will be confirmed during 2020-21.	Increased investment into initiatives deemed most effective.

Objective c) Aim to end street homelessness by 2022
Objective d) Ensure access to high quality housing support that prevents or relieves homelessness for people with additional needs

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
2.5 **Improve services to the single homeless** Cabinet Lead: Cabinet Member for Housing and Estate Renewal (with Cabinet member for Adults and Health) Officer Lead: Assistant Director for Commissioning	Mulberry Junction single homelessness hub launched in October 2019. Young People's Pathway recommissioned and expanded. Opened UK's first intergenerational supported housing service. Secured funding from Homeless Link for specialist support for homeless women. Reconfigured mental health floating support service commissioned and due to start January 2020. Making Every Adult Matter (MEAM) approach embedded and 1st year evaluation started.	Recommission single homeless pathway by January 2021. Mulberry Junction Year 1 Evaluation completed by end October 2020. Insource 3 supported housing services for single homeless by May 2020. Developing North London approach to embedding a Homelessness Lead at the Haringey MARAC (multi-agency risk assessment conference,) by July 2020.	General fund budgets are unable to meet 100% of demand currently so some projects dependent on Flexible Homelessness Support Grant (FHSG).	
2.6 **Extend outreach services and support to tackle rough sleeping** Cabinet Lead: Cabinet	Secured Rapid Rehousing Pathway Funding which opened the Cranwood Somewhere Safe to Stay Hub (SStS). Reduced rough sleeping by 30%.	Secure Year 3 Funding from Ministry of Housing, Communities and Local Government (MHCLG) for rough sleeping pathway by February 2020, to start in April 2020.	95% of the Haringey rough sleeping programme funding is secured via a bidding process on an annual basis from MHCLG.	Redraft rough sleeping strategy in 2022.

Member for Housing and Estate Renewal (with Cabinet member for Adults and Health) Officer Lead: Assistant Director for Commissioning	Highly commended in London Homelessness Awards. MHCLG funding achieved for the Haringey Rough Sleeping taskforce for 2019-20 and bid submitted for 2020-21. Early indications are that this bid has been successful, but it won't be confirmed until January 2020. Participated in Rough Sleeping Initiative (RSI) Safety on the Streets Task and Finish Group.	Secure a building for the continuation of SStS from Sept 2020 onwards. Review the rough sleeping strategy for approval at Cabinet in early 2021. Recommission the street outreach service by September 2020.		

Outcome 3: We will work together to drive up the quality of housing for everyone

Objective a) Improve the quality of Haringey's council housing, including by ensuring that a minimum of 95% of homes meet the Decent Homes Standard by 2022

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
3.1 Develop decent homes delivery plan. **3.2 Deliver capital works programme** Cabinet Lead: Cabinet Member for Housing and Estate Renewal Officer Lead: Managing Director, Homes for Haringey	Both internal refurbishments and external capital works have started. These will deliver improved quality housing for over 2,000 homes and contribute to meeting the target of 95% of homes meeting the agree Decent Homes plus standard by March 2022. The External capital works contracts have been awarded and works began in late 2019. Affected residents were advised. Drop in sessions being arranged for January & February 2020. HfH internal team started delivery of the internal programme in October 2019. Noel Park Pod project design contract awarded and design phase in progress with resident engagement. This is due to complete at the end of January 2020 after which further consultation with residents will take place. An update report will be presented to Cabinet for approval in March 2020. External review of Asset Management completed November 2019. Developed investment proposals for the housing stock which incorporate energy efficiency measures in support of the council's 2050 zero carbon commitment; and additional building safety works, which address current priorities and emerging government guidance. Work has started on procurement for delivery of the 2020-21 programme. Broadwater Farm: Installation of new district heating system, and internal modernisation of 270 homes progressing to completion by end of March 2020. Rehousing of residents progressing at Tangmere and Northolt. Design for structural works on the retained	External capital works programmes will complete in July 2020. HfH internal works programme will complete in June 2020. Noel Park Pod project, subject to approval of design in March 2020, tender of works will be issued in October 2020. 2018 Housing Asset Management Strategy will be updated, to reflect current and emerging investment priorities, including the council's approach to zero carbon. The review will be completed, and updates approved internally by the end of May 2020. This will be presented for Cabinet approval in June 2020. Broadwater Farm: Resident consultation to take place and designs for new build and refurbishment to progress. Consultation programme being developed. Demolition of Tangmere and Northolt to be planned in 2020-21	Asset Management Strategy to align with the 10 year HRA Business Plan budget profile for the Council's housing stock. This will be presented to Cabinet in February 2020 for approval.	Year 3 investment for capital works will match the budget once approved (proposed at £48m) Surveys for housing stock taking place currently for Year 3 for programme to be profiled and specified. Year 4 work plan will develop from Year 3 surveys.

	blocks now completed, and design team appointed in January 2020. Mobilise new build design team and start resident consultation by March 2020, programme will be available in February 2020. Timetable for resident ballot on proposals to be confirmed, but indicative dates will be available March 2020.	Refurbishment of retained blocks: Construction to start onsite third quarter 2020 (currently in design).		

Objective b) Improve residents' satisfaction with the service they receive from Homes for Haringey to be in the top quartile for London (78%) by 2022				
Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
3.3 Agree and implement the HfH customer satisfaction improvement plan Cabinet Lead: Cabinet Member for Housing and Estate Renewal Officer Lead: Managing Director, Homes for Haringey	Improvement plan in place and approved. The plan identifies 5 key themes: Leadership and management, Processes, Communication and Culture, Working in the Community, Using data and technology. HfH execs and senior managers lead each theme, and projects within. Analysis of Housemark (Survey of Tenants and Residents) STAR reports and industry and service area wide benchmarking used to formulate plan. The plan also includes projects to improve Leaseholder and TA customer satisfaction.	A STAR survey will be carried out early in 2020-21. The feedback from this survey will help to develop the improvement plan for 2020-21 and future years including development of new milestones for the project. It is likely that it will be based on the following high- level milestones: Improvement plan for 2020-21 approved by the end of June 2020. 100 HfH managers to have completed the HfH management development programme by December 2021. HfH customer care training programme for all 650 HfH staff to be fully embedded by March 2021. Deliver further staff on site day during 2020. Run winter readiness programme December 2020 – January 2021.		To be determined following the evaluation of the results of the STAR surveys.
3.4 Deliver the changes required within the customer satisfaction improvement plan Cabinet Lead: Cabinet Member for Housing and Estate Renewal Officer Lead: Managing Director, Homes for Haringey	Programme highlights to date: Comprehensive leadership training began in September 2019. Initial feedback is positive. New approach to managing Complaints and Member Enquiries embedded. Responded to customer feedback by making changes to the reporting of communal repairs and are now piloting a new grading system for estate cleaning. Carried out a staff on site day. Mobilised the project to replace the existing housing IT system by December 2020. Carried out a follow up customer survey for supported housing to test the impact of changes to the service.			
Objective c) Improve the quality of private rented housing and the experience of those living in it, including by expanding landlord licensing and associated enforcement				

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
3.5 Delivering agreed licensing programmes Cabinet Lead: Cabinet Member for Housing and Estate Renewal Officer Lead: Assistant Director for Stronger Communities	Additional House(s) in Multiple Occupation (HMO) Licensing was approved by Cabinet February 2019. The scheme became operational on 27th May 2019. New Web based online application process went live 26th August 2019. This allows landlords to apply and pay electronically. A new operational model has been put in place for issuing and inspecting licensable premise. This has impacted on delivery in the early stages of the Licensing programme. As of 1st Jan 2019: • 1,323 Application forms for licences have been received. • 292 Licences have been issued. • 1,567 Households are now living in improved conditions. Data Analysis for the proposal to introduce a Selective Licensing scheme has been undertaken. Approval to consult on the proposed scheme will go to Cabinet March 2020. Training for all staff on Civil penalties for non-compliant landlords completed. Enforcement can choose to prosecute or issue a civil penalty.	Review of HMO Licensing delivery plan by January 2021. Increase level of targeted enforcement against non-compliant landlords starting in April 2020. Continue to inspect high risk premises as part of the ongoing Licensing programme. Undertake consultation on proposed Selective Licensing Programme between July and October 2020. Report on consultation findings between November and December 2020. Prepare report for Cabinet to approve the Selective Licensing scheme in order to go to Secretary of State in year 3 of this delivery plan. Aiming for presentation to Cabinet for approval in January 2021.	HMO Licence fee income is ring fenced for the delivery both administratively and operationally of the licensing scheme. Recruitment of qualified / experience officers remains a challenge and will always impact on delivery and performance if staffing resources are not in place. Savings for 2020-22 are part of MTFS plan Performance on households living in improved conditions is based on Licence inspections. Due to the change in operational delivery not all premises will now be inspected prior to Licenses being issued. Legally properties have to be inspected within the 5 year lifetime of the scheme. Inspections are now based on risk and this will affect how the performance in relation to reporting households living in improved conditions is reported throughout the lifetime of the plan.	Year 3 – Requesting approval for Selective Licensing from Secretary of State between February and June 2021. Year 3- Scheme to become operational in October 2021 following 12 week judicial review period (legal requirement as part of the Decision Notice period from S of S). Year 3 - Review Additional HMO Licensing delivery with a view to proposing extension to scheme. Year 4 – obtain Cabinet approval to consult on extending borough wide Additional HMO Licensing. Year 4 – Start the consultation process for Extending HMO licensing.

Objective d) Ensure safety in housing of all tenures across the borough, responding to new regulations as they emerge

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
3.6 Effective response to changes in fire safety and general buildings regulations Cabinet Lead: Cabinet Member for Housing and Estate Renewal Officer Lead: Assistant Director for Planning, Building Standards and	Introduction of London Borough of Haringey (LBH) Property Compliance Board and refreshed overall Health, Safety and Compliance governance arrangements, including the introduction of independent and specialist members. Cooperation and consultation with London Fire Brigade (LFB) including periodic liaison meetings between HfH and LFB on fire safety matters. Consistent and transparent Fire Safety governance arrangements are in place providing links from the HfH Fire Safety Group through the LBH Corporate	Review of outcomes of building regulations requirements as they emerge by Fire Safety Group and Corporate Health & Safety & Wellbeing Board, within 2 months of any new regulations being released. Development of corporate standards for fire safety in housing, focusing on council stock initially, by July 2020 (but subject to amendment in line with emerging regulations).	Regulations have yet to be finalised. Potentially significant monetary resources required for: • introduction of the Building Safety Manager post; and potentially a new team dealing with building safety in HRRBs. • Compilation of Golden Thread of information • Compilation of Safety Cases and the	

Sustainability	Health & Safety and Wellbeing Board, and to the HfH Board. HfH Fire Safety Action Plan is being refreshed to ensure common understanding and links to all organisational arrangements including risk, governance, people, property and communication. Haringey Building Control (HBC) are working with Local Authority Building Control (LABC) regarding responding to new regulations as they emerge. HBC provide MHCLG with requested information relating to external materials and insulation on private buildings in Haringey over 18 metres tall. HfH are providing this information for council-owned housing stock.	HfH to recruit Building Safety Manager as trial for rolling out across all council housing buildings over 18 metres tall, by April 2020. Compilation of additional information requirements required by emerging regulations covering high-risk residential buildings (HRRBs), including the "Golden Thread" of information about the whole life cycle of the building, and the "Safety Case" that ensures the fire safety measures in place remain suitable. A programme will be put in place to compile the additional information required and develop systems that may be needed to deliver on the requirements of emerging regulations within 3 months of publication.	maintenance of the required information. Completion of additional duties, once stipulated by new regulations.	

People – Year 2 Delivery Plan

Outcome 4: Best start in life: the first few years of every child's life will give them the long-term foundations to thrive

Objective a) All families will have a healthy start in life from a healthy pregnancy to healthy early years

Delivery priorities	Progress made in Year 1 (2019-20)	Year 2 Delivery (2020-21)		Plans for Years 3 and 4 (2021-23)
		High-level Milestones	Comments/budget considerations	
4.1 **Increase the reach and impact of the health visiting service** Cabinet Lead: Cabinet Member for Children and Families Officer Lead: Assistant Director for Public Health	The information flow between the two hospital maternity units and the health visiting service was improved to increase the reach to families. An infant feeding strategic partnership board established to contribute to tackling childhood obesity. The aim is to ensure that women who wish to breastfeed are supported and to improve infant feeding and nutrition from birth to 2 years. There has been a continued increase and consistent reach to families by the health visiting service. There has been improvement in 4 out of 5 mandated areas. For example; the number of 1 year old reviews completed has increased from 80% to 84% and the number of 2.5 year old reviews completed has increased from 72% to 78%. The Public Health England funded speech and language/communications training programme started. Trainers within the Health Visiting Service identified and provided with basic tools and resources to support families in developing their children's speech and language (train the trainers programme)	To achieve UNICEF Baby Friendly Accreditation 2. Public Health Haringey will complete self-assessment on PH England key principles for infant feeding to inform service needs. Continue to improve the health visiting service performance against the 5 mandated contacts The trainers will 'roll out' the training to the whole Health Visiting Service and to other frontline practitioners and early years settings	Achieving UNICEF baby friendly 2 accreditation 2 is dependent on the commissioned provider achieving the requirements. Training roll out to non-clinical early years setting to commence January 2020	UNICEF Baby Friendly Accreditation 3 implemented. Embed the 0-19 year old integrated service provision across the Early Help offer.
4.2 **Continue to embed the 0-5 year old Healthy Child Programme across the partnership (the council, local NHS providers, early years settings and the voluntary sector)** Cabinet Lead: Cabinet Member for Children and Families Officer Lead: Assistant Director for Public Health	The council webpage refresh is nearly complete. It will help to raise awareness of the resources available to frontline practitioners 'Five to Thrive' was launched in North Middlesex Hospital Midwifery Service	Improve awareness of the Healthy Child Programme with parents and carers to support their parenting	5-19 year old information on the website to be completed by January 2020	

Objective b) Every child is able to attend a high-quality early years setting				
Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
4.3 **Improve outcomes for young children by maximising the early years workforce skillset to identify needs early and work with parents to offer targeted support** Cabinet Lead: Cabinet Member for Children and Families Officer Lead: Assistant Director for Commissioning & Assistant Director, Schools and Learning	74.6% of Haringey pupils reach a good level of development, which is above the London average for the fourth consecutive year. Most pupils did better than their comparators nationally and Haringey is ranked 28th nationally and 15th in London. The proportion of children achieving the Early Learning Goals is 1-3 percentage points higher than the national average and 0-1 percentage points higher than the London average.	As a minimum to maintain the current level of performance made in year 1 with the aim of making further improvements.		As a minimum to maintain the level of performance in year 1 with the aim of improving upon the good performance.

Objectives 4c and 5e) Families will be support by a community based multi-agency early help offer helping them to get the right information and help at the right time				
Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
4.4 **Produce a new early help strategy alongside partners to ensure that families receive effective support at the right time.** Cabinet Lead: Cabinet Member for Children and Families Officer Lead: Assistant Director for Early Help.	A draft early help strategy has been circulated to partners for comment. A revised draft taking on board feedback is currently being worked on. The Early Help Service has been reviewed and changes to the way the service operates have been implemented including: - a move to a strengths-based approach to assessing and working with families and a new signs of wellbeing assessment and plan have been implemented - the service is now based in children's centres in localities. Relevant staff are now spending more time working directly with families - the service is currently being consulted on a new structure which will realign resources to needs and ensure we have social worker oversight of cases through the team managers	The Early Help Strategy is agreed by the Start Well Board, implemented, has a full delivery plan that is being monitored and is starting to deliver for children and families. An Early Help Delivery group is operational with a full set of terms of reference and key partners are actively engaged. The new Family Support Service is fully operational and the changes to practice are fully embedded and showing improved outcomes for children and families. Partnership with schools is strengthened and schools are reporting that the council's new family support service is more responsive to the needs of children and families and is working well with schools.		The Early Help Strategy is fully implemented and showing impact through audits and reviews. An increase in the number of partner agencies being the lead professional and co-ordinating early help support for children and families. An increase in families being supported by the voluntary sector by a reduction in referrals to the Children and Young People Service. Key metrics identified through the Early Help Strategy are being regularly monitored by the partnership and showing improvements to the lives of children due to the implementation of the strategy. The Council's early intervention approach through connected communities, locality-based services is fully embedded and showing impact.

4.5 **Develop a wider Haringey model of practice to support effective working alongside families who need support.** Cabinet Lead: Cabinet Member for Children and Families Officer Lead: Assistant Director for Public Health, Assistant Director for Commissioning, Assistant Director for Early Help, Assistant Director for Schools and Learning & Assistant Director for Safeguarding and Social Care.	A range of practice methodologies is being developed, rolled out and implemented. This includes signs of safety, signs of wellbeing and the Anchor approach etc. The Anchor Approach has been adopted by the council's children's services as Haringey's approach to support resilience, wellbeing and mental health. We have embedded a whole school Anchor Approach in 15 additional schools in the east of the borough and contributed to the 'schools information for CAMHs staff bulletin' to strengthen joint working as part of the national Trailblazer Project. Continued to develop the work with schools in the west of the borough. Co-developed and tested a universal assessment tool to support assessment and delivery on resilience and wellbeing across agencies, with a specific element to support children of alcohol dependant parents as part of the Innovation Project. Recruited two teachers to work on the Trailblazer and Innovation Projects. Established Emotion Coaching leads across a range of roles in the borough, with a train the trainer approach. Delivered a local conference to a wider multi-agency audience on Emotion Coaching. Rolled out Five to Thrive with Midwives at North Middlesex Hospital. Began to work with the Family Support and the Young Adults Service in the council to embed the Anchor Approach in their practice and systems. The Innovation Fund programme (a programme to improve outcomes for children and families affected by alcohol abuse and ensure everyone knows how best to support families) delivered 3 local conferences and training to 633 local family workers and identified 40 practitioners to receive further training in line with the agreed service model. Service started in June 2019 and has helped 29 children. During the year we have seen a 65% increase in alcohol dependent parents accessing treatment	Further embed the Anchor Approach into the council's children's services to support family support workers, social workers and youth justice workers with their 'day to day' contact with families. Further roll out the programme and tools. Develop the evaluation framework. Continue to increase the number of schools adopting the Anchor Approach. Continue to embed Emotion Coaching across the borough and strengthen links with the Youth Justice Service and the Police. Develop a suite of tools for schools, including: Model School Policy and a School Guidance Document to support a move from a behaviourist approach to a relational one; Staff Wellbeing for Schools toolkit and a self-auditing tool for resilience and wellbeing. Work with North Central London Clinical Commissioning Group to support the wider roll-out of Team Talk (to support our work at the Whittington Hospital). Continue embedding the Anchor Approach with the Family Support Workers and the Young Adults Service, to support work with families and measure impact. Begin to scope work with community organisations to consider how the Anchor Approach could support this area. Identification and brief advice pilot with 40 frontline practitioners and then rolled out for use in all children's services. Develop a return on investment evaluation framework.	External funding for the teacher post working with the Trailblazer Project ends in March 2021. Funding will need to be identified to maintain capacity. A reduction in capacity will impact on the pace of delivery both in schools and in the local authority. The Innovation fund is funded by an external grant however it is reliant on the continuation of funding for the main Children, Young People and Families Substance Misuse contract.	Develop a whole system approach to early help ensuring that creating individual family and community resilience, and ensuring children thriving is everyone's business. This will be evidenced by more effective operational and tactical partnership working e.g: Team around the child and Family is well embedded. Continue to embed and evaluate the Anchor Approach in schools, council services and third sector organisations. Continue to commission the Children, Young People and Families Substance Misuse contract If the service is found to be cost effective, to identify investment to continue the project beyond the life of the Innovation Fund.

4.6 **Ensuring we have an effective strategic partnership board that will drive implementation of the Early Help Strategy** Cabinet Lead: Cabinet Member for Children and Families Officer Lead: Assistant Director for Early Help	The first meeting of the new children's strategic partnership took place on 14 November. The partners are currently agreeing the new strategic and operational arrangements.	Strategic partnership is in place and priorities and an agreed delivery plan is in place for the year. New strategic partnership agrees Early Help Strategy.		The partnership is maturing and there is effective monitoring of an outcome-based plan. Operational partnerships have been developed, are fully operational and delivering results.

Outcome 5: 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

Objective a) All our schools will be outstanding or good and an increasing proportion will be rated as outstanding
Objective b) All children and young people, whatever their circumstance, will be achieve to the best of their abilities

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
5.1 Lead the BAME Attainment steering group to refocus concerted action with teachers and school improvement partners to drive up educational attainment and narrow/eradicate the attainment gap. Cabinet Lead: Cabinet Member for Children and Families Officer Lead: Assistant Director for Schools & Learning	We are working closely with Haringey Education Partnership (HEP) in their work with our secondary schools to drive up standards and outcomes at Key Stage 3 and at GCSE/A level. We also held a second Black Asian and Minority Ethnic (BAME) conference in July 2019 which follows a series of BAME steering group meetings looking at closing and eventually eradicating the attainment gap for our BAME pupils, as well as providing a pledge for our schools to sign up to which seeks to achieve this. The vulnerability of underachievement toolkit has been rolled out The annual educational attainment report has been present to Children's Scrutiny Panel (7 November) and key areas for development continue to be the achievement of Turkish and Black Caribbean pupils.	The BAME attainment strategy lead by HEP will be implemented and monitored for impact. Schools are fully engaged in achieving the outcomes of the BAME attainment strategy and are implementing the strategy The effectiveness and impact of the Vulnerability Tool will be monitored and assessed		That the BAME attainment strategy continually shows impact, eradicates the attainment gap and is improving outcomes for BAME children and young people.
5.2 Work with partners to ensure we can meet the needs of children and young people especially those at risk of exclusion. Cabinet Lead: Cabinet Member for Children and Families (and Cabinet Member for Communities and Equalities) Officer Lead: Assistant Director for	Secondary school fixed term exclusion data is showing a reduction in the number of young people being excluded (0.17) and this is better than statistical neighbours (0.23), inner London (0.21) and England (0.20). This is second quartile performance and Haringey are ranked 56 out of all authorities. Following a review of exclusions in the borough, we have been working with partners to review our approach to Alternative Provision and have developed a whole systems Change Plan for implementation over the next	There are a number of milestones set out in the Change Plan for Alternative Provision which we will be delivering over the next three years. Most actions are for implementation in this and the next academic year.	This is a whole systems approach which focuses on prevention and early intervention, as well as seeking to redesign the arrangements for children and young people who have been excluded, permanently or on a fixed term basis.	The Change Plan for Alternative Provision is implemented and showing evidence of impact through reduced exclusion rates and better outcomes for children and young people.

Schools & Learning	three years. We have deliberately adopted a whole systems approach recognising the complex and multi-faceted nature of the issues.			
5.3 Pilot and evaluate the provision of free school meals to children aged 5-11 Cabinet Lead: Cabinet Member for Cabinet Member for Children and Families Officer Lead: Assistant Director for Schools & Learning	Terms of reference for a member group has been agreed in order to take this work forward.	The Member led Task and Finish Group reports its findings regards the provision of free school meals for children aged 5-11 years old. Initial report expected end of March 2020.	The findings and recommendations of the Task and Finish Group are reported to Cabinet for consideration.	To implement the recommendations of Cabinet.
5.4 Work with partners and parents to develop an Improvement Plan for children and young people with special educational needs and disabilities Cabinet Lead: Cabinet Member for Children and Families Officer Lead: Assistant Director for Schools & Learning	A draft self-assessment has been completed and an improvement plan is to be agreed by the SEND strategic group.	Monitor delivery of the improvement plan. Develop and implement a model of Co-production with parents, carers, parent advocates and young people.		Co-production is embedded and is an effective approach to working with SEND children, young people and their families in Haringey.
5.5 Work across the Council and with schools to ensure there is a programme of schools' estate maintenance and priorities. Cabinet Lead: Cabinet Member for Children and Families (and Cabinet Member for Finance and Strategic Regeneration) Officer Lead: Assistant Director for Schools & Learning	A programme of maintenance reviews and compliance checks has been completed for all schools. This has informed the programme of schools' estate maintenance and priorities given to works which are underway.	Draft asset management plan produced and approved. Monitor delivery of the maintenance programme.		Implement the map of the agreed estate use to ensure the schools' estate can be more flexibly used as needs change. Monitor delivery of the maintenance programme.

Objective c) Children and young people will be physically and mentally healthy and well				
Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
5.6 Work with partners to develop an integrated 0-19 model for the Healthy Child Programme Cabinet Lead: Cabinet Member for Adults and Health (and Cabinet	New service design completed with new service specification	0-19-year-old integrated service implemented	0-19-year-old integrated service will include a vulnerable family's pathway which will increase reach and support to more families.	0-19-year-old integrated service embedded and evaluated

Member for Children and Families) Officer Lead: Assistant Director for Public Health.				
5.7 Reduce reinfections of sexually transmitted infections in young people 15-19. Cabinet Lead: Cabinet Member for Adults and Health Officer Lead: Assistant Director for Public Health	Awaiting decision on a national grant to introduce a new programme of work to reduce re-infections amongst vulnerable young people. Continue to promote local services, especially clinic sessions for older teenagers and the C card scheme with young people	Extend the current contract for the young people and female reproductive health service. Support the universal roll out of relationship and sexual education in schools. Increase targeted prevention work. If Public Health are successful with the external grant application the Public Health team will 'roll out' scoping of need for training and then train appropriate youth workers and schools.	Maintain the current levels of funding External funding secured; match funded by £15,000 re invested from within current budget.	Monitor effectiveness of the pilot and prepare specifications for new services
5.8 Continue to work with partners to implement the Obesity Alliance priorities including roll out of sugar smart and development of an obesity clinical pathway. Cabinet Lead: Cabinet Member for Adults and Health Officer Lead: Assistant Director for Public Health.	Sugar Smart launched and a 'roll out' programme is underway. The child obesity clinical pathway developed and training to frontline practitioners is underway	A local obesity conference to be held in April/May 2020. Develop Healthy Guidance Toolkit for businesses and workplaces Develop Whole School Food Guidance	The conference is dependent on identifying funding	Embedding obesity reduction into Haringey's Local Plan.

Objective 5d) Children will grow up free from violence and fear of violence in the community wherever they live in the borough Objective 6c) Reduce the number of young people entering the criminal justice system				
Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
5.9 Collaborate with partners to deliver the [Young People at Risk Strategy] *The Strategy sets out a long-term strategic approach to reducing and preventing youth violence, and sets out strategic priorities to achieve the outcomes of the strategy over the next four years.* Cabinet Lead: Cabinet Member for	The Director of Children's Services chairs a Joint Executive Group of senior officers. This group is responsible for strategic oversight of the delivery strategy. An Operational Partnership Group is established with terms of reference and is leading the implementation of the Young People at Risk Action Plan. This group has met twice and is so far proving to be effective	A RAG rated plan is developed, fully implemented, operational and being monitored.	The Young People at Risk Strategy is substantially supported by various income steams including support from the Young Londoners Fund for Haringey Community Gold.	Initial plans fully achieved and reviewed, and further plans developed. Key data demonstrates that the strategy is impacting on serious youth violence.

Communities and Equalities Officer Lead: Assistant Director for Stronger Communities, Assistant Director for Early Help and Prevention & Assistant Director for Safeguarding & Social Care.				
5.10 Working collaboratively to improve emotional health and wellbeing support in schools – CAMHS Trailblazer – providing targeted mental health and emotional wellbeing support to pupils from years 6,7 and 8 in Tottenham schools. Cabinet Lead: Cabinet Member for Children and Families Officer Lead: Assistant Director for Public Health, Assistant Director for Commissioning.	The Trailblazer is a partnership approach working with a range of schools and other stakeholders which is now fully operational in its two key strands: improving mental health and wellbeing support in schools and reducing CAMHS waiting times. There are multi-agency mental health support teams active in designated Haringey schools to improve emotional and mental health wellbeing outcomes and there is focused attention on reducing waiting times for children and young people in need of CAMHS input.	The Trailblazer implementation has been reported to the Health and Wellbeing Board and to the Children and Young People's Scrutiny Panel with several milestones for continued implementation and evaluation.	The Trailblazer represents a significant injection of funding to ensure earlier access to support for mental health and wellbeing, in non-stigmatising and accessible locations.	

Outcome 6: Every young person, whatever their background, has a pathway to success for the future

Objective a) All young people will be able to access routes to achievement and success
Objective b) Young people will feel prepared for adulthood

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
6.1 **Expand the range of supported housing for care leavers and vulnerable young people.** Cabinet Lead: Cabinet Member for Housing and Estate Renewal Officer Lead: Assistant Director for Commissioning, Assistant Director for Safeguarding & Social Care.	Three properties have been identified within the borough of Haringey as being suitable for providing accommodation. Where appropriate support for young people will be provided through our existing provider.	Develop and sustain this offer. Monitor effectiveness of this support.		A review to see if the offer was successful and to consider next steps. Continue to monitor effectiveness of the support offered in year 1.
6.2 **Implement an 'independence pathway' to support transitions among 14-25 year olds, particularly those with LD and MH** Cabinet Lead: Cabinet Member for	Staff have been recruited to undertake work around Preparing for Adulthood. These officers will officers work with a cohort of twenty-four young people. An outcomes tool has also been developed to evaluate progress and access to the Project Search resource portal has also been secured to help support this work.	Evaluation of the project will be undertaken in June 2020.	The potential reductions in social care costs by supporting people into employment, where appropriate, will be estimated.	Plans for years 3 and 4 will be developed in year 2 and will be based on the evaluation completed in year 2.

Adults and Health (with Cabinet Member for Children and Families) Officer Lead: Assistant Director for Adults & Assistant Director for Safeguarding & Social Care.				
6.3 **Supporting young people with special educational needs and disabilities on pathways into employment** Cabinet Lead: Cabinet Member for Children and Families (with Cabinet Member for Local Investment and Economic Growth) Officer Lead: Assistant Director for Schools & Learning & Assistant Director for Safeguarding & Social Care.	A cohort of seventeen young people are currently taking part in the Haringey Employment Support Programme (HESP). The Haringey Supported Internship Forum has also been developed and is attended by multi-agency partners. A Supported Internship Programme in Haringey is also being established.	All the young people participating in HESP programme will meet the outcomes they were set.	As above.	Plans for years 3 and 4 will be developed in year 2 and will be based on the evaluation completed in year 2.

Outcome 7: All adults are able to live healthy and fulfilling lives, with dignity, staying active and connected in their communities

Objective a) Healthy life expectancy will increase across the borough, improving outcomes for all communities

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
7.1 Working with partners in the NHS and the voluntary and community sector to create a joined-up health and care system which achieves key outcomes including: **a) Reduced health inequalities** **b) Increased prevention and early intervention** **c) Improved resident experience** Cabinet Lead: Cabinet Member for Adults and Health Officer Lead: Director of Public Health.	Haringey Borough Partnership development group formed with significant contributions from our local hospital trusts, NHS commissioners and voluntary sector representatives. Leaders Forum with representation from across the partnership now meeting regularly Haringey Council and partners have contributed to design of the integrated health and care system for North Central London On the groundwork in North Tottenham being rolled out including Community First approach being delivered from North Middlesex Hospital and GP practices so people can get advice on the wider factors affecting their wellbeing including housing and debt advice	Borough partnership plan to be completed by mid-2020 Borough partnership boards to be in place by mid-2020 Further pilots of integrated working in North Tottenham in place during the year. Sign up to the Public Health England Mental Health Prevention Concordat.	We are making significant progress in working with partners across the Health and Care system to develop an integrated care partnership at borough level. In the next 12 months we will have an agreed action plan in place with partners and a way of working together in place	Implementation of the priorities that are to be agreed in the Borough Partnership Plan

7.2 Work across the Council and with partners to improve the mental health and wellbeing of all our residents Cabinet Lead: Cabinet Member for Adults and Health Officer Lead: Director of Public Health, Assistant Director for Commissioning & Assistant Director for Public Health.	Adults Mental Health JSNA chapter has been agreed by Haringey's Mental health executive. Children's Mental Health JSNA chapter complete. Significant activity underway to deliver the Trailblazer for children and young people including mental health support in schools and attainment of the 4 week wait for access to CAMHS. Refocusing of mental health floating support to better enable people to access the right support at the right time. After our successful systems bid for external funding, new mental health offer for people affected by homeless or sleeping rough.	Continue to work with users, residents and stakeholders to develop the integrated offer at Canning Crescent Ensure continued rollout of the Trailblazer to better support children and young people at an earlier stage Work across the system to reduce out of area placements for all users, across the age range. Work with communities to develop a stronger community response and engagement in initiatives to support good mental health and wellbeing across the life course.	Work is already underway planning these initiatives which are part of a wider approach to supporting people earlier and ensuring a holistic approach to mental health and wellbeing.	Continued implementation of Living Well Strategy
7.3 Working with a wide range of partners and stakeholders to enable residents to manage their own health and wellbeing and to age well Cabinet Lead: Cabinet Member for Adults and Health Officer Lead: Director of Public Health	Following a period of co-production and engagement, the Ageing Well Strategy has been finalised and agreed by partners as a whole systems approach. Approved by the Health and Wellbeing Board in recognition of its impact across the whole system of health and care	Continue to work with a range of stakeholders to co-produce and deliver action plan for Ageing Well Strategy which encompasses all strands identified from prevention through to end of life and crisis care.	This work will be supported through the Ageing Well Board under the Borough Partnership arrangements.	Deliver action plan for Ageing Well Strategy
7.4 To ensure that those most in need of prevention services access the right help as early as possible (e.g. stop smoking/physical activity/weight management) Cabinet Lead: Cabinet Member for Adults and Health Officer Lead: Assistant Director for Public Health.	Services optimised – quit rates for smoking cessation services have shown improvement Physical Activity and Sports strategy developed and launched. Delivery plans agreed and implementation underway	Further refine existing services and develop new service model Continue to implement the delivery plans Develop impact monitoring plan for preventative activities		Implement new service model
7.5 Roll out pilot programme to reduce smoking in pregnant women and parents with children under 5 years Cabinet Lead: Cabinet Member for Adults and Health Officer Lead: Assistant Director for	Programme and training scoped	Opportunities will be taken to integrate the programme implementation across several initiatives including Connected Communities, Health Visiting and Early Help to optimise impact and to ensure all areas of the community can access the support they need.	A test and learn approach will be adopted to ensure the pilot can have optimal impact for all pregnant women and parents with children under 5.	Evaluate and improve programmes

Public Health.				
7.6 Connect residents with information and resources in their community which can help them to lead healthier lives Cabinet Lead: Cabinet Member for Adults and Health Officer Lead: Assistant Director for Commissioning.	Reach and Connect service rolled out Expansion in local area co-ordinator coverage Mulberry Junction open with an integrated offer for people at risk of or affected by homelessness Connected Communities roll out to ensure reach into targeted communities A forum has been established to engage all co-ordinators and connectors working in the community to share information and promote better pathways for local residents	The network of connectors will continue to be developed to share information Review of information and advice services with aim to pilot a new approach delivering a more joined up model Ensure effective community links to the developing Primary Care Networks	Information is a core issue for local residents and communities, and we are keen to build stronger information resources for all residents and practitioners.	Evaluate the benefits of a joined-up approach Seek additional resources to consolidate approach

Objective b) People will be supported to live independently at home for longer				
Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
7.7 Promote independent living options – enabling more people to live in less restrictive settings, including sheltered housing, accommodation with Housing Related Support, Shared Lives and Key-Ring Support. Cabinet Lead: Cabinet Member for Housing and Estate Renewal (and Cabinet Member for Adults and Health) Officer Lead: Assistant Director for Commissioning	**Shared Lives** – a review is currently underway to look at how this can be better utilised as a housing option. A set of recommendations will be made as part of the review setting out how to the service can be improved. People who are in supported living or residential care, who are currently placed out of borough, who would benefit from a family environment back in their community, will be identified. **Move On** – a project is underway to support people with a learning disability, who are able to step down from supported living, to other supported options with lower levels of support. At present ten individuals are being worked with and further people who would be suitable to look at lower levels of support will also be identified. Work is underway to ensure more general needs housing for people with mental health needs or a mild to moderate learning disability to ensure move-on options are in place.	**Shared Lives** - A review of shared lives service has identified areas where the scheme could be expanded. An action plan has to be implemented and improvements and growth improved. Carers recruited to match needs and people moved to family homes if they choose to do so. A particular focus on a cohort of 6 to 10 adults with a learning disability currently placed out of borough have bene identified. Cross cutting work between ASC, Housing and Planning, is underway to ensure the growth in social housing units has benefit across the system and for those with additional care and support needs.	Significant possibility for savings from moving people into shared lives. This needs to be explored more fully and may require project management/ commissioning resource in social care to deliver.	To continue to grow the scheme, to expand the user groups that may benefit from shared lives. To replicate a model where people are moved from more restricted accommodation (maybe out of borough) to family homes in the shared lives schemes. This creates great outcomes and is better value for money for the council.

7.8 Give residents access to better technology options that can help them to stay safe, independent and connected. Cabinet Lead: Cabinet Member for Adults and Health Officer Lead: Assistant Director for Adults.	Adult Social Service Assistive Technology Offer: Reviewed current in-house service offering and designed new Delivery Model that will see enhanced capability to assess, access and implement assistive technology more effectively and in accordance with industry best practice. Procured new call monitoring platform that will enable the use of wider technology options to meet greater and more varied level of needs. Pilot of activity monitoring technology that is designed to help inform the development of care packages to ensure the correct wrap around care is in place. Secured £20k funding for a pilot to explore use of AT in supported living environment with providers and service users. New supported living schemes, such as Linden House, will be equipped with assistive technology to maximise people's independence.	Implement the new and enhanced capacity in-house delivery model and associated restructure that will provider wider service offer. Implement the new call monitoring platform Development of a new DPS that will enable the access of new technologies in a timely and cost-effective way. Establishment of new innovation working group with key stakeholders to understand different needs and identify suitable technology to meet these. Across all service users' groups, Adults, LD and Mental Health Supported Living Project phase 2, to review and develop commissioning approach incorporating AT. Activity monitoring pilot phase 2 to be extended to larger cohort and to embed in the care assessment process. Review of the potential role of AT between the Care and Health pathways and the further benefits that could be achieved. Development of business case. New accommodation is opening, and assistive technology will be used throughout the service.	This will be monitored, and good practice will be rolled out. The new delivery model and use of Assistive Technology will provide greater independence for people and as a result will lead to some reduction is care packages. Can provide vital support for carers, alleviating pressure and anxiety and supporting their wellbeing. Assistive technology aim is to reduce the needs for some care hours to be commissioned and is expected to provide some reductions in care packages.	Continued growth for Assistive technology for LD, innovation and scope to broaden. Establishment of a programme of good practice to be rolled out across supported living or residential care schemes. Further development and deployment of the Health and Supported living opportunities. Explore other areas within the council i.e. Children's where there may be further opportunities for AT to deliver improved outcomes.

Objective c) Adults will feel physically and mentally healthy and well				
Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
7.9 Further develop our healthy place approach – including strengthening approach to licensing, healthy planning, healthy homes and workplaces etc. Cabinet Lead: Cabinet Member for Adults and Health Officer Lead: Assistant Director for Public Health.	Licencing: Public health has strengthened their representations to the Licensing Committee Agreement reached to incorporate the Health Impact Assessment methodology into the next Local Plan due in 2020 Haringey's School Superzones Pilot implemented. Haringey was the first local authority to ban the advertising of products with high fat, sugar or salt as part of its corporate advertising and sponsorship policy. Sugar -smart launched a conference in April 2019 which involved: Organisations committed to taking action to reduce sugar and promote healthier diets. Sugar smart sign up by 10 primary schools, 1 nursery and 3 organisations. Work with Islington to develop a Business Food Standards Policy Annual Public Health Report on inequalities published. Haringey has the biggest network of healthy living pharmacies (31) in London providing a broad range of free sexual health services including chlamydia and gonorrhoea testing, chlamydia treatment, free condoms for young people and adults, HIV point of care testing (in selected pharmacies).	Embed health impact assessment methodology and public health input into significant planning and policy decisions. Develop a one council and partnership approach to improving Health and Wellbeing and reducing health inequalities	Continue to link with place priorities	Develop a Health & Wellbeing Policy within Haringey's new Local Plan Healthy Place: ongoing work :- Improving air quality through developed air quality action plan Healthy place shaping to promote walking, cycling and social interaction. Use of licensing and planning powers to tackle gambling, alcohol misuse and promote healthy eating Economic development and the link to health and wellbeing
7.10 To tackle high levels of alcohol related harm to individuals and communities – with partners start the process of developing an alcohol strategy. Cabinet Lead: Cabinet Member for Adults and Health Officer Lead: Assistant Director for Public Health.	Alcohol strategy development delayed due to a change in priorities and the need for a drugs strategy The Innovation Fund programme (a programme to improve outcomes for children and families affected by alcohol abuse and ensure everyone knows how best to support families) delivered 3 local conferences and identified the practitioners to receive further training in line with the agreed service model. During the year we have seen a 65% increase in alcohol dependent parents accessing treatment. In September we saw another successful Recovery Pride Event where local residents celebrated and shared their stories of completing successful treatment in either the drug or alcohol services.	Start the process to gain senior leadership commitment (across the partnership) to develop an alcohol strategy Roll out the programme and tools. Develop the evaluation framework	Continue to link with place priorities	Will be developed after the outcomes of the alcohol strategy.

7.11 Support employment initiatives to delivery of the Economy Outcome 14a) to ensure people with extra support needs can access and maintain employment Cabinet Lead: Cabinet Member for Adults and Health Officer Lead: Assistant Director for Adults & Assistant Director for Safeguarding & Social Care.	There are several initiatives being worked on across the Council and on a pan-London basis and with partners. An overarching strategy is being developed, which will draw together the existing work described and set out a vision and priorities for Haringey. Supported employment initiatives in place for young people and for adults with learning disabilities The development of the Haringey Economic Development Strategy has opened up a number of opportunities for social care and for people who would benefit from supported employment options.	The new overarching strategy will set out the vision and overall approach to supporting people with support needs into employment. This will include opportunities in emerging council developments, such as the Autism Hub in year 2 and Canning Crescent's Mental Health Support offer in years 3 & 4. The Proud to Care portal supports the promotion of rewarding and flexible work or training in the North London care sector. We will further develop this across North Central London to ensure that people in need of supported employment can also access social care roles: www.proudtocarenorthlondon.org.uk	This priority provides economic benefits to the individual and creates greater independence. In the longer term there may be a cohort of people who attain greater financial independence through appropriate employment.	To be developed.

Objective d) Adults with multiple and complex needs will be supported to achieve improved outcomes through a coordinated partnership approach				
Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
7.12 Improve ways of working across social care, acute and community partners to deliver integrated care to people Cabinet Lead: Cabinet Member for Adults and Health Officer Lead: Assistant Director for Adults, Director of Public Health & Assistant Director for Commissioning.	The Council has been working with partners across the NHS and the voluntary and community sector, to develop an approach to Integrated Care Systems locally, at a borough level and across North Central London. A model is being trialled in North Tottenham, which brings together an integrated, multi-disciplinary team of practitioners from across the public sector, in one location. The integrated team works on the same geographical area, enabling them to tackle issues in a holistic way and provide a simpler and more joined up local system. This approach also supports the coordination of local activity, networks and opportunities and makes best use of the strengths and assets of our communities. We are developing a Haringey Borough Partnership, whose main focus will be to improve the health and wellbeing of local residents, taking a determinedly whole systems and early intervention approach, as well as contributing to the development of the Integrated Care System across North Central London. The work is all informed by the great success of integrated	The integrated, multi-agency team is developing working arrangements during November/December 2019. Shadow arrangements to be in place by January 2020. Full arrangements to be operational by April 2020	This is an exciting development which brings whole systems working for improving health and wellbeing outcomes in their widest sense, fully into focus for work between the NHS and a wide range of partners.	To be developed.

	working to support people to be safely discharged from hospital following an admission.			
7.13 Preparing for adulthood – develop model of support that prepares young people for adulthood when transitioning from children's services to adulthood, encompassing: **a) Employment support** **b) Housing support** **c) Good health, wellbeing and independence** **d) Community relationships** Cabinet Lead: Cabinet Member for Children and Families (with Cabinet Member for Adults and Health and Cabinet Member for Communities and Equalities) Officer Lead: Assistant Director for Adults & Assistant Director for Safeguarding and Social Care.	Preparing for Adulthood Pathway Guide has been co-produced and is available online and in hard copy, for professionals and families. www.haringey.gov.uk/sites/haringeygovuk/files/preparing_for_adult_pathway_guide.pdf A Transition protocol has been developed with health to agree internal procedures and a draft Transition Policy has been compiled. The Council, in partnership with College of North East London, North Middlesex Hospital and Tottenham Hotspurs Foundation, has launched Project Search Supported Internship for 12 young people with a learning disability. Two Transition Events were held were families to find out more about preparing for adult life, post 16 choices, including employment, education and housing choices	We are ambitious to support as many young people into positive employment options as possible. The following outline the current capacity and support that we will seek to increase: Twelve young people are currently participating in the North Middlesex Hospital Supported Internship programme and will be in employment by September 2020. Twenty-seven young people will be supported, via My AFK Haringey Employment Support Programme, to meet employment outcomes by September 2020. Preparing for Adulthood Pathway Guide will be published in January 2020 for families and professionals. Young people will know their transition outcome six months before their 18th birthday. A Transition Policy and protocol will be launched Feb 2020. These are guidance documents for professionals, to help them improve the process of moving people on from children's services to adult life.	Two young people from Haringey are participating in Project Search Supported Internships. As part of the My AFK HESP project, six young people have applied for jobs and we expect four to be in paid employment by Jan 2020. The Pathway Guide 2020 will empower families to find information and advice to reduce dependency on social care services by making better use of other networks and facilities in the community. It will also reduce family's anxiety that there will be a 'cliff edge' when young people transition to adults' packages of care by making it clearer what the adult offer is, eligibility and alternatives if they are not eligible. The development of the Transition Policy, Transition protocol and Timeline will act as guidance for staff across the partnership to be clear about their role, responsibilities and timeframe for transition planning early which, can assist to reduce dependency on care and support by exploring options such as employment and support in the community. Work is being undertaken with Children's services to ensure Adult services are aware of all young people who may transitions to adults' services from 14 years on wards.	To be developed.
7.14 Working with partners and stakeholders to redevelop our built assets to deliver higher quality, more connected care Cabinet Lead: Cabinet Member for Adults and Health	We are carrying out a Community Assets Review looking at how we make best use as a Council, with statutory and community partners, of our community assets which include a range of buildings across the borough. This work encompasses several strands including moving towards a more locality focused approach, greater integration and more involvement of local communities.	The aim is to report on the Community Assets work within the next nine months, with a view to completing the review element of the work.	This is a wide-ranging piece of work engaging widely with stakeholders both within and out with the Council.	

Officer Lead: Assistant Director for Commissioning.				

Outcome 8: Strong communities where people look out and care for one another

Objective a) Carers are supported and valued, including young carers

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
8.1 **Work with partners, carers and young people to develop a Carers' Strategy** Cabinet Lead: Cabinet Member for Adults. Officer Lead: Assistant Director for Adults & Assistant Director for Safeguarding & Social Care.	The Council and CCG are working jointly with carers and other stakeholders to develop a whole system Carers' Strategy. Carers' Working Group (CWG) was established in September 2019 in order to oversee the development of the strategy and ensure co-production with Carers is a significant driver for the approach Initial engagement with Carers, to identify themes has already taken place and will continue to inform next steps	Work with carers to design and hold a boroughwide engagement event in Spring 2020 to develop the principles and priorities for the Strategy. Finalise and approve the Carers' Strategy to encompass all areas affecting the health and wellbeing of carers in the borough. Long-term road map and action plan to accompany the Carers' Strategy to be developed by CWG by June 2020. Development of improved network of multi-agency support for Carers.	It is recognised that improving signposting and information and guidance around financial support is an important and practical way of supporting Carers. This will be reflected in the strategy and action plan as they are developed.	To be developed following establishment of Carer's Strategy.

Objective b) A strong and diverse voluntary and community sector, supporting local residents to thrive
Objective c) Caring and cohesive communities which can offer support

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
8.2 **Embed a locality-based model in Haringey, with a focus on early intervention and prevention for all of our community, in order to provide better support to residents at an earlier stage, preventing them slipping into crisis.** Cabinet Lead: Cabinet Member for Adults and Health Officer Lead: Assistant Director for Commissioning.	Engagement was undertaken with residents Autumn 2018 on the development of a locality-based model. A trial service, Community First, was launched in Wood Green Library in November 2018. This focused on targeted groups and residents were able access support from a multi-disciplinary team, based in one location. In parallel, Connected Communities was trialled in North Tottenham in Spring 2019. Point 36 sets out how this work is being developed.	Bed in the newly recruited operational staff and build on the culture and training programmes in place to enable a borough wide rollout. Rollout of the full model is subject to an Outline Business Case to be developed and signed off by March 2020.	Cost avoidance and social value impact modelling is challenging and needs to be built through an evidence based, iterative process. Robust data is required to underpin cost avoidance modelling, and this will be gathered as the locality-based approach develops.	Further roll out and development of Locality model based on trials and modelling.

8.3 **As part of delivering the above, combine and expand Community First and Connected Communities approaches into one co-produced locality model and roll out across the borough.** Cabinet Lead: Cabinet Member for Adults and Health Officer Lead: Assistant Director for Commissioning.	As part of the ongoing test and learn approach being adopted for implementing Connected Communities, we have integrated Community First, Connected Communities and Local Area Co-ordination into a single approach which meets a diverse range of needs. A co-location of the model is also being piloted in community health and primary care settings to develop an integrated early intervention offer for residents. From November 2019 a multi-agency version of the model will be tested at three GP practices in North Tottenham. A version of the model will also be trialled at the North Middlesex Hospital. Development of a co-produced Welcome strategy which sets out our strategic commitment to make Haringey a welcoming borough for everyone who wants to live and work here. The strategy outlines a collaborative approach, drawing on the skills, assets and passions of partner agencies and communities from across the borough.	Based on the trial described, an outline business case will be complied in April, setting out plans to roll out a locality-based model across the borough. Develop greater use of multi-agency data and insight to provide targeted communication with specific cohorts of residents. Launch of Connected Communities in Hospital and Primary Care Settings Development of Social Value Impact Tool for testing across the system by March 2020 in order to evaluate impact. Considering social value allows us to consider what is important **to** people not just **for** people. Adopting a borough-wide measure for individual values allows the Council and partners to compare interventions and activities and plan where we may need to improve provision. It attempts to measure the impact of preventative work with communities and then to help us communicate the value of that work.	Social Value Impact Tool is being developed by performance colleagues as a way to assess both social return on investment (starting with Connected Communities) and social value (currently being piloted on the Community Buildings review, measuring the impact on discounted rents) The aim is to try and allocate a monetary value to the social benefits of achieving certain outcomes drawn from a broad basket including health and wellbeing, local employment, sustainability, education, accommodation etc.	Further roll out and development of Locality model based on trials and modelling.
8.4 **Strengthen community based early help offer in-line with the strategy.** Cabinet Lead: Cabinet Member for Adults and Health (with Cabinet Member for Children and Families) Officer Lead: Assistant Director for Commissioning & Assistant Director for Early Help & Prevention.	We have successfully attracted additional resources into the combined Connected Communities function in order to strengthen our early intervention offer in local communities. We have increased coverage across the borough, ensuring we have a presence particularly in areas of greatest need. A program of support for Young Carers is already active via the Bruce Grove Youth offer. Additional evidenced based supports such as Caring dads, Anchor Approach and the Reducing Parental Conflict Program is now on offer, which Caring Dads becoming fully operational in March 2020.	As above.	As above.	As above.

Objective d) Levels of Violence against women and girls will be significantly reduced				
Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
Note, although this is also a discrete priority, the work to deliver change happens across multiple organisations and parts of the council. It is also an intrinsic part of multiple objectives within the People and wider Borough Plan. The full strategy can be found here: https://www.haringey.gov.uk/social-care-and-health/health/public-health/domestic-violence-and-abuse-and-violence-against-women-and-girls/violence-against-women-and-girls/haringeys-approach-violence-against-women-and-girls 8.5 **Drive borough-wide change in the culture, behaviours and attitudes that lead to violence against women and girls through a coordinated community response (CCR)** Cabinet Lead: Cabinet Member for Adults and Health Officer Lead: Director of Public Health.	Over 800 professionals trained on VAWG 150 people engaged during '16 days of Action' campaign VAWG Coordinator delivered mandatory domestic violence training for new Barnet, Enfield and Haringey Mental Health Trust staff, reaching approximately 160 staff members. VAWG Coordinator worked with Barnet, Enfield and Haringey Mental Health Trust to improve the training materials to include key topics of power and control, disproportionality of VAWG and routine enquiry	Expansion of the VAWG team in the council To further support VAWG training across the workforce and raising awareness amongst partners The VAWG team will continue to work in partnership with a wide range of partners across the statutory and voluntary sectors to improve responses to victim/survivors of VAWG and build capacity within their workforce to support particularly those who are most vulnerable. There is also a new Domestic Violence Policy that is being introduced to support staff who work for the LA, to be supported if they are also victims. Expansion of the Council's VAWG team to lead on improving pathways for support and preventative approaches		Further development of approach in line with 10-year VAWG strategy https://www.haringey.gov.uk/social-care-and-health/health/public-health/domestic-violence-and-abuse-and-violence-against-women-and-girls/violence-against-women-and-girls/haringeys-approach-violence-against-women-and-girls
8.6 **Develop intensive, recovery-focused support programmes for women from culturally and linguistically diverse backgrounds who have experienced violence** Cabinet Lead: Cabinet Member for Adults and Health Officer Lead: Director of Public Health.	Over 1000 women supported through specialist services	To recommission services to increase existing service provision for women. Planning for new refuge provision in the borough. Purchase of site at an advanced stage.		Further development of approach in line with 10-year VAWG strategy
8.7 **Improve the long-term support**	WISER has been continuing to work with excluded women	The project has expanded to include	The funding is due to end in March	Further development of approach in line

available locally to help survivors to develop their resources and support networks to recover from abuse through ensuring sustainability of the WiSER project Cabinet Lead: Cabinet Member for Adults and Health Officer Lead: Director of Public Health.	with severe and multiple disadvantage to enable them to access safe housing & benefits, stay safe and improve health, engage in other support services build self-esteem and confidence, access work, education and training and become financially independent	additional LAs and voluntary sector partners to work on delivering this project. Which has proved to be successful in engaging women who have never engaged in services before.	2020, as they were not successful in the MOPAC commissioning bids (results announced October 2019). Further opportunities are currently being explored to obtain further funding.	with 10-year VAWG strategy
8.8 **Include age-appropriate and evidence-based education to schoolchildren covering sexual violence, gender equality and other relationship issues** Cabinet Lead: Cabinet Member for Children and Families Officer Lead: Director of Public Health.	Continued to fund a prevention programme in schools. The Protect Our Women (POW) project, run by Solace Women's Aid, is in its 5th year and continues to grow from strength to strength. 369 young people engaged in POW.	To increase training in primary and secondary schools		Further development of approach in line with 10-year VAWG strategy
8.9 **Expanded programme of perpetrator support for men** Cabinet Lead: Cabinet Member for Adults and Health (with Cabinet Member for Communities and Equalities) Officer Lead: Director of Public Health.	Perpetrator programme contract has been extended for 12 months with effect from 1st September 2019. All female partners or ex partners are offered parallel support when the men are on group programmes.	To identify community groups to develop and train community elders to support men from the Turkish and Polish communities to act as interpreters and mentors for male perpetrators		Further development of approach in line with 10-year VAWG strategy

Outcome X: All residents will be able to live free from fear of harm

Objective a) Children, young people and adults experiencing or at risk of harm, neglect or exploitation will be protected and safeguarded

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
X.1 **Improve services for children who need help and protection by a persistent approach to drive good outcome-focussed practice with a focus on our key priority**	New MASA arrangements formally launched on the 4th November with representation from all Safeguarding partners. Consistent application of evidence-based tools to inform good quality interventions for	Priority Action plan agreed and monitored through the new Haringey Children's Safeguarding Partnership. The partnership is strengthened and the new	No additional cost indicated.	Priority Action plan in progress and monitored through the new Haringey Children's Safeguarding Partnership. Partners agree the priorities for the multi-agency practice

areas such as neglect, violence against women and girls, disabled children. Cabinet Lead: Cabinet Member for Children and Families Officer Lead: Assistant Director for Safeguarding & Social Care.	children and families.	ways of working in relation to shared responsibility and accountability in for safeguarding across Haringey are embedded and working well. The new board is developing collaborative working arrangements with the Adult Safeguarding Board and moving towards a 'People' approach to mitigate risks. Details set out in the update Ofsted improvement plan- including the evidence-based tools. New Early Help strategy to be launched in 2020.		week. Continued service and practice improvement
X.2 **Supporting a consistent and high-quality workforce** Cabinet Lead: Cabinet Member for Children and Families and Cabinet Member for Adults and Health Officer Lead: Assistant Director for Adults & Assistant Director for Safeguarding & Social Care.	**Adult Social Care** – Recognition that quality of social care provision is linked to recruitment and retention, appropriate renumeration, working terms and conditions. We have successfully agreed payment of London Living Wage (LLW) to all commissioned home care and Extra Care provision. This will come into effect in Year 2. Internally within the council there are concerted efforts to support a Modern Reward strategy that will support recruitment and retention of social care staff. There is also work to reduce agency staff that is monitored through monthly team meetings. **Children's Services** - The national picture for recruiting and retaining social workers remains challenging. The service has seen the proportion of agency social workers rise from 34% to 36%. The level of agency staff in the service has increased since March 2019 from 61 to 67. The London Boroughs' agency average is 24%. The service continues to drive practice improvement and some of the reduction in permanent staff has been in relation to effective performance management. The service continues to focus on recruiting permanent staff through networks and newly qualified social workers	Implementation of the Modern Rewards Strategy to support recruitment and retention of staff. Paying London Living Wage to Care Staff to support recruitment and retention of high-quality staff and improve outcome for residents. **Adult Social Care** - Moving of agency staff onto fix term contracts wherever possible. Implement plans to deliver an Academy to support recruitment and retention. **Children's Services** - Deliver our recruitment and retention improvement plans which includes: - Review the recruitment offer; - Conversion of agency workers; - Develop our' grow our own' strategy through supporting student placements by	**Adult Social Care** - The financial impact of holding high levels of agency staff within teams is recognised and will continue to be minimised wherever possible. £196K saving - On target and delivered through the recruitment of newly qualified social workers.	Review recruitment and retention improvement plans and adjust actions where needed. Monitor performance monthly.

		recruiting step up students and recruiting two cohorts of newly qualified social workers each year; - International recruitment; - Launch our Children's Learning Academy and provide additional support to students and practitioners through our new advanced practitioner. Monitor performance monthly.		
X.3 **Increase the recruitment of in-house foster carers and reduce the use of independent foster agencies** Cabinet Lead: Cabinet Member for Children and Families Officer Lead: Assistant Director for Safeguarding & Social Care.	Six new in-house foster carers have been recruited to date with a further six foster carers expected by end of December. However, with resignations to date of four carers the net gain to the end of September is two carers.	Implement plans to recruit and retain in-house foster carers through: - An effective marketing strategy - Implementing the Mockingbird programme which centres on an extended family model where one foster home is paid to act as a hub, offering planned and emergency respite, advice, training and support, to six to 10 satellite fostering or kinship care families - Providing foster carers with the skills to manage complex behaviours through the Children's Learning Academy Increase fostering placement capacity through the funding of housing adaptations for existing in-house foster carers who have homes with Homes for Haringey Monitor performance monthly.	£90K saving Invest to save On target - over the next 2 years foster care households to increase – 20	Review the recruitment and retention of in-house foster carer plans and adjust actions where needed. Consider extending the Mockingbird programme. Review the success of the funding of housing adaptations and implement lessons learned.
X.4 **Develop an effective edge of care service so that young people can remain safely at home with their families instead of coming into care.** Cabinet Lead: Cabinet	Whilst recruitment for the new HART team remains in progress to be completed, much preparatory work has been completed in terms of confirming service specifications, target cohort and communications. Additionally, the new Positive Families Partnership has been launched and we will be referring a minimum 12 young people for Family Functional Therapy and Multi-systemic therapy. Currently this service is working with one young person and three more are in the process of being referred.	Further develop our edge of care approach and this will include: - Finalising opportunities with the CCG through support from the Brandon Centre, and	£150K Invest to save. On target	Review our developing edge of care approach. Make changes within the MASH and Early Help for more robust and earlier identification of the children at risk of coming into care. This will include using the Adverse CE factors in line with

Member for Children and Families Officer Lead: Assistant Director for Safeguarding & Social Care.		- the Positive Families Partnership - Realign the brokerage services to ensure better short-term care and support to adolescent children - Review the options for local provision for children who require multi-agency assessments to determine long term care plans - Embed and develop the work of the new HART team. Monitor performance monthly.		Public Health Strategies. Increase the numbers of adolescent and their families accessing support safely at home.
X.5 **Develop a Family Centre to support bringing specialist family assessments in house and doing them in the community** Cabinet Lead: Cabinet Member for Children and Families (and Leader of the Council) Officer Lead: Assistant Director for Safeguarding & Social Care.	The Team Manager for this new service has been recruited and the refurbishment of the Maya Angelou Family Assessment centre and parenting support outreach service is in progress. The service will launch by the end of November.	Embed and develop the work of this new service. Monitor performance monthly.		Continued service development. Evaluate the success of the service and ensure during these two years that the skills of these teams are transferred to social workers in the Court and Safeguarding Teams.
X.6 **Development of partnership wide transitional safeguarding response** Cabinet Lead: Cabinet Member for Children and Families Officer Lead: Assistant Director for Safeguarding & Social Care & Assistant Director for Adults	Adult and Children's Services are developing this work jointly at present. Safeguarding is built into the learning disabilities referral process for young people. Work is under way to explore how this can be built into the Transition Panel.	The approach, milestones and success factors will be developed and presented to the Safeguarding Adults Board in April 2020 Year 1 – take a 'test and learn' approach to new ways of supporting young people Transitional Policy in consultation stage Exploitation Prevention Panel reconfigured to include Early Help and young adults.	None.	To be developed. Continued service development
X.7 **Delivery of Haringey Adults Safeguarding Board strategic priorities noting newly identified**	The Haringey Adults Safeguarding Board's (HASB) strategic plan is updated on a rolling, quarterly basis, and reviewed at the HASB meetings. Priorities and actions within the strategic plan are based around these areas: • Assurance that safeguarding practice is person centred and outcomes focussed	At present a set of supporting performance indicators are being developed by the	None.	As described, the HASB's strategic plan is updated on a rolling quarterly basis and reviewed at quarterly HASB

areas for focus. Cabinet Lead: Cabinet Member for Adults and Health Officer Lead: Assistant Director for Adults.	• Prevention of abuse and neglect • Ensuring responses are provided in a timely and proportionate way • Learning and improvement It also has dedicated subgroups for the following areas, which review specific delivery plans for these areas: • Safeguarding Adult Review • Quality Assurance • Prevention and Learning Delivery plans held by each sub-group are aligned to the Strategic Plan and priorities. Plan can be found here: https://www.haringey.gov.uk/sites/haringeygovuk/files/hsab_strategic_priorities_final_0.pdf	Council's Performance team. These will underpin the existing Adult Safeguarding indicator, part of Outcome 7, Healthy and Fulfilling Lives, which measures performance against the proportion of adult safeguarding cases with risks removed if reduced at the end of the case. The council will co-ordinate a multi-agency response to modern slavery in Haringey		meetings.

Place – Year 2 Delivery Plan

Outcome 9: A healthier, active and greener place

Objective a) Protect and improve parks, open spaces and green space, promoting community use

Delivery priorities	Progress made in Year 1 (2019-20)	Year 2 Delivery (2020-21)		Plans for Years 3 and 4 (2021-23)
		High-level Milestones	Comments/budget considerations	
9.1 Develop a new Parks Strategy Cabinet Lead: Cabinet Member for Climate Change and Sustainability Officer Lead: Director of Environment and Neighbourhoods, and Head of Parks	Scope of new Parks and Green Spaces Strategy agreed by Place Board **Planned Activities** Natural Capital Account commissioned (Jan 2020). Engagement with partners and stakeholders commenced (Jan 2020). Healthy Parks pilot report completed for Lordship Rec, Downhills Park, Chestnuts Park and Belmont Rec (Feb 2020). Access audits completed for Lordship Rec and Queens Wood (Mar 2020).	Adoption of draft strategy by Cabinet December 2020. Public Consultation and Workshops: Oct – Mar 2020. Adoption of final strategy April -June 2021.	Budget agreed, stakeholder engagement taking place during the development of the draft documents.	Launch the Parks and Green Spaces Strategy and begin implementing the five-year action plan.
9.2 Finsbury Park: Tri-borough consultation (management & improvements) Cabinet Lead: Cabinet Member for Climate Change and Sustainability Officer Lead: Director of Environment and Neighbourhoods, and Head of Parks	Tri-borough consultation on management and improvements for Finsbury Park completed September 2019. **Planned Activities** Consultation report published (Feb 2020). Cabinet considered recommendations (Mar 2020).	Lighting Improvements – June 2020 - £100k New Signage Strategy and implementation – Dec 2020 - £50k Installation of CCTV – Dec 2020 - £110k Parking Controls – Sep 2020 - £35k Changing Places Toilet – June 2020 - £35k Accessibility Improvements – Dec 2020 - £50k New Public Spaces Protection Order – Summer 2020.	The funding for these improvements is in place for 2020; future funding is subject to commercial events taking place in future years. A small grant from the Children's Team is helping to deliver the Changing Places Toilet. This will be the first one in a Haringey Park. Overall this represents an investment of £390,000 in Finsbury Park.	This priority will be completed.
9.3 Improvements to Finsbury Park Cabinet Lead: Cabinet Member for Climate Change and Sustainability Officer Lead: Director of Environment and Neighbourhoods, and Head of Parks	Tennis courts upgrade with £400,000 external investment and delivered by Access to Sport. Sports courts refurbished at a cost of £70,000. First phase of play area renewal completed at a cost of £300,000 (including £100,000 from London Marathon Trust). Steel Warriors Gym installed which cost £80,000 and was funded by the Co-op. Dedicated on-site staff providing a visible presence and delivering horticultural, safety, and cleansing improvements (£270,000 per year).	The 2020/21 improvements to Finsbury Park will be largely focused on implementing the recommendations of the consultation in 2019 (see above). In addition:- Completion of phase two of the play area renewal – June 2020 - £300,000. Installation of a second arch to the McKenzie Garden – April 2020 - £10,000 Improvements to path network – ongoing through the year - £50,000 - £100,000. Development of a building strategy for the park	The funding for these improvements comes from income already received in previous years' events. The council is committed to reducing its carbon emissions and utility consumption. The council is also committed to supporting the sustainability of all the stakeholders occupying buildings in Finsbury Park. Therefore, during 2020 the Council will conduct a review of the buildings in the park to set out a strategy for carbon reduction and building rationalisation.	Improvements / redesigning / landscaping of the boundary and entrances. Improvements to path network. Landscape Improvements to improve safety. Depot and pavilion redesign / carbon reduction work.

	Planned Activities Second phase of play area renewal £300,000.	Nature Conservation improvements Further activity programmes for all		
9.4 Parks Improvement Projects Cabinet Lead: Cabinet Member for Climate Change and Sustainability Officer Lead: Director of Environment and Neighbourhoods, and Head of Parks	Design work completed on two Parkland Walk bridges (Upper Tollington and Vicarage Road). Renovation slipped to year 2 due to the need to retender works packages. Planning and preparation of the Renovation of Down Lane Park, The Paddock, and Page Green Common: £6m over 4 years. Crescent Gardens floodwater project: £200,000	Renovation of Upper Tollington and Vicarage Bridges and access works - £500k Improvement works to White Hart Lane Recreation Ground - £200k New Play area in Woodside Park - £55k New Play Area in Tower Gardens - £40k New Play Area in Albert Recreation Ground - £60k Year 2 Asset Management Improvements at various parks - £300k Additional floodwater management projects subject to future external funding (Queens Wood and Chestnuts Park by April 21) Year 1 planning for carbon and utilities reduction in Parks Depots and Pavilions	During 2020 the council will be developing its new Parks and Green Space Strategy. This will include a new Asset Management Plan which will set out a schedule of future priority projects for the Parks Service over the next 5 years.	Renovation of Stanhope Road and Stapleton Hall Road Bridges. Year 3 and 4 Asset Management Improvements. Additional floodwater management projects subject to future external funding Year 2&3 new build and renovation works for carbon and utilities reduction in Parks Depots and Pavilions.
9.5 Tree Planting Cabinet Lead: Cabinet Member for Climate Change and Sustainability Officer Lead: Director of Environment and Neighbourhoods, and Head of Parks	**Planned Activities** A total of 265 new trees will be planted including the 40 on Wightman Road. Ten year capital bid submitted combined with Defra and GLA will deliver 2000 new trees over ten years.	Planting of at least 200 trees in Autumn/Winter 2020/21. A further 400 trees subject to success of Defra and GLA funding bids.	At least 600 trees will be planted this year. However, there are further funding and partnership opportunities that if confirmed will extend this to 1000 trees in 2020/21.	With further funding opportunities and partners' support the council will seek to plant a further 1000 trees in 2021/22. For year 4 onwards a total 300-400 new trees could be planted.

Objective b) Increase the levels of physical activity across the borough

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
9.6 Physical Activity and Sport Strategy Cabinet Lead: Cabinet Member for Corporate and Civic Services Officer Lead: Director of Environment and Neighbourhoods, and Head of Parks	Cabinet Approval of the new Physical Activity and Sport Strategy in June 2019.	Confirm and implement Year 2 Physical Activity and Sport Implementation Plan	Can be done within budget. Pursuing a number of funding bids. E.g. GOGA disability Project	Confirm and implement Year 3 & 4 Physical Activity and Sport Implementation Plan Improvements to Play Areas
9.7 New sports and play facilities	Markfield Park Bowls Green conversion to all weather multi use – opened December 2019.	Finsbury Park – Richard Hope Play Space refurbishment.	The funding for these projects comes from a mixture of internal council capital within the agreed	Progress tennis court gate upgrades and other refurb as required (Stationers, Priory)

Cabinet Lead: Cabinet Member for Climate Change and Sustainability Officer Lead: Director of Environment and Neighbourhoods, and Head of Parks	Two new outdoor gyms – Downhills Park and Markfield Park. Brunswick Park – Multi Use Games Area (MUGA), Outdoor Gym. Finsbury Park over 8's play area refurbishment completed August 2019. Upgrade to Finsbury Park tennis and netball courts. Various Homes for Haringey and park play area upgrades.	Master planning of play area and outdoor gym for White Hart Lane Recreation Ground. Bull Lane sports upgrade – master planning alongside Selby Other play upgrades – Woodside Park, Tower Gardens, Albert Recreation Ground, Elizabeth Place. Down Lane Park – all weather pitch (slightly delayed from 2019). Down Lane Park– upgrade tennis gate for swipe access Albert Road Recreation Ground outdoor gym - planning	capital programme. External funding from other funding bodies such as Sport England and London Marathon Charitable Trust. In addition, funding is made available through Section 106 Developer Contributions and potentially Neighbourhood Community Infrastructure Levy	Progress White Hart Lane Recreation Ground and Albert Recreation Ground Subject to funding – Chestnuts Park MUGA and tennis courts; progress Hartington Master Planning – outdoor gym and MUGA; Priory Park MUGA/bowling green, Stationers Park MUGA, Russell Park MUGA, Muswell Hill Pavilion Bull Lane – construction.
9.8 Improve participation rates in leisure centres by 2% Cabinet Lead: Cabinet Member for Corporate and Civic Services Officer Lead: Director of Environment and Neighbourhoods, and Head of Parks	Fusion, the charity leisure management company which runs our Leisure Centres, has delivered a range of activities aimed at including participation, particularly in target groups (women, disabled, BME, under 16's and older people) such as Better with Age programme for older people. Participation has increased by 7% since 2018.	Participation increases by a minimum of 2%. Other improvements to target group participation, including concession card holder numbers.	None	Increase participation by a minimum of 2% each year.
9.9 Business Case: Leisure Centre Wood Green Cabinet Lead: Cabinet Member for Corporate and Civic Services Officer Lead: Director of Environment and Neighbourhoods, and Head of Parks	Business case for a leisure centre in Wood Green completed.	Review Business Plan (Capital Costs finalised). Cabinet Report in summer 2020 alongside report on Council Accommodation	Budget from Regeneration.	If approved proceed to construction.
9.10 Review Leisure centre pricing (inc: concessions & pitch prices.) Cabinet Lead: Cabinet Member for Cabinet Member for Corporate and Civic Services, and Cabinet Member for Finance and Strategic Regeneration Officer Lead: Director of Environment and Neighbourhoods, and Head of Parks	Review of leisure centre pricing complete.	Negotiation with Leisure Centre supplier Fusion in April 2020. Planning for implementation – September to December 2020. Implement Leisure Centre pricing changes – Jan 2021.	Additional budget required for marketing £5 - £10K. Seeking to achieve Medium Term Financial Strategy savings of £190K.	Implementation Jan 2021.

Objective c) Improve air quality, especially around schools				
Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
9.11 Air Quality Action Plan Cabinet Lead: Cabinet Member for Climate Change and Sustainability Officer Lead: Assistant Director for Planning, Building Standards and Sustainability	Haringey's Air Quality Action Plan was consulted on and adopted.	- To deliver a Schools Street Action Plan - Submit bids for Air Quality improvements to national / regional government including Liveable Neighbourhood bid to TfL.	There is no Council budget for specific Air Quality Projects. Air Quality is linked into existing work streams (such as Transport / Regeneration).	- To continue to support School Streets - Deliver new EV points - Incorporate air quality into the Tottenham High Rd project.
9.12 Adopt a school's streets action plan to improve air quality. Cabinet Lead: Cabinet Member for Climate Change and Sustainability Officer Lead: Assistant Director for Planning, Building Standards and Sustainability	The Council is developing an action plan to deliver Schools Streets around the boroughs' primary schools.	- Adoption of the Schools Street Action Plan. In Spring 2020. - Start the delivery 2 schools streets.	Budget of £3m over the next 5 years for school streets has been proposed. External funding is also being identified to increase the number of schools involved as opportunistic funding emerge. This combined funding will deliver approx. 20 School Streets.	- Deliver 4 new school streets per year. - Bid for external funding to support this
9.13 Adopt an Ultra-Low Emission Vehicle Action Plan Cabinet Lead: Cabinet Member for Neighbourhoods Officer Lead: Assistant Director for Planning, Building Standards and Sustainability	Haringey's Ultra-Low Emission Vehicle Action Plan was consulted on and adopted.	- To deliver installation guidance for charging points – residents / developers / highways engineers etc - Increase the number of standard, and rapid charging points on the public highways and carparks - Increase private charging points through development - Include E-Cycle Hire within cycle hire programme	TfL have funded guidance and the private sector will fund new charging points across the borough on private land. Commercial partners will deliver points on the highway.	- Delivery of a new public charging hub at the Marsh Lane Depot site. - Continue to increase the number of standard, and rapid charging points in line with demand.
9.14 Develop a new Parking strategy and Action Plan Cabinet Lead: Cabinet Member for Neighbourhoods Officer Lead: Assistant Director for Planning, Building Standards and Sustainability	The Parking Action Plan is drafted in line with and supporting of Transport Strategy, AQAP and ULEV action plan.	Strategy + Action plan developed by April 2020		

9.15 Expand Car Club submission Cabinet Lead: Cabinet Member for Climate Change and Sustainability Officer Lead: Assistant Director for Planning, Building Standards and Sustainability	July 2019 Cabinet approved new flexible car club contracts for DriveNow and ZipCar, with the contracts taking effect on 1 December 2019	Completed December 2019	Cost neutral (self-financing through parking permit income)	
9.16 Walking & Cycling Action Plan Cabinet Lead: Cabinet Member for Climate Change and Sustainability Officer Lead: Assistant Director for Planning, Building Standards and Sustainability	Transport Solutions consultants appointed to complete the draft Action Plan	Public consultation by Autumn 2020 and adoption in 2021		Delivery and monitoring of the Action Plan

Objective d) Reduce CO2 by 40% before 2020 and begin the journey to reduce to zero by 2015				
Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
9.17 Zero Carbon Borough Action Plan Cabinet Lead: Cabinet Member for Climate Change and Sustainability Officer Lead: Assistant Director for Planning, Building Standards and Sustainability	Development of the Haringey Climate Change Action Plan – to deliver a Zero Carbon Borough. Council has moved to reduce its investment portfolio into low carbon investments, currently over 70% is now in Low Carbon Investment Funds. Procure a green energy supplier for the Council supplies.	Engage the community on the boroughs Climate Change Action Plan. Submit the Councils lobbying ask to regional and national government to help the borough deliver Zero Carbon . Design the first 3 school streets and start consultation. Design a programme of retrofitting properties in the Homes for Haringey portfolio Launch the Home Information Web page on domestic retrofits for borough home owners. Deliver Tottenham Green Works Project with high standard of Carbon Reduction.	The Council has proposed funding for School Streets, improvements in its Assets Plan, and will embed Zero Carbon into future design of buildings. Other projects can be delivered once the Climate Change Action Plan is formally adopted. The Domestic Energy Information is funded through national Government, and home owners will need to fund any interventions based from this advice.	- Embed Zero Carbon into all new Council build programmes - Work with community to increase renewable generation - Grow the DEN networks across the borough - Increase awareness and training on Active Travel
9.18 Zero Carbon Council Action Plan Cabinet Lead: Cabinet Member for Climate Change and Sustainability Officer Lead: Assistant Director for Planning, Building Standards and Sustainability	Closure of the Council's Carbon Reduction Taxation accounts, with a positive "Green" Rating on the audit of the Councils process	Develop the Zero Carbon Action Plan for the Council and schools on the Council Energy Contracts. Switch the Councils electricity supplier to a Renewable Tarif. Review the Parks, and Homes for Haringey Fleets and support them to switch and procure electric vehicles. Support the integration of Zero Carbon design across the Councils new buildings	The Climate Change Action Plan has funding in place, and more will be identified once the policy is adopted and the business cases based on energy efficiency savings approved.	- Continue delivery with schools and corporate buildings

9.19 Deliver 100 new charging bays by summer 2020 Cabinet Lead: Cabinet Member for Neighbourhoods Officer Lead: Assistant Director for Planning, Building Standards and Sustainability	There are 104 charging points in the borough, with the majority installed in 2019. These range from 7-22kW. TFL have installed 5 rapid chargers on their roads in the borough.	The Council is working up proposals for 30 new on-street charging points. Private developments will also deliver points as part of planning gain.	Private finance is in place to support the Council in delivery, which also generates income. The Council also has public funding in place to deliver a larger network.	- Further grow the network in line with demand and EV purchases. - Delivery of a new public charging hub at the Marsh Lane Depot site
9.20 Delivery Plan – Energy Efficiency measures in HFH stock. Cabinet Lead: Cabinet Member for Housing and Estate Renewal Officer Lead: Assistant Director for Planning, Building Standards and Sustainability	1115 boilers replaced and improved 144 Loft insulated 151 Double Glazing Units installed and replaced.	Homes for Haringey will be delivering Energy Efficiency measures to Council owned stock. Develop a significant Energy Efficiency programme across estates. Review the EnergySponge Model to deep retrofits.	£101m is proposed in the HRA account to fund this programme	- Start delivery of the Energy Efficiency programme
9.21 Community Heating Network – Broadwater Farm Cabinet Lead: Cabinet Member for Housing and Estate Renewal Officer Lead: Assistant Director for Planning, Building Standards and Sustainability	A new community heating system across Broad Water Farm has been delivered	Set up a management system for the Community Heating System Set up a billing system for residents	Funding is in place to set up the management of the network	- Grow the network in surrounding development (schools etc) - Review the network and business cases to link this into other DENs
9.22 Set up borough wide carbon offsetting projects Cabinet Lead: Cabinet Member for Climate Change and Sustainability Officer Lead: Assistant Director for Planning, Building Standards and Sustainability	Haringey has collected £350,000 through Carbon Offsetting	The Council will continue to collect Carbon Offsetting through planning. The Council will increase the cost of carbon (per tonne) through planning The Council will deliver a mechanism to spend this funding with the Community	Funding is secured on the back of developments that do not deliver Zero Carbon Standard and secured through s106 agreement	- Review the cost and the process of Carbon Offsetting to encourage on site measures - Increase the cost of offsetting if needed

Outcome 10: A cleaner, accessible and attractive place

Objective a) provide safe accessible public spaces for everyone, especially children, young people and people with disabilities

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones		
10.1 Highways improvement schemes – pedestrian & Cyclist safety (£1.3m) Cabinet Lead: Cabinet Member for Neighbourhoods Officer Lead: Director of Environment and Neighbourhoods, and Head of Operations	Various measures from carriageway resurfacing to cycling parking to support people to walk and cycle more. In 2019/20 through the council's planned maintenance programmes significant improvements to the highway's assets were made. Over 20,000m2 of carriageway and 22,000m2 of footway were re-laid. The weak bridge on Station Road has been replaced, anti-suicide measures installed on Hornsey Lane Bridge and work has commenced on the replacement of a retaining wall on North Hill. Completed a multi-million-pound public realm scheme at White Hart Lane. **The following schemes are funded via the LIP and spend by 31 March 2020 will be approximately 1.1 million.** Lordship Lane Junction with the Roundway - Planned Maintenance and improvements to pedestrian crossing facilities February/March 2020 The Avenue area Traffic Calming (TC) & Local Safety Scheme (LSS) March 2020 Cycle Parking – bikehangars – 11 by December 2019 – circa 50 by March 2020 Improving Cycle Permeability - Albert Road carriageway resurfacing and improvements to the island and access to the Playing fields Feb/March 2010 Local Cycle Measures - cycle accessibility on Buckingham Rd bridge. Feb/March 2020 Westbury Avenue - Traffic calming measures: raised table at the existing signalised crossing near Leakfield Road, entry treatment on Boreham Road/Lordship Lane junction with footway resurfacing. Changes to existing island on Westbury Avenue/Boreham Road. Work will be completed by the end of 2020/21 In 2020/21 a further 18,000m2 of carriageway and 19,000m2 of footway will be renewed.	Planned Maintenance and schemes for 2020/2021will continue to deliver the outcomes of the adopted Haringey Transport Strategy (2018). This includes funding for schemes in the following areas: West Green Road/Langham Road/Belmont Road area • West Green Road/Spur Road • Weston Park N8 • Ferme Park Study • Lordship Lane Study • Hamstead Lane Zebra Crossing • Perth Road • Cranley Gardens N10 Bound Green Tube High Road N22 and Bounds Green Road Study Lordship Lane/Downhills Way Improvements Cycling and Pedestrian Improvements	Planned maintenance and schemes are funded from: • Transport for London • Council Investment: • Grant funding/developer funding • There is currently approximately 1.350 million for schemes (excluding sustainable transport schemes) in 2020/21 via the LIP	Indicative LIP funding for 2021/22 (approximately 1 million excluding sustainable transport schemes) will fund a range of schemes including a continuation of schemes from 2020/21 as well as in the following areas: Dowsett Road N17 Elsden/Newly/Hartham/Pembury Roads N17 study Highgate Avenue

10.2 Develop an accident reduction plan. Cabinet Lead: Cabinet Member for Neighbourhoods Officer Lead: Director of Environment and Neighbourhoods, and Head of Operations	N/A	2020: Consultation		2020/21: Adoption
10.3 Street lighting programme Cabinet Lead: Cabinet Member for Neighbourhoods Officer Lead: Director of Environment and Neighbourhoods, and Head of Operations	In 2019/20 through the council's planned maintenance programmes significant improvements to the highway's assets were made. Including the replacement of 210 street lighting columns, 490 energy efficient LED lanterns were installed.	In 2020/21 a further 110 street lighting columns are expected to be replaced and 890 LED lanterns introduced. Annual Programme agreed March		The Sustainable Transports Works Plan will include a provisional programme for projects beyond 2021.
10.4 Roll out of LED lighting – feasibility study Cabinet Lead: Cabinet Member for Neighbourhoods Officer Lead: Director of Environment and Neighbourhoods, and Head of Operations	Draft business case completed however being updated to reflect changes to the energy inflation profile provided by the energy team.	**Start date:** April 2018 **End date:** December 2019	The Sustainable Transports Works Plan for 2020/21 is currently being finalised and will include a column and LED replacement programmes.	The Sustainable Transports Works Plan will include a provisional programme for projects beyond 2021.
10.5 Controlled parking zones Cabinet Lead: Cabinet Member for Neighbourhoods Officer Lead: Director of Environment and Neighbourhoods, and Head of Operations	**Tottenham West, Tottenham East and Tower Garden Estate** statutory consultations completed October/November 2019. Secondary informal consultation planned for February 2020 **White Hart Lane,** consultation completed DA ready for signing. **South Tottenham –** 21-day statutory consultation started 15th January 2020. **Seven Sisters extension** 21-day statutory consultation started 15th January 2020. **Bounds Green extension** additional consultation completed and DA Approved. Scheme implementation by 24 February 2020 **The Hale**, physical measures complete and live end of November 2019. Proposed go live dates as follows: **Tottenham West, Tottenham East, Tower Garden Estate,** Spring 2020 **White Hart Lane extension** – March 2020 **South Tottenham, Seven Sisters extension** – March/April 2020 **Bruce Grove North, Bruce Grove and Alexandra Park**	The following schemes/locations will form the CPZ programme for 2020/21: • Highgate CPZ Review • Seven Sisters CPZ Review • Finsbury Park CPZ Review • Finsbury Park CPZ B Review • Finsbury Park CPZ C Review • Tottenham North CPZ Review • Wood Green Inner & Outer CPZ Review • Review of Hornsey North CPZ area including a review of Hornsey High Street • Bruce Castle CPZ Review to extend into Tottenham West • White Hart Lane CPZ Review • Waiting and loading review and Minor Parking Schemes	Budget on track approximately £500K for 2019/20 and £458k (£321k Capital - £137k S106) for 2020/21	The programme for 2021 and beyond will be developed in 2020/21.

	West Consultation February March 2020 The following CPZs will have all parking restrictions road markings refreshed by March 2020: • Crouch End A • Crouch End B • Green Lanes A &B • Highgate • Highgate Station • Highgate Station Outer • Wood Green Inner & Outer • Seven Sisters • Bounds Green			
10.6 Parking Transformation Programme Cabinet Lead: Cabinet Member for Neighbourhoods Officer Lead: Director of Environment and Neighbourhoods, and Head of Operations	**Parking Management IT System** (PMIS) Procured and now commencing mobilisation phase. **New Operating Model** – CEO numbers increased to c80 and now operating from two bases. **CPZ Programme** ongoing **CCTV** – cameras procured and programmed for installation. **Emissions based charging policies** being developed, due to go to Cabinet in April 2020. **Contactless/Chip & Pin** parking machine sites being prioritised (considering emissions-based charging). **Nuisance Vehicle contract** – new contact has been procured and due to go live 1st Dec. **Dedicated disabled bay** policy approved by Cabinet in September.	**PMIS** going live 1st July 2020. Roll out of additional **CCTV** sites across the borough commencing April 2020 **Emissions based charging** to be rolled out (subject to Cabinet approval) once PMIS goes live (July 2020). **Contactless & Chip & pin** parking sites to be installed March/April 2020 and monitored to establish use. **Nuisance Vehicle** contract awarded in October 2019. **Dedicated disabled bays** – continued conversation on existing generic bays to dedicated Jan 2020	Across all the Parking Transformation Programme workstreams, we are projected to spend £2,354,700 of service revenue, in delivering £6,006,100 of Gross savings. The programme will also need Transformation Revenue, carry forward and Capital investments of £881,800, £378,300 and £4,365,200 (this includes £1.2m IT capital funding) over the entire programme.	**Electric Vehicle (EV) Charging** – Roll out of Electric Vehicle Charging Points (EVCP's) across the borough – 120 per year). **Debt Recovery** - Dedicated resource to proactively chase payment of outstanding debts from unpaid PCN's. **CCTV enforcement of weight limits** - Through ANPR cameras and DVLA checks. All the above will help in discouraging private car use and improve air quality across the borough.
10.7 Flood Risk Management Strategy Cabinet Lead: Cabinet Member for Climate Change and Sustainability Officer Lead: Assistant Director for Planning, Building Standards and Sustainability	This project is complete. • **Consultation**: June/July 2018 • **Cabinet**: July 2019 • **Uploaded to the website**: August 2019			
10.8 Reduce flood risk across the borough Cabinet Lead: Cabinet Member for Climate Change and Sustainability, and Cabinet Member for Neighbourhoods Officer Lead: Assistant Director for Planning, Building Standards and Sustainability	**Sustainable Drainage System (SUDS) Chesnut Road**– complete October 2019. • **Queens Wood NFM**–Design • **Chestnut Park**–Feasibility Study • **Crescent Gardens SuDS Scheme**–complete • **Victoria Crescent**–complete • **Cyclical Gulley Cleansing** • **Footway Maintenance SuDS Schemes**	In 2020/21 significant investment will also take place in the council's drainage system to help reduce the likelihood of flooding in the borough. Annual Programme to be agreed in March 2020.	The Sustainable Transports Works Plan for 2020/21is currently being finalised and will include more detailed information about Sustainable Drainage System schemes for 2020/21 and beyond.	

Objective b) Improve cleanliness and reduce the levels of fly tipping				
Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
10.9 Implement the Fly Tipping Strategy Cabinet Lead: Cabinet Member for Neighbourhoods Officer Lead: Director of Environment and Neighbourhoods and Head of Commissioning and Client	Enhanced communications including social media feeds and "wall of shame". CCTV and other enforcement to target hotspots. Banners used in fly tipping hotspots Design out of hotspots (e.g. Moorefield and Lawrence Roads) Recruitment to a dedicated Fly Tipping Officer post – December 19	Reduce fly tips by 2,400 in Year 2 We will review/monitor all enforcement/fly tipping hotspots on a monthly basis to evaluate and consider further actions including use of re-deployable CCTV to deter further offending and use of the "wall of shame" to help to identify perpetrators.	£8,000 on additional communications to discourage fly-tipping and new containers for on-street waste.	Reduce fly tips by a further 2,400 in Year 3 and 2,400 in Year
10.10 Waste Services Transformation Programme Cabinet Lead: Cabinet Member for Neighbourhoods Officer Lead: Director of Environment and Neighbourhoods and Head of Commissioning and Client	Agreed a programme of savings for next year and the following year.	Reduce disposal costs for green and food waste and increase efficiency of collections – from April 2020 Reschedule bank holiday collections – from April 2020 Charge hirers of bulk bins for second or additional collections – from April 2020 Charge schools for bin hire – from April 2020 Review street cleansing operations on High Streets – by March 2021	Medium Term Financial Strategy savings target of £500K in 2020/21	Veolia contact centre efficiencies Implement revised street cleansing arrangements
10.11 Establish a new litter & commercial waste enforcement team Cabinet Lead: Cabinet Member for Neighbourhoods Officer Lead: Director of Environment and Neighbourhoods and Head of Commissioning and Client	Project team established – Sep 19 Sprint (internal exercise for project planning) – October 19 Draft operating models produced – Nov 19 **Planned activity:** Consult stakeholders (models) – Dec 19 Agree Operating Model – Jan 20 Commence recruitment – Feb 20 Fixed Penalty Notice online payment system introduced April 2020 Brief Stakeholders – March 20	Team in place April 20 Team training – April 20 Public Communication campaign – April 20 Launch team - May 20	Transformation funding agreed - £105,000. Annual operating costs of £332,000 – self-financing from FPN income.	

Objective c) Minimise the amount of waste generated by our residents and businesses and increase levels of recycling				
Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
10.12 Reduction and Recycling plan Cabinet Lead: Cabinet Member for	Draft report agreed with Mayor and presented Cabinet for approval – Dec 19 Progressed trials to reduce contamination of recycling- November 2019 to March 2020	Implement action plans to increase recycling, reduce waste and reduce contamination. Promotion of food waste recycling service, green garden waste and bulky waste collections -	Decreased disposal costs from separate collection of food and garden waste for 2020/21 onward. Decreased disposal costs from further achievements against the recycling target.	Continue to implement action plans to increase recycling, reduce waste and reduce contamination. Improvements to communications, campaigns

Neighbourhoods Officer Lead: Director of Environment and Neighbourhoods and Head of Commissioning and Client		January 2020 and onward Further work and monitoring with North London Waste Authority to determine and reduce contamination levels - January 2020 and onward		and design and layout of bin and other disposal sites. Further food waste promotion.
10.13 Require new development to have integrated, well-designed waste and recycling facilities, recognising the scale and nature of housing growth in the borough Cabinet Lead: Cabinet Member for Climate Change and Sustainability Officer Lead: Director of Environment and Neighbourhoods and Head of Commissioning and Client	Ongoing implementation through existing planning policies and guidance	Local Plan Issues & Options consultation – during 2020 Recommendation for any refinements to waste Supplementary Planning Documents	None	Continue to work with developers for major developments to design innovative waste disposal to maximise recycling.

Outcome 11: A Culturally Engaged Place

Objective a) Foster strong and diverse cultural activities

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
11.1 Develop an Arts and Culture Strategy Cabinet Lead: Cabinet Member for Corporate and Civic Services Officer Lead: Assistant Director for Commissioning	Council's Position Statement developed for wider discussion and adoption by the end of Year 1 Haringey shortlisted for London Borough of Culture award – with focus on partnership Arts and Culture Strategy development. Feb 2020 – outcome of London Borough of Culture Bid.	Continue to build and develop the Culture Board as a borough-wide partnership to drive the Arts and Culture Strategy for Haringey Council Grow partnership Arts & Culture Strategy through the year. Subject to the outcome of London Borough of Culture Bid, a programme of events will be agreed in partnership with Partners and community groups. – April 2020.	Success in the LBoC will bring some funding to the borough, but there will remain a need to confirm the invest to save opportunities which an accessible arts and culture offer, firmly based in our communities, can bring	
11.2 Deliver a sustainable future for the Cultural Education Partnership Cabinet Lead: Cabinet Member for Corporate and Civic Services Officer Lead: Assistant Director for Commissioning	Business planning and engagement on the Cultural Education Partnership has identified opportunities to pursue	Regular events with schools and children and young people planned through the year	Sustainability remains challenging	
11.3 Develop a new Libraries Strategy Cabinet Lead: Cabinet Member for Corporate and Civic Services Officer Lead: Assistant Director for Commissioning	Proposal for a New Library Strategy for Haringey was presented to Corporate Board on the 1st August. This began to set out the vision and direction of travel for the service over the next 5 years (2020-2025). The proposal was closely aligned to the Borough Plan and set out libraries as an enabler of the council's broader outcomes for Early Help and Prevention. There was also an emphasis on partnership working to help improve customer outcomes by working in a more joined-up way and expanding the use of our community assets. It was agreed that further work would be completed including two pilots to take place in libraries at the start of 2020. The planning for this is currently taking place.	March 2020: Final proposals for the pilots to be presented to Corporate Board for approval. The aim is to start the pilots in April 2020 with the view to begin implementation of new delivery models during year 2.	Transformation Budget Secured £130k 2019/20 £100k 2020/21	Further implementation and evaluation of the Strategy and new models of delivery in line with the outcomes of the pilots.
11.4 Enable Community Groups to celebrate heritage Cabinet Lead: Cabinet Member for Corporate and Civic Services Officer Lead: Assistant Director for Commissioning	Secured £25K external funding in 2019/20. Through the community arts grants made possible from the Windrush Grant and a similar approach adopted to Black History Month, there has been a focus on enabling community arts programmes to flourish, reflecting the borough's diversity	Community Arts Programme will be run again during Windrush Local community arts programme being scoped for delivery in Year 2	Bid to national Windrush Grants programme submitted Develop Arts Grant Programme.	Annual programme to be scoped.

11.5 Community Engagement – development of Bruce Castle & Bruce Castle Park Cabinet Lead: Cabinet Member for Corporate and Civic Services Officer Lead: Assistant Director for Commissioning	Major engagement was carried out over the summer of 2019 with local residents of all ages, communities and other stakeholders to develop proposals for the future of Bruce Castle and Bruce Castle Park Membership of the Bruce Castle Museum Steering Group has been widened to reflect the fuller community engagement process and stakeholders keen to become more involved	We will continue to work with a range of stakeholders to develop the plans for the Castle and Park, and to seek sustainable financing for ensuring improvements are delivered	Further focus in order to finalise the revenue business is now being worked through	
11.6 Deliver the Libraries Capital Programme Cabinet Lead: Cabinet Member for Corporate and Civic Services, and Cabinet Member for Finance and Strategic Regeneration Officer Lead: Assistant Director for Commissioning	In 2019/2020 we identified the following Libraries for improvement work: Wood Green, Coombes Croft, Stroud Green, Highgate, Alexandra Park, Muswell Hill and St Ann's. The cost of the work to improve the libraries was identified and an outline programme developed to deliver the programme.	Qrt 1 2020 -Establish scope of work for Wood Green Library. Establish scope of work for the remaining libraries based on current funding and deliver *by 4th Quarter 2020* with exception of Muswell Hill *Library which should be delivered by the end of 2nd Quarter 2021. (subject to Listed Building Consent)* Review overall delivery programme should additional funding become available *to implement works that improve accessibility to the libraries. Decision expected in 1st Quarter 2020.*	Prepare as necessary the business case to support the requested £1.23M additional funding should that be granted.	Complete site works at Muswell Hill library.
11.7 Upgrade computers and develop IT systems in libraries Cabinet Lead: Cabinet Member for Corporate and Civic Services Officer Lead: Assistant Director for Commissioning	Public network & computers upgraded. Library self-service quotes requested. Library management system made DPA compliant. Integrated library joiner eform live. Library self-service, immersive, audio-visual & digital displays' procurement scoped	Procure all scoped equipment. Commence roll out to refurbished libraries - self-service systems, immersive, audio-visual, & digital displays. Cleanse library management system to reflect current stock		Year 3 Continue to roll out to remaining refurbished libraries self-serve systems, immersive, audio visual & digital displays.
11.8 Develop approach to ensure that residents benefit from community assets in the borough Cabinet Lead: Cabinet Member for Communities and Equalities Officer Lead: Assistant Director for Commissioning	We are currently mapping community assets (which includes a wide range of community facing premises and facilities) in partnership with other public sector and voluntary sector stakeholders and will be looking to articulate a localities based approach by the summer of 2020. We will be developing a plan which will enable better use of these assets to deliver community benefits.	A localities based approach agreed by Summer 2020.		
11.9 Deliver Community and commercial events in Parks Cabinet Lead: Cabinet Member for Climate Change and Sustainability	As of Dec 19 - 79 community events and 24 commercial events have taken place.	Continued programme of community and commercial events across Haringey's parks	Commercial events generate income which supports the running of the parks service and investment into the parks sites	Continue to develop and deliver a varied programme of events

Officer Lead: Director for Environment and Neighbourhoods, and Head of Parks				

Objective b) Improve connectivity

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
11.10 Crouch End Liveable Neighbourhood Project Cabinet Lead: Cabinet Member for Climate Change and Sustainability Officer Lead: Director of Environment and Neighbourhoods, and Head of Operations	Pre-engagement undertaken with community: January 2019 Design workshops held with community: April 2019 On-going engagement with key stakeholders such as TfL, Schools, Haringey Cycle Campaign, businesses Road closure trials complete on Sunday 20th October. The survey information gathered from the trials will inform the project design process. Further engagement with the community is being undertaken 13th Dec-26th January	Start date: October 2018 Road Closure Trials: October 2019 Further Engagement: January 2020 Design option development: March 2020 Submission of gateway 2 to TfL: April 2020 Approval by TfL: June 2020 Formal consultation on options June-July 2020 Detailed design development: August onwards	Currently on target with re-profiled budget submitted to TfL October 2019. The programme total funding is £5 million.	Contractor procurement: January 2022 Works: Summer 2022-Summer 2023
11.11 Improve cycling infrastructure – inc: cycle future route 2. Cabinet Lead: Cabinet Member for Climate Change and Sustainability Officer Lead: Assistant Director for Planning, Building Standards and Sustainability	Spring 2019: Cycle Future Route 2 public consultation	July 2020: Cycle Future Route 2 further public consultation on detailed designs	Funded by TfL – approximate budget: £25m	Completion in 2023/24

Outcome 12: A Safer Borough

Objective a) Improve community confidence and reduce fear of crime using our relationships with partners and communities as well as our physical assets including the built environment and CCTV stock.

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	

12.1 Community Safety Strategy Cabinet Lead: Cabinet Member for Communities and Equalities Officer Lead: Assistant Director for Stronger Communities	A communications campaign focussing on serious youth violence, robbery and burglary has been developed, (funded through the Performance Reward Grant), and is on track to be implemented in early 2020. Several Community Conversations have taken place across the borough during year 1. Feedback from the conversations that have taken place so far are being evaluated in order to ensure that we are listening and responding to the community's concerns. Implemented April 2019. The Haringey and Enfield North Area Violence Reduction Group, (NAVRG). The Rescue and Response, service which tackles County Lines and Child Criminal Exploitation and Child Sexual Exploitation is now fully embedded and in operation Pan-London. Advance Minerva, to reduce female offending is now fully embedded and in operation across north west London boroughs. Young Londoners Funding 1-1 million secured to deliver 8 key community-based interventions via Haringey Community Gold. 2019-2021. The IOM review is on track for completion by March 2020	• There were several knife crime and awareness programmes being delivered in schools via Haringey Community Gold, IGU. We are also working with Schools to develop a PHSE programme for transitional aged school children. which will be rolled out to several key schools in 2020 • The NAVRG Action Plan is due to be reviewed by the Violence Reduction Unit in April 2020. Funding remains in place until June 2020 and will continue subject to Met Police approval. • Project Future continues to be supported and has now moved into phase 2 with phase 1 evaluation due for completion by March 2020. Funding has now been secured until 2022.	• Subject to Council and MOPAC funding. • Performance Reward Grant capital and revenue funding from MOPAC 2018-2020, to fund two-year community confidence campaign. This funding will cease from March 2020. Full grant spend on track. • Projects delivered with funding from MOPAC the Home Office, the GLA, and the Big Lottery Fund. MOPAC crime prevention funding, (including Young Londoners funding), will be in place until March 2021. No confirmation that funding will continue after that date. • Additional funding streams will continue to be identified on an ongoing basis. We have just secured further Violence Reduction Funding of 400K over two years 2019-2021 and critical incident funding of 20kfor 2020	• Review priorities annually with MOPAC and other key funders.
12.2 Review and refresh the Council's CCTV infrastructure Cabinet Lead: Cabinet Member for Communities and Equalities Officer Lead: Assistant Director for Stronger Communities	Contracts for new servers and camera refresh awarded as part of two-year programme of cameras refresh, new control room and server replacement Finalise initial programme of works for fixed camera refresh – January – March 20 Supply 20 new re-deployable cameras – January – March 20	Procure fit out of new control room – April 20 Commence roll out of fixed camera refresh – During 2020	£4.1m capital programme of which £2m programmed spend in 2019/20.	Year 3: Continue roll out of fixed camera refresh. Install new control room. Year 4: Conclude roll out of fixed camera refresh – anticipated doubling number of cameras to 150 and increased stock of redeployable cameras to 30.
12.3 Implement a new Enforcement Policy Cabinet Lead: Cabinet Member for Neighbourhoods Officer Lead: Assistant Director for Stronger Communities	The New Enforcement Policy was completed and approved in Feb 2019.	-During Year 2 we will adopt the Enforcement Policy and Procedures and will • Utilise our new Offence Report process which has been updated to reflect the new policy and ensure that this is implemented across service-April 2020. • Review all service standards to include enforcement policy outcomes-July 2020 • Ensure training and induction of all new staff to ensure alignment and consistency	Enforcement Policy covers services with Regulatory Services and Enforcement which have existing budgets to ensure compliance with the Policy and statutory provisions	Use of civil penalties as an option for Enforcement when considering prosecution

		of practice. September 2020 • Agree procedures and process for Civil Penalties		
12.4 Implement an ASB Policies and Procedures Cabinet Lead: Cabinet Member for Communities and Equalities Officer Lead: Assistant Director for Stronger Communities	Work has been completed EIA is being completed and Legal have been consulted. Due to go to Cabinet in March 2020.	During 2020 we will implement and adopt the three-year revised Anti-Social Behaviour Policy and Procedures. Timescales as follows: • Cab Mem 1-1: **22nd Jan** • Place Board **28th Jan:** • Corporate Board **30th Jan:** • CAB: **4th Feb** • Cabinet: **10th March**	The ASB policy and procedures outlines the service standards regarding the delivery of ASB interventions in Haringey in conjunction with Homes for Haringey. Budget is from the General fund and Homes for Haringey	The annual review and the collective implementation will contribute to a continually improving the service. The policy will be reviewed in 2023
12.5 Ensure that hate crime and radicalisation has no place in Haringey Cabinet Lead: Cabinet Member for Communities and Equalities Officer Lead: Assistant Director for Stronger Communities	Prevent dedicated, multi-agency advisory group introduced July 2019. Multi-agency delivery group to tackle and combat hate crime in our borough introduced June 2019. Improved awareness training of frontline staff (council and partners) to recognise and support individuals at risk of radicalisation. Training programme – April 2019 to December 2019. Somali outreach worker Introduced to work with hard to reach communities. January 2020 Mothers/parents safeguarding programme set up to support parents in recognising risks to their children around grooming and radicalisation. January 2020). Projects delivered in schools to build the resilience of young people to divert them away from extremist messages and build critical thinking. April 2019 to March 2020 Prevent (WRAP) workshops delivered to over 600 professionals working in Haringey in 2019/20 Prevent has received funding to deliver workshops delivered during 2019/20 directly to young people by St Giles Trust and Equaliteach to de-glamorise gangs and challenge stereotypes.	During year 2 we will develop policies and procedures which will focus on: • Venue hire policies which tackle hate speech • Risk assessment frameworks for Haringey based risk for hate crime and Prevent end June 2020. Delivery date June 2020.	Prevent is funded fully by the Home Office and there is a commitment for funding to remain in place until at least April 2021. 2020/21 budget will be confirmed in February 2020.	Review priorities annually.

Economy – Year 2 Delivery Plan

Outcome 13: A growing economy and thriving local businesses, supported by a community wealthbuilding approach

Objective a) Maximise the benefits of council, other public sector funding and private investment for the local area

Delivery priorities	Progress made in Year 1 (2019-20)	Year 2 Delivery (2020-21)		Plans for Years 3 and 4 (2021-23)
		High-level Milestones	Comments/budget considerations	
13.1 Implementation of a new procurement strategy Cabinet Lead: Cabinet Member for Local Investment and Economic Growth Officer Lead: Director of Environment and Neighbourhoods, and Head of Procurement	Procurement Strategy approved by Cabinet in October	Annual measures of success around community benefits – social value and engaging local small and medium sized enterprises (aligned to National Procurement Strategy) to be set out in Strategy	Procurement function within existing budgets, dependent on achieving £1m p.a. revenue	Delivery framework outlined in Procurement Strategy along with measures of success.
13.2 Development of an in-sourcing methodology and toolkit (also sits in Your Council Priority) Cabinet Lead: Leader of the Council Officer Lead: Director of Environment and Neighbourhoods, and Head of Procurement	Insourcing policy approved by Cabinet in October 2019 Testing of methodology has taken place and the Council's Forward Plan for insourcing activity to be approved by Cabinet in March 2020	Insourcing toolkit in place	Development of toolkit to be managed within service budget; however exceptional funding may be sought if technology enablers are required. Tool kit to be refined as the organisation becomes more mature in bringing services back in-house.	Ongoing refinement of toolkit

Objective b) Make it easier to do business in Haringey

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
13.3 Adoption of an Economic Development Strategy Cabinet Lead: Cabinet Member for Local Investment and Economic Growth Officer Lead: Assistant Director for Regeneration and Economic Development	Research has been commissioned. Engagement has started. Consultation document due to go to Cabinet in March 2020, with associated consultation plan.	Strategy agreed by Cabinet – July 2020	To be met from existing resources or by attracting additional funding, but precise requirements to be further scoped as work progresses	

13.4 Develop an approach to Community Wealth Building Cabinet Lead: Cabinet Member for Local Investment and Economic Growth Officer Lead: Assistant Director for Regeneration and Economic Development	Engagement with anchor organisations. Community Wealth Building (CWB) approach approved by Cabinet in October 2019.	Focus moves onto delivering key aspects such as the Economic Development Strategy. Some of the actions from CWB fall outside the scope of the Economy priority. Actions are outlined in the October 2019 Cabinet paper	The approach will be developed within existing resources	
13.5 Haringey Business Pledge Cabinet Lead: Cabinet Member for Local Investment and Economic Growth Officer Lead: Assistant Director for Regeneration and Economic Development	Launch of the Pledge and commissioning of workstreams. Full calendar of business events. Business Web site pages refresh. Further business session to be held linked to a Meet the Buyer style event for the Leader to highlight activities delivered or in train that support Business Pledge premises	My Account for business rolled out by end 2020.	Transformation budget/IT budgets	

Objective **c) Increase the numbers of entrepreneurs who develop new start-ups in the Borough and who choose Haringey as a place to grow their businesses.**
d) Provide affordable business space across the borough

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
13.6 Launch the Productive Valley Fund (PVF) Cabinet Lead: Cabinet Member for Local Investment and Economic Growth Officer Lead: Assistant Director for Regeneration and Economic Development	Launch of the Productive Valley Fund held in October 2019, website now live. Re-launch of Opportunity Investment Fund (OIF) following approval to expand to Wood Green at Cabinet.	Up to £1.7M PVF loans awarded by end of Year 2	OIF - £3.4m capital fund for investment in businesses (£2.4m from GLA, £1m LBH) PVF - £3m Strategic Investment Pot funding (Haringey as accountable borough, Enfield and Waltham Forest)	By end of Year 3: • £2.7M PVF loan fund – all initial grant funding awarded as loans. Boroughs to review continuation of PVF. Recycled OIF loan repayments continue to provide funding to businesses
13.7 Launch targeted business support initiatives Cabinet Lead: Cabinet Member for Local Investment and Economic Growth Officer Lead: Assistant Director for Regeneration and Economic Development	Launched Start-ups in London Libraries (partnership with British Library) - May 2019. Wayra Tottenham opened – September 2019 Haringey Entrepreneurs Development Programme (HEDP) – October 2019 Service level agreements with Trampery & other business support agencies Broadband for Business Programme Launch	Haringey Enterprise Network created involving all start-up and enterprise advisors linking up with London and GLA enterprise support networks. Broadband for Business Roll-out of fibre beginning. Further initiatives and targeted support activity will be developed in line with the Economic Development Strategy	SiLL: British Library matched by existing LBH staff time Wayra: New Homes Bonus funding secured HEDP: Employment Resilience Fund secured/committed SLAs: no funding required Broadband: SIP Local London/Bexley accountable body.	

Objective e) Support our town centres and high streets to thrive in a changeable economy				
Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
13.8 Develop a toolkit to support high streets across the borough Cabinet Lead: Cabinet Member for Local Investment and Economic Growth Officer Lead: Assistant Director for Regeneration and Economic Development	Consultation and development of online toolkit to continue as part of Economic Development Strategy work and Business Pledge commitment	Implementation of toolkit – Year 2	To be developed within existing resources, further budget considerations to be developed as work progresses	
13.9 To continue to build the evidence base and focus work on Tottenham and Wood Green High Roads to support town centres and high streets to thrive in a changing economy Cabinet Lead: Cabinet Member for Local Investment and Economic Growth Officer Lead: Assistant Director for Regeneration and Economic Development	**Tottenham** Tottenham High Road Retail Study completed and results feeding into Future High Street Fund bid work Evening Economy work programme developed with a focus on Business Crime. Bruce Grove business support programme underway. Expanded Winter Festival events as part of Small Business Saturday. Delivery commences on Pride in the High Road through the Tottenham Good Growth Fund. Tottenham Heritage Action Zone Fund bid submitted in December 2019. **Wood Green** Wood Green and Turnpike Lane Placemaking Manual – draft December 2019 Improvement Plan for Turnpike Lane underway.	**Tottenham** Interventions developed to support findings of Tottenham High Road Retail study/Future High Streets Fund bid Implement Business Crime Reduction/Evening Economy programme of support and promote sector with active involvement from business community Tailored 1-2-1 support delivered to 100 Bruce Grove businesses by end of programme. Future High Street Fund bid to be submitted in April 2020. Tottenham Heritage Action Zone Fund delivery phase from 2020 to 24. **Wood Green** Continuing work on the Improvement Plan for Turnpike Lane. Future Wood Green and Haringey Town Centre Positioning Study – June 2020	**Tottenham** Evening Economy work programme part funded by New Homes Bonus and part dependent upon Future High Street Fund bid outcome. Seek further funding to roll out to other town centres in future years. First phase to be funded from Capital Budget. Implementation stage a mix of S106 and GLA Good Growth Fund (TBC) **Wood Green** GLA Good Growth Fund 3 final proposal to be submitted February 2020 to seek funding for Turnpike Lane improvements and for Wood Green High Road	

Outcome 14: A borough where all residents have access to training and skills development opportunities and more people are supported into work

Objective a) Enable all residents to access opportunities to develop their skills, so that they can compete effectively for high quality jobs in the local and London labour market

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
14.1 Working with partners, develop a borough-wide English for Speakers of Other Languages (ESOL) strategy Cabinet Lead: Cabinet Member for Local Investment and Economic Growth Officer Lead: Assistant Director for Regeneration and Economic Development	Consultation with partners as part of ESOL Coordination project. Progress to July 2019: • 235 residents engaged and assessed • Mapping identified 140+ ESOL providers in the borough • Borough ESOL network established, two meetings held • 40 voluntary and community sector organisations signed up to project • training offer for voluntary and community sector organisations	Strategy Developed by Year 2 Draft Strategy for sign off May 2020	Funding is for 18 months and is from the Ministry of Housing, Communities and Local Government.	
14.2 Develop a strategic approach to skills and employment through the Economic Development Strategy (EDS) Cabinet Lead: Cabinet Member for Local Investment and Economic Growth Officer Lead: Assistant Director for Regeneration and Economic Development	Required research commissioned and engagement completed (see EDS points above) Research in progress, stakeholder events have been held with service users, young carers, skills and training providers. Draft Priorities identified November 2019	Strategy agreed with Cabinet – July 2020.	Through existing resources	

Objective b) Increase the number of Haringey residents, especially from disadvantaged background and/or with additional needs, securing quality employment

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
14.3 Develop a Special Education Needs and Disability (SEND) supported employment	SEND supported employment programme developed – July 2019. Project Search launched July 2019 as a pilot for one year.	Partnerships with employers created. LBH pledges to accept SEND placements within selected teams/departments.	Existing budgets Bid for transformation funding has been secured	Expand Project Search Pilot and increase numbers of young people entering the programme from Haringey Deliver new specialist provision from

and internship programme Cabinet Lead: Cabinet Member for Local Investment and Economic Growth (with Cabinet Member for Children and Families) Officer Lead: Assistant Director for Regeneration and Economic Development	Transformation Proposal currently being drafted for a specialist supported employment resource in Haringey Works from April 2020 MyAFK employment support programme has commenced employment support for residents with SEND	Supported employment team in place April 2020 Extension of Project Search Pilot agreed with clearer pathway for Haringey Residents		Haringey Works
14.4 Care Leavers Employment Programme Cabinet Lead: Cabinet Member for Local Investment and Economic Growth (with Cabinet Member for Children and Families) Officer Lead: Assistant Director for Regeneration and Economic Development	A business case to support targeted support to Care Leavers – December 2019	TBC	Proposal to use Labour Market Resilience Reserve funded for 2 years. Service area to confirm funding but approximately 104k	Deliver additional support
14.5 Haringey Adult Learning Service (HALS) progression programme Cabinet Lead: Cabinet Member for Local Investment and Economic Growth Officer Lead: Assistant Director for Regeneration and Economic Development	Provide employment and progression support for learners at HALS to ensure they link with employment programmes and opportunities. • Santander work placement for bookkeeping students July 2019 • HALS Careers Carousel Employers Event November 2019 • Business In The Community mentoring Programme commenced October 2019	Seek to embed via Haringey's contribution to Adult Education Budget (AEB) budget review by Mayor.	Adult Education Budget / GLA	
14.6 Haringey Higher Levels Skills programme which also seeks to support	Programme launched in November 2019 with GLA and North London Partnership Consortium and delivery commenced First contract monitoring December 2019	Higher Level skill progression monitoring report produced.	GLA/LBH	

residents progress in work Cabinet Lead: Cabinet Member for Local Investment and Economic Growth Officer Lead: Assistant Director for Regeneration and Economic Development				

Objective c) Support higher numbers of local residents, in particular those from disadvantaged backgrounds, to secure quality apprenticeships				
Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
14.7 **Develop the Council's apprenticeship action plan (shared with Your Council Priority)** Cabinet Lead: Cabinet Member for Corporate and Civic Services (with Cabinet Member for Local Investment and Economic Growth) Officer Lead: Assistant Director for Regeneration and Economic Development and Chief People Officer	This work is being led by HR. Team fed into internal presentation in October 2019.	Ongoing implementation of In-house apprenticeship strategy following restructure of HR function	In-house apprenticeship strategy will require resource – Your Council. Restructure of HR required with new resources to support new programme.	
14.8 Develop borough-wide apprenticeship action plan Cabinet Lead: Cabinet Member for Local Investment and Economic Growth Officer Lead: Assistant Director for Regeneration and Economic Development	Borough-wide Apprenticeship Action Plan developed. Apprenticeship Forum (LBH currently) extended to include CONEL/ Haringey Education Partnership (HEP) and other partners This area of work is being reviewed via a review of Haringey Works and will be picked up via relevant recommendations	Major employers brought into the borough to recruit: TfL, OpenReach, BT, BBC, Met Police etc.		

14.9 Haringey Higher Levels Skills programme which also seeks to support residents progress in work Cabinet Lead: Cabinet Member for Local Investment and Economic Growth Officer Lead: Assistant Director for Regeneration and Economic Development	Launched in November 2019 with GLA and NLPC See above	Higher Level skill progression monitoring report produced.	GLA/LBH budget	

Outcome 15: A borough with more quality jobs with opportunities for progression

Objective a) Ensure investment in the borough increases the number of quality jobs for local people

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
15.1 Re-focus the Haringey Works Team to focus on quality jobs and new opportunities. (also supports Outcome 14 a, b) Cabinet Lead: Cabinet Member for Local Investment and Economic Growth Officer Lead: Assistant Director for Regeneration and Economic Development	Expand remit of the Haringey Works team to include skilled employment engagement function to attract opportunities from major employers inside and outside of the borough, as well as strengthening apprenticeship capacity. Review of current Haringey Works service model commenced with recommendation to be considered. Work underway to secure London Construction Programme (LCP) levy to support structured employer engagement function	Subject to funding implementation of action plan. First job opportunities secured and filled. Integrate Haringey Works fully into Communities First Programme – with geographic focus and cohort focus to future work priorities.	Resource required for Employer Engagement role – to be funded from existing resources (internal levy) Labour Market Resilience Reserve Bid for LCP funding Dec 2019 this funding will be available end of financial year 20/21	
15.2 Ensure Local Plan plans for the right amount of employment space, of the right type, in the right places to maximise jobs and the economy in Haringey Cabinet Lead: Cabinet Member for Climate Change and Sustainability (with Cabinet Member for Local Investment and Economic Growth) Officer Lead: Assistant Director for Planning, Building Standards and Sustainability	Initial Local Plan engagement (March – May 2020)	Commission and publish Employment Land Review (ELR) as part of Local Plan evidence base and consultations	Subject to agreed budget for Local Plan	Year 3 Proposed Submission Local Plan consultation, Submission, Examination and Adoption

Objective b) We will become a London Living Wage Borough (LLW) and use our own purchasing power to promote quality jobs

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	

15.3 Use Council purchasing power to promote quality jobs Cabinet Lead: Cabinet Member for Local Investment and Economic Growth (with Leader of the Council) Officer Lead: Director of Environment and Neighbourhoods, and Head of Procurement	Jobs opportunities embedded in procurement strategy. Developing social value tool kit to support procurement activity and embed requirements. Proposal developed to enable tracking of social value in procurement/commissioning activity	Monitoring and evaluation programme created. Introduce new technology that will enable the Council to track social value in our procurement/commissioning activity. Introduction of London Living Wage (LLW) and enhanced working conditions to be a contractual requirement across the supply chain	Introduction of LLW and enhanced working practices will need to managed and tailored according to sectors.	Review progress to date, measure success and amend approach where required to improve outcomes/targets
15.4 Use the Council's leverage through grant-funded programmes to promote the creation of London Living Wage jobs Cabinet Lead: Cabinet Member for Local Investment and Economic Growth Officer Lead: Assistant Director for Regeneration and Economic Development	Launch Productive Valley Fund and re-launch Opportunity Investment Fund –October 2019. All businesses sign up to provide jobs at LLW as minimum. Creative Enterprise Zone European Social Fund strand to promote careers in the creative sectors.	Embed LLW jobs in future grant-funded programmes. Delivery of CEZ ESF programme	OIF - £3.4m capital fund PVF - £2.7m between 3 boroughs CEZ/ESF - £500k	CEZ ESF is a 3-year programme.
15.5 Work with the Council's strategic partners to promote quality jobs and London Living Wage Cabinet Lead: Cabinet Member for Local Investment and Economic Growth Officer Lead: Assistant Director for Regeneration and Economic Development	Started engagement with Council's strategic partners – create more links with major London employers through Haringey networks and working with bodies such Business in the Community. Haringey Construction Partnership engagement with developers on S106 delivery Business Pledge being led by Policy Team			

15.6 Capital Programme Construction Jobs Programme (part of Haringey Construction Partnership) Cabinet Lead: Cabinet Member for Local Investment and Economic Growth Officer Lead: Assistant Director for Regeneration and Economic Development	Forms of contract agreed including jobs targets for all capital programme contacts. New s106 skills and training contract clauses implemented for developers subject to s106 obligation Rolling out employment and skills template to LCP opportunities Exploring expansion of LCP performance management system to capture s106 employment and skills obligations	Full programme of job pledges feeding into Haringey Construction Partnership programme.	Capital Programme	Agree outcomes and measures for success with partners Suicide prevention initiative Meet the buyer events

Objective c) Help grow those sectors of the economy which offer the best opportunities for our residents

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
15.7 Encourage growth of key sectors of the economy by building on existing strengths and identifying new/strategic sectors through the Economic Development Strategy Cabinet Lead: Cabinet Member for Local Investment and Economic Growth Officer Lead: Assistant Director for Regeneration and Economic Development	Development of the Economic Development Strategy	Sectoral focus to be developed through the Economic Development Strategy		
15.8 Tailoring Academy/Fashion Enter Cabinet Lead: Cabinet Member for Local Investment and Economic Growth Officer Lead: Assistant Director for Regeneration and Economic Development	Tailoring Academy launch event held November 2019; joint event also launching the Creative Enterprise Zone	Full operation and training programme from 2020	New Homes Bonus / GLA funded	

15.9 Tech/Digital Sector Programme Cabinet Lead: Cabinet Member for Local Investment and Economic Growth Officer Lead: Assistant Director for Regeneration and Economic Development	Wayra Launch Autumn 2019	First business to be supported by investment	New Homes Bonus / GLA funded	
15.10 Creative Sector Cabinet Lead: Cabinet Member for Local Investment and Economic Growth (with Cabinet Member for Corporate and Civic Services) Officer Lead: Assistant Director for Regeneration and Economic Development	Launch the Creative Enterprise Zone – Autumn 2019 and Music Industry Strategy	Programme of support developed.	GLA/LBH match.	

Objective d) Use direct delivery to promote quality local employment and community prosperity.

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
15.11 Haringey Construction Partnership (HCP) Cabinet Lead: Cabinet Member for Local Investment and Economic Growth Officer Lead: Assistant Director for Regeneration and Economic Development	Haringey Construction Partnership officially launched – July 2019 First set of residents complete training programme First training programme underway at Conel Construction Academy Agreement secured with neighbouring boroughs to move apprentices across sites	First set of apprentices complete apprenticeships More residents access Haringey Construction Partnership commissioned training allowing for residents to compete in the wider labour market Cross-borough partnership established, allowing for residents to access quality jobs in neighbouring boroughs	Length of apprenticeships vary dependent on level and trade Cost implications for training potentially levering in external funding	
15.12 Work with partners and major employers in the borough to target	In partnership with Tottenham Hotspur Foundation/ Tottenham Hotspur Football Club, jobs fair launched at THFC Stadium	As above	Resource required for Employer Engagement role – to be funded from existing resources. HHLSP – GLA European Social Funding matched by	Deliver targeted employer engagement

opportunities to local residents Cabinet Lead: Cabinet Member for Local Investment and Economic Growth (with Leader of the Council) Officer Lead: Assistant Director for Regeneration and Economic Development	Launch the Haringey Higher Levels Skills programme (HHLSP) which also seeks to support residents progress in work. Bid for funding for Employer Engagement work via LCP levy submitted HHLS programme		LBH reserves – committed and contracted.	

Outcome 16: Regeneration with social and economic renewal at its heart, focused on Tottenham and Wood Green

Objective a) Regeneration for the benefit of our communities within Tottenham and Wood Green

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
16.1 Development of estate improvement plans for Northumberland Park and Broadwater Farm Cabinet Lead: Cabinet Member for Housing and Estate Renewal Officer Lead: Assistant Director for Regeneration and Economic Development	Engagement with local residents from Summer 2019 (Northumberland Park) followed by Broadwater Farm Appointment of design team for Broadwater Farm Q3 2019/20 Appointment of design team for Northumberland Park Q4 2019/20 Scoping early improvement actions for Northumberland Park ongoing from Q2 2019/20	Delivery of early wins for Northumberland Park-2020/21 Design options for new homes for Broadwater Farm 2020 Agreed improvement plans for both estates – 2021	Dependent on capital bid /GLA Good Growth Fund development support bid for Northumberland Park public realm and HRA funding for Broadwater Farm	
16.2 Delivery of capital projects in Tottenham and Wood Green Cabinet Lead: Cabinet Member for Finance and Strategic Regeneration Officer Lead: Assistant Director for Regeneration and Economic Development	**Tottenham** Delivery commences on GLA funded Good Growth Fund 2 projects in Tottenham (improved local commercial spaces at 551B Tottenham High Road and at remodelled former Bruce Grove Public Convenience (BGPC) Social Value Lease, The Trampery Tottenham, Pride in the High Road, Business Support) Secured £2m High Street Heritage Action Zone Funding. Submitted Stage 1 application of the Future High Streets Fund (FHSF) Liveable Seven Sisters contractor procurement by Spring 2020. Housing Zone – Tottenham Hale infrastructure works on site Tottenham Hale capital projects – Chesnut Road, on site, completion in 2019 Ferry Lane and Broad Lane Gateway – on site March 2020	551B Tottenham High Road – Viability report to inform design development – completed December 2019 Former Bruce Grove Public Convenience – planning submitted November 2019, operator procurement progressed, aim to start on site in Autumn 2020, The Trampery – design team procurement underway. Pride in the High Road (PiTHR)- Design Brief developed. Business Support-over 100 businesses engaged Police Station/Reynardson Court/Car Parks-feasibility study completed, parking study expected December 2019. Gourley Triangle – Capacity study commissioned Tottenham Green Phase 2 – Start on Site Spring 2020 Improvements to Down Lane Park and the Paddock – Scheme development and engagement from 2020	**Tottenham** Tottenham GGF - £2m GLA grant funding Budget shortfall – 551B and BGPC, proposed re-profiling from FHSF and High Streets Heritage Action Zones respectively Housing Zones - £100m GLA funding, including infrastructure funding Tottenham Hale DCF Projects - £39m total programme, including S106 and external grant	551B Tottenham High Road – deliver on site by January 2021 Former Bruce Grove Public Convenience - deliver on site by January 2021 with Social Value Lease in place. The Trampery – deliver Phase 1 by winter 2020 PITHR-deliver project in Summer 2020 Police Station/Reynardson Court/Car Parks-deliver new homes on car park sites in Phase 1 to allow for single move from Reynardson Court Gourley Triangle – Cabinet report for land assembly strategy – February 2020

	Wood Green Delivery underway of GLA funded Good Growth Fund 1 projects in Wood Green: Refurbished commercial spaces at Clarendon Yards (complete), Penstock Tunnel improvements, public realm improvements in Wood Green Scoping work underway for Bury Rd Car Park – key part of the council accommodation strategy and a new health centre for Wood Green		**Wood Green** Wood Green Good Growth Fund - £2.2m with £900k GLA grant funding. Penstock Tunnel requiring additional S106 funds (£255k). Part of Bury Rd to be funded by the new GGF bid;	
16.3 Continue to work with strategic partners to identify and bid for new funding opportunities Cabinet Lead: Cabinet Member for Local Investment and Economic Growth Officer Lead: Assistant Director for Regeneration and Economic Development	Future High Streets Fund: Tottenham High Road shortlisted in summer 2019 to progress to Stage 2; preparation of detailed proposals underway for submission April 2020. Heritage Action Zone bid for Tottenham successful, final proposal submitted December 2019 focused on Bruce Grove. Strategic Investment Pot Round 2 bid submitted in Summer 2019. Consultation report issued which recommends inclusive growth bid (workspace and business support) be allocated funding, exact amount TBC. GLA Good Growth Fund 3 – Wood Green and Turnpike Lane improvements bid progressed to Stage 2 December 2019.	Delivery of newly funded projects, dependent on bid outcome	New projects dependent on new external funding sources	

Objective b) Take account of how people feel about the way their local areas are changing, building cohesive and resilient communities				
Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
16.4 Ensure that social and community infrastructure is delivered alongside development sites and that it is supported by a robust evidence base and aligned to Council strategies Cabinet Lead: Cabinet Member for Finance and Strategic Regeneration Officer Lead: Assistant Director for Planning, Building Standards and Sustainability	Construction of Welbourne Health Centre commenced Approach agreed for the delivery of further health centre Community Infrastructure Levy (CIL) Partial Review Draft Charging Schedule (DCS) approved by Cabinet in November 2019 for consultation in 2019/20	Opening of Welbourne Health Centre Commencement of delivery of further health centres CIL Partial Review Summer 2020: Submission and Examination Approval & Effect: Early 2021 Infrastructure Funding Statement (IFS) December 2020: Published. Sets out income and expenditure for CIL and Section 106 obligations (S106s)	Opening subject to approval of Final Business Case Funding to be determined CIL Partial Review Sets increased CIL rates for the Eastern zone of the borough, resulting in increased income for the Council	Infrastructure Funding Statement Required to be published on an annual basis

16.5 Review, agree and embed Social Impact Indicators across the Regeneration programme Cabinet Lead: Cabinet Member for Finance and Strategic Regeneration Officer Lead: Assistant Director for Regeneration and Economic Development	Social Impact indicators embedded across programme - Summer 2019			
16.6 Maximise employment outcomes from social value activities through the Tottenham Charter Employment/Haringey Construction Partnership Cabinet Lead: Cabinet Member for Local Investment and Economic Growth Officer Lead: Assistant Director for Regeneration and Economic Development	Tottenham Charter Event held November 2019 celebrating success and communicating proposed changes and development following completion of external evaluation Haringey Construction Partnership launched July 2019 S106 Employment and Skills plans embedded with all major contractors S106 Employment and Skills outcomes strengthened through improved S106 clauses, including punitive measures for failing to meet apprenticeship targets	Implement model for expanding Charter to Wood Green. Extend Haringey Construction Partnership to all Capital Programme projects – including schools contractors, house building programme contractors.	Expansion of the Tottenham Charter to Wood Green could require further resource – development plan to determine funding sources for this e.g. external funding bids. Haringey Construction Partnership – s106 funding plus funding from HRA and Capital Programme for programme management – or charge to capital – further work required to identify resources.	Expand s106 skills and training collaboration with neighbouring boroughs

Objective c) Use council land and assets to promote improved outcomes for residents

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
16.7 Identify strategy for Council Owned Sites in Wood Green, including new Council Accommodation; adopt the Wood Green Area Action Plan Cabinet Lead: Cabinet Member for Finance and Strategic Regeneration	Cabinet decision to consolidate council accommodation to a reduced number of sites – July 2019. Wood Green AAP – Regulation 19 proposed submission consultation early 2020 subject to the above	Cabinet decision on preferred site/ sites for council accommodation - May 2020. Council Owned Sites in Wood Green Strategy approved – 2020/21 Start on site for new council accommodation building/ buildings – 2021/22 Wood Green AAP submission and examination 2020/21, subject to above		

Officer Lead: Assistant Director for Regeneration and Economic Development				
16.8 Commercial Review of Property Portfolio - to achieve a more balanced portfolio and link tenants with business support programmes to help them grow and create more jobs Cabinet Lead: Cabinet Member for Finance and Strategic Regeneration Officer Lead: Assistant Director for Capital and Major Projects	Strategic Review of Commercial portfolio completed, due to be reported to Cabinet in March 2020 Preparation of Asset Management Plan, due to be considered by Cabinet in February 2020, taking into account findings of strategic review Landlord review – to arise from commercial review by end 2019/20. Carry out major repairs and investment on industrial estates owned by Council – full landlord obligations to be identified, costed and works programmed	Maintain balanced portfolio through strategic acquisitions and disposals Full programme of repairs across all portfolio and divest of non-core stock	Proposed Headlease acquisitions comprised in MTFS savings proposal; Capital bid made for refurbishment and remedial works on multi- let and other commercial properties for implementation in 2020	Proposed acquisition of headleases to continue in line with MTFS savings proposal. Further capital spend on commercial portfolio to improve condition and letting potential to be ongoing
16.9 Asset Management Plan. Including Review of Community Based Assets, Adults/Children also Corporate Assets Cabinet Lead: Cabinet Member for Finance and Strategic Regeneration Officer Lead: Assistant Director for Capital and Major Projects	Asset Management Plan (AMP) to be considered by Cabinet in February 2020 for Budget input. Schools AMP finalised.	Asset Management Plan Investment Strategy long term.	Existing budgets and MTFS. Merging of AMP and Capital Strategy to align both documents.	AMP fully aligned with Capital Programme, so all property investment prioritised as a programme within full year capital investment limits.

Objective d) Bring the physical and social infrastructure that growing communities need.

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
16.10 Pilot new approaches to community hubs and spaces to deliver new community infrastructure and housing on council owned sites	Selby Urban Village masterplanners appointed October 2019 and commenced November 2019	Selby – Delivery to commence 2022 WICC – Delivery to commence 2022	Masterplanning and viability work from existing budgets. Delivery dependent on further capital funding	

Cabinet Lead: Cabinet Member for Finance and Strategic Regeneration Officer Lead: Assistant Director for Regeneration and Economic Development				
16.11 Continue to work with partners in the rail and transport industry to ensure that strategic transport projects are delivered Cabinet Lead: Cabinet Member for Finance and Strategic Regeneration and Leader of the Council Officer Lead: Assistant Director for Planning, Building Standards and Sustainability	White Hart Lane station works complete Tottenham Hale Station upgrade – completion Spring 2020	Ongoing lobbying in support of Crossrail 2 Engagement with emerging London Rail Strategy	Delivery by third parties	
16.12 Implement policies and ensure up-to-date methodology for child-yield to plan for high-quality play spaces and green spaces as part of new developments Cabinet Lead: Cabinet Member for Climate Change and Sustainability Officer Lead: Assistant Director for Planning, Building Standards and Sustainability	Use latest GLA methodology and calculator (May 2019, completed) Report went to Housing and Regeneration Scrutiny Panel (June 2019) setting out latest approach	Monitor new MHCLG methodology and guidance and ensure best approach in Local Plan	Within existing staff budgets, unless specialist research needs to be commissioned	
16.13 Continue to work with partners to ensure that there is a thriving market at Wards Corner Cabinet Lead: Cabinet Member for Finance and Strategic Regeneration	Judicial Review – October 2019 Housing and Regeneration Scrutiny Panel and Policy Advisory Group reports sent to Cabinet for consideration – October 2019 October 2019 - Legal challenge by market traders of Secretary of State's decision to confirm the Compulsory Purchase Order (CPO)	Apex House completion, market traders supported to relocate – 2020 March 2020 – Decision made by Court of Appeal on the market traders request for permission to make an appeal against the High Court judgement. CPO implementation by December 2020.	Within existing budgets Within existing budgets	December 2023 – Completion of Wards Corner development. January 2024 – Market traders supported to move from the temporary market to the new market.

Officer Lead: Assistant Director for Regeneration and Economic Development	dismissed by the High Court. October 2019 – Housing and Regeneration Scrutiny Panel/Overview and Scrutiny Committee report and recommendations published. Responses to recommendations to be considered by Cabinet in January 2020. January 2020 – Report and recommendations of the independent consultant's review of the viable options for the future management/operation of the Seven Sisters Market considered by Policy Advisory Group.	June 2020 – Apex Gardens development completed. December 2020/January 2021 – Market traders supported to move to the temporary market at Apex Gardens.		
16.14 Consult on Neighbourhood Community Infrastructure Levy (CIL) allocation proposals, and align Strategic CIL spending with the existing Local Plan Cabinet Lead: Cabinet Member for Climate Change and Sustainability Officer Lead: Assistant Director for Planning, Building Standards and Sustainability	Neighbourhood Community Infrastructure Levy (NCIL) Early 2020: Round 1 Consultation (2018) projects approved for spend Early 2020: Round 2 Consultation commences Strategic Community Infrastructure Levy (SCIL) Updated income and spend figures published in CIL Annual Report (December 2019)	NCIL Late 2020 / early 2021: Round 2 Consultation projects approved for spend SCIL Updated income and spend figures published in Infrastructure Funding Statement (IFS) (December 2020)	NCIL Involves spending, as required by legislation Additional staff resource needed, to be self-funded through CIL administration expenses SCIL Spend to be decided as part of Capital Programme	SCIL and NCIL rolls over every year
16.15 Deliver new homes and jobs on High Road West (HRW), securing substantial community benefits through the process Cabinet Lead: Cabinet Member for Housing and Estate Renewal4ew Officer Lead: Assistant Director for Regeneration and Economic Development	Work to review the High Road West scheme Development of Business Case for bid to the GLA's Affordable Housing Programme	Subject to Year 1 review Summer 2020: Cabinet decision regarding Landlord Offer and Resident Offers followed by Ballot If Ballot confirms agreement to proceed – commencement of Planning process	£131.3m funding in capital programme for HRW Capital cash flow of above funding agreed with Finance based on anticipated land assembly programme and phasing in accordance with the business case. Seeking Cabinet approval of the new Financial Proposal in Summer 2020	21/22: Confirm Planning consent By end of Year 3, aim to start on site Year 4: Progress delivery of next phase(s)

Your Council – Year 2 Delivery Plan

Outcome 17: A council that engages effectively with its residents and businesses

Objective a) Residents and businesses feel engaged with and show high levels of trust in the council

Delivery priorities	Progress made in Year 1 (2019-20)	Year 2 Delivery (2020-21)		Plans for Years 3 and 4 (2021-23)
		High-level Milestones	Comments/budget considerations	
17.1 Deploy a range of innovative engagement activities appropriate to the issue Cabinet Lead: Leader of the Council Officer Lead: Assistant Director for Strategy and Communications	**Planned:** Panel members for the Citizens' Panel selected through recruitment process, to ensure an accurate reflection of Haringey's demographics. Launch Citizens' Panel April 2020, which will enable better engagement with residents and allow us gauge opinions on a variety of issues more frequently. Development of the Resident Engagement Pledge through work on a "Community Framework" that sets out how we will strengthen relationships between residents and public services, which will contribute to the development of the Citizens' Panel.	Implement "mobile responses" function on Citizens' Panel platform by June 2020. This will enable residents to give a score to the service they receive following all telephone calls. Develop and implement delivery plan of surveys and events for panel members. These will be aligned to priorities and milestones outlined in the Delivery Plans for 2020/21.	Initial subjects to engage panel members include housing, climate change.	Contract for digital platform runs to 2024. Explore other engagement approaches/techniques to compliment the panel.
17.2 Develop Business / VCS Pledge to underpin commitment to business community and voluntary/ community sector Cabinet Lead: Cabinet Member for Communities and Equalities Officer Lead: Assistant Director for Regeneration and Economic Development / AD for Commissioning	Business Pledge to be signed alongside launch of consultation on Economic Development Strategy in March. Development of commitments within the VCS pledge to be covered in the Community Framework which will explore how the Council, VCS and public sector partners protect and support the further development of strong and cohesive communities in Haringey.	Review and implement actions against commitments within the signed pledges.		Review of progress against commitments in Business / VCS Pledges. Implement recommendations from engagement with businesses.
17.3 Use residents' survey findings to inform future decisions	Produced an action plan for the Data Strategy to help the organisation bring together performance and survey results to inform	Deliver and present findings from 2020/21 resident surveys.	Continue to review approach and methodology for resident surveys	Review and use data from resident surveys to help shape changes and policies.

Cabinet Lead: Leader of the Council Officer Lead: Assistant Director for Strategy and Communications	decision-making and policy on a more systematic basis.			
17.4 Use Fairness Commission to engage range of residents, stakeholders, partners and experts, to understand how the council can tackle issues of inequality and fairness Cabinet Lead: Cabinet Member for Corporate and Civic Services Officer Lead: Assistant Director for Strategy and Communications	Fairness Commission engagement events and Commission meetings have run throughout the year, gathering and analysing evidence, and testing possible recommendations. Lead Member is co-chair of the Commission. **Planned** Finalisation of Fairness Commission report and recommendations, and launch event, February / March 2020.	Mechanisms for formal Council response to recommendations to be determined. Review of progress to take place one year on.	Decisions on implementation of some recommendations may be dependent on financial commitment involved. Precise details of activities dependent on final recommendations	Annual review of medium to long term impact. Plans for future years dependent on final recommendations

Objective b) We demonstrate clear understanding of the needs, aspirations, opportunities and strengths of Haringey's communities, and use this to inform our decisions

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
17.5 Work to reform our data collection, storage and analysis so that it is robust in informing our decision-making Cabinet Lead: Cabinet Member for Corporate and Civic Services Officer Lead: Assistant Director for Strategy and Communications	Data Strategy and action plan developed. Cross-council working group in place leading on implementation.	Implement priority areas in data strategy action plan: Testing Power Bi software, which enables better presentation and easier access to data, with view to using across the organisation. Survey on attitudes to data across the Council to inform work on creating a "datavore" culture.	Big potential to use data to drive transformation-type activity.	Years 3 and 4 milestones are dependent on outcome of surveys and testing in year 2.
17.6 Actively use the residents' survey findings to inform the development of policies and projects Cabinet Lead: Cabinet	Implementing learning from complaints to help reduce complaints and improve services.	Deliver residents survey January 2021 and proactively use data to inform the development of policies and projects for future years.	We will combine findings from the residents' survey and other approaches, such as the citizens panel, to gain a comprehensive view with which to inform future policies and projects.	

Member for Corporate and Civic Services Officer Lead: Assistant Director for Strategy and Communications				
17.7 Pilot different approaches to utilise our data for public use Cabinet Lead: Cabinet Member for Corporate and Civic Services Officer Lead: Assistant Director for Strategy and Communications	Delivered Pension Credit Pilot, 93 residents were directly informed by the Council about their eligibility for Pension Credit and potential savings. **Planned:** Implementation of the EU Settlement Scheme. EUSS check completed by Mar 2020.	Implementation of further pilot projects, at least two for 2020/21. To support residents with money management e.g. EU Citizens and Universal Credit.		Future milestones dependent on outcomes from the pilots.

Objective c) We make available to our residents and businesses the information and connections they need to make their own decisions and to thrive individually and collectively				
Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
17.8 Ensure that services are developed with the people who use them making widespread use of user-centred design approaches, such as 'Connected Communities (Community First)' Cabinet Lead: Leader of the Council Officer Lead: Assistant Director for Commissioning and Assistant Director for Corporate and Customer Services	Developed and implemented the award nominated Connected Communities programme. The Connected Communities Programme was shortlisted for a European Award. Successfully recruited the Connective Communities team to lead on developing and implementing the action plan. Launched connective communities programme within GP Surgeries across Haringey. Delivered engagement session with partners to help design innovative ways to collaboratively work together to better serve our communities. Successfully secured a grant from the Ministry of Housing, Communities and Local Government to provide up to three months' accommodation for rough sleepers for the period from October 2019 to April 2020. Offering additional services including specialist GP clinics and a bespoke fund to help women. The restrictions preventing councils from offering most forms of support to EEA nationals	Develop and implement an engagement approach for the council, which shares our vision for the council to enable collaboration with staff, residents and partners. While building trusting relationships with the communities we serve. Design and implement innovation initiatives to support employment for vulnerable residents, address mental health inequalities and strengthen collaboration with partners within the Borough.	Relevant projects likely to require business case-based transformation and invest-to-save investment	Future years' milestones to be developed as lessons emerge from projects.

	were lifted over the winter period. Where 60-75% of people sleeping rough in Haringey are non-British EU nationals.			

Outcome 18: Residents get the right information and advice first time and find it easy to interact digitally

Objective a) Self service will be customer's first choice, because we will make it easy to use

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
18.1 Build on MyAccount to enhance the digital service offer and harness social media channels to be more responsive to customer service and communication demands. Cabinet Lead: Cabinet Member for Neighbourhoods Officer Lead: Assistant Director for Corporate and Customer Services	Council Tax automated payments enabled. Landlord portal implemented and in operation as part of Phase 1 of the business self-service portal. **Planned:** Implementation of the new digital customer platform (stage 1) from Feb 2020. New complaints logging system due to go live in Jan/Feb 2020.	Commercial Business portal implemented via the new customer service portal. All customer service functions synchronised with the digital platform by March 2021 Implementation of online Parking system to go live in July 2020, slight delay from Year 1.		Increase number of services available through new digital platform. Investigate potential to access partner services through the platform.
18.2 Implement a data programme that enables us to reduce avoidable contact and adapt quickly to customer need. Cabinet Lead: Cabinet Member for Neighbourhoods Officer Lead: Assistant Director for Corporate and Customer Services	Developed the Data Programme to reduce avoidable contact.	Implementation of both the Digital and Data Strategy. Identified areas include booking of parks facilities. Embedding the learnings and changes to processes from the Customer First programme within other services.	Dependent on development opportunities presented in other services. MTFS savings.	
18.3 Automate services wherever appropriate to enable customers to complete tasks easily/quickly as possible.	Completed scoping of Phase 2 of FOBO programme to identify areas across the council where customers would benefit from a more streamlined process.	Implementation of the new parking system, operating a paperless system by July 2020. Implementation of new Housing system, with Homes of Haringey linked to the digital platform, by Dec 2020.		Roll out automation approach to broader range of council services, in order to improve ease of use for customers.

Cabinet Lead: Cabinet Member for Neighbourhoods Officer Lead: Assistant Director for Corporate and Customer Services	**Planned** Implementation of the Revenue and Benefits online transactions to go live by Feb 2020.	Develop online options in new portal for remaining services into Customer Services. Create internal centre of excellence for automation, to support all Council services. Pilot activity to begin in early 2020		
18.4 Provide clear information on the services we/our partner organisations provide, how and where to access them. Cabinet Lead: Cabinet Member for Neighbourhoods Officer Lead: Assistant Director for Corporate and Customer Services	Commenced the detailed review of the council's website. Which will run from Nov 2019 until March 2020. Findings used to help shape future development of the website to better serve our residents and partners.	Develop a coordinated approached to refresh the information on the website as per the recommendations from the review by March 2021	Full council approach, each service responsible for their area and providing resources to change content.	

Objective b) Those customers that need a more personalised service will receive it

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
18.5 Improve our support for people who struggle to navigate our services, using a 'Community First' approach – Connected Communities Programme Cabinet Lead: Cabinet Member for Neighbourhoods Officer Lead: Assistant Director for Commissioning and Assistant Director for Corporate and Customer Services	Recruitment of Connected Communities team and development of business case. Working towards refreshing corporate customer standards.	Review customer journey through customer services face to face centres. Further develop digital assistance offer in Customer Service Centres. Implement an appointment system in customer services for complex need enquiries. Provide early intervention and resolutions to help residents become more self-sufficient and resilient. To help reduce the risk of debt and housing issues as well as improve self-help options for accessing improved health and wellbeing outcomes.		Continue to develop approach to accessing services in response to lessons from programmes.
18.6 Continue to invest in our customer service	Refurbishment of Hornsey Library started, works due to be completed in April 2020.	Align with Libraries strategy within the Place Priority Delivery Plan. Ensuring high level of		

centres to deliver effective services to customers Cabinet Lead: Cabinet Member for Neighbourhoods and Cabinet Member for Corporate and Civic Services Officer Lead: Assistant Director for Corporate and Customer Services		customer service through all our libraries and customer service centres.		

Objective c) A customer of any council service will receive a consistently good, fair, timely and professional experience				
Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
18.7 Reinforce clear, consistent customer experience standards across the organisation that enable us to provide a high standard service, regardless of the enquiry Cabinet Lead: Cabinet Member for Neighbourhoods Officer Lead: Assistant Director for Corporate and Customer Services	Delivered ICS survey, to establish baseline data. Implemented a queue call back service. Changes to forms and letters were implemented to ensure consistent customer experience.	Build on outcomes/learning from the Institute for Customer Service survey, Fairness Commission and customer feedback to improve service provision Refresh and implement corporate customer standards to enable a consistent customer experience		This will be an ongoing programme of learning and improvement.
18.8 Develop a set of Key Performance Indicators and these will be monitored and reviewed at Cabinet level Cabinet Lead: Leader of the Council Officer Lead: Assistant Director for Corporate and Customer Services	KPIs in place (Net Easy score) and monitored quarterly. Net Easy response enabled on telephone calls to the council.	Implementation of new telephone system which will enable residents to score the level of service received. Contributing to the Net Easy Score KPI.		Implement any changes required from lessons learned.

Outcome 19: We will be an able, positive workforce with the skills needed to deliver for Haringey

Objective a) Staff will understand how their work contributes to outcomes for residents and that their work matters

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
19.1 Ensure new and current staff feel welcome and supported by their new teams and the wider organisation Cabinet Lead: Cabinet Member for Corporate and Civic Services Officer Lead: Chief People Officer	New external welcome page for new employees completed. Completed revision of the induction checklist, to accompany the fortnightly corporate induction programme for all new employees, which provides the platform to ensure all new staff receive the same message. **Planned** Revised Corporate Induction webpage will go live in Jan 2020 Agreed scope of work for developing new manager guidance. Guidance to be published by March 2020. Developing new staff handbook, that will be launch by March 2020.	Implement new approach to recruitment, induction, and development of staff, maximising use of modern recruitment tools and techniques (by April 2021) Redesign the support structure for new employees (by April 2021) Review and refresh approach to staff induction (by September 2020)	Transition to new delivery models will require transformation investment.	Year 3 milestones will focus on embedding the new HR design, structure and ways of working.
19.2 Ensure all staff understand how their role supports the delivery of the Borough Plan Cabinet Lead: Cabinet Member for Corporate and Civic Services Officer Lead: Chief People Officer	Delivered several local away days. Delivered Corporate Board pop up events, for each priority. Fully embedded My Conversation, through a programme of practical support and tools so now staff members regularly have meaning conversations with their managers.	Refresh 'Haringey Essentials', which clarify what skills and knowledge staff need to perform well in their role and how to develop them. Develop a 'new manager induction' for all newly appointed team managers, which makes clear what the essential Haringey Manager skill sets are.		Years 3 and 4 will see ongoing refresh of relevant activities.
19.3 Ensure all staff feel supported to communicate effectively with residents and local businesses	**Planned** Developing Corporate Social Responsibility Policy and Programme, key objectives outlined by March 2020.	Support delivery programmes across the council to ensure effective models of engagement are used as a default (ongoing). Review and refresh access to the knowledge and skills needed to communicate effectively with residents and local businesses through		Years 3 and 4 will see ongoing refresh of relevant activities.

Cabinet Lead: Leader of the Council Officer Lead: Chief People Officer		training, workshop and shadowing opportunities (by March 2021)		

Objective b) We will be a diverse workforce at all levels of the organisation, where there are opportunities for staff to grow and develop their careers, and where difference is valued because it contributes to better outcomes for residents				
Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
19.4 Endorse a healthy work life balance where staff feel supported and wellbeing is improved across all services Cabinet Lead: Cabinet Member for Corporate and Civic Services Officer Lead: Chief People Officer	Staff Wellbeing Fair hold in February 2019. Learning at work week hold in May 2019. Continuing to promote our staff benefits package and improve offer based on staff feedback. Achieved excellence in London Healthy Workplace Charter Accreditation. Become a member of the Timewise Foundation which champions flexible working resilience training offer for managers and staff.	Refresh of the Wellbeing intranet pages in line with new Staff Health and Wellbeing Strategy – consolidate our Wellbeing offer for staff by September 2020. Develop and run a stress awareness and wellbeing campaign by November 2020. Launch the Corporate Health and Wellbeing Strategy by July 2020. Then implement the action plan which propose a few trail initiatives such as the introduction of mental health first aiders for staff by September 2020. Promote our staff benefits package and adopt suggestions by staff to improve offers by Oct 2020	Budget confirmation required for implementation of initiatives.	Review and revise our Sickness Absence Policy and support package.
19.5 Develop a culture where staff feel supported to respond and adapt positively to change Cabinet Lead: Cabinet Member for Corporate and Civic Services Officer Lead: Chief People Officer	Providing ongoing support to existing staff networks to encourage employees to have a voice that is listened to. Ongoing promotion of online platforms like FUSE and Yammer to learn, debate, discuss and support. **Planned** Deliver the Your Council Priority Campaign which will include informative video and engagement sessions with managers and peers to increase awareness of the future vision of the council and achievement already made (during Feb – March 2020).	Create a culture where we adapt and respond positively to change, by fostering a continuous improvement environment. Deliver the staff survey by September 2020. Promote and encourage use of range of tools and approaches to delivery of innovative programmes across the Council, as a method to empower staff to continuously improve services.	This is a programme of continuous learning and adaptation of ways of working	

19.6 Improve processes and procedures that will result in more effective and efficient working Cabinet Lead: Cabinet Member for Corporate and Civic Services Officer Lead: Chief People Officer	Workforce Development Strategy published, implementing launch of strategy.	Design and implement new HR workflow process. Develop job families in council services. Complete restructure of the HR service. Develop and implement specific workforce plans for each council priority (by April 2021)		Continue to refine Priority workforce plans based on monitoring of impact of 2020/21 implementation
19.7 Design smarter working environments to endorse modern and agile working Cabinet Lead: Cabinet Member for Corporate and Civic Services Officer Lead: Chief Digital Officer	Successfully updated our mobile technology for everyone through a laptop/desktop renewal programme. This included the deployment of Office365 for all staff, which provides tools to enable working anytime and anywhere. Implementation of Team software to replace Skype Jan 2020. Development of initial draft of the Digital Strategy, collection of successful stories March 2020. Provided training the use Lean (perform) and Agile methodologies within services.	Provide support, through champions to increase the use of software such as Microsoft Teams to embed a culture of collaboration. Expand the print less pilot across the organisation. Complete model office prototyping. Produce and implement the Digital Strategy, to reflect a more collaborative workforce. Identify and raise the profile of New Ways of Working ambassadors across the organisation Implement Agile methodologies across the organisation, through training and shadowing opportunities.	Expansion of pilots will be dependent on in-year and future budget decisions	

Objective c) We will be a healthy and resilient workforce, where we respect and reward high performance and productivity, and staff who promote our values				
Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
19.8 Improve the way we recruit / retain talent through promoting opportunities to disadvantaged groups and a stronger focus on ability over experience Cabinet Lead: Cabinet Member for Corporate and Civic Services Officer Lead: Chief	Following a successful growth bid, produced a joint apprenticeship strategy with the Economic Regeneration Team Ban the box endorsement – job application form no longer asks applicants about previous offences. Reviewed end to end process and improved recruitment partnership	Implement apprenticeship offer Investigate, design and launch local graduate programme (by April 2021) Trial pathways that encourage local people back into the workplace (ongoing) Increase the proportion of work experience opportunities forming the council's pathway to employment. Collaborate with partners to develop	Budget confirmation will be required for implementation of some initiatives.	New programmes will embed in year 3

People Officer		innovative programmes to support employment for residents (e.g. care leavers) Implement the Apprenticeship Strategy in collaboration with partners. Increasing the number of apprentices recruited within the Council.		
19.9 Continue to support and endorse our staff network groups Cabinet Lead: Cabinet Member for Corporate and Civic Services Officer Lead: Chief People Officer	Equalities and Diversity volunteer forum set up and running Stonewall workplace equality index and survey (completed) Protected time within the working day agreed for staff networks. With a Corporate Board Sponsor allocated to each network.	Continue to make progress towards identified priorities including agreeing an Equalities Vision for Haringey, improving practice in equalities data collection, and improving HR policy and practice. Help support Networks to develop individual action plans and increase membership.		This is ongoing development activity
19.10 Improve the collection and monitoring of staff equality data to inform our equality action plan Cabinet Lead: Cabinet Member for Corporate and Civic Services Officer Lead: Chief People Officer	Campaign seeking all staff to update personal information, including equalities data – April 2020	Complete Equalities Framework for Local Government Audit.		

Objective d) We will ensure that Haringey Council is an inclusive workplace				
Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
19.11 Proactively address discrimination and unconscious bias in the recruitment process and workplace Cabinet Lead: Cabinet Member for Corporate and Civic Services Officer Lead: Chief People Officer	Delivered unconscious bias training for staff and managers. Implemented Dignity at Work Policy and training for Managers. Delivered understanding mental health at work training for managers. Completed pilot for the Active Bystander Training.	Introduce mandatory recruitment and interviewer training. Review and develop polices to ensure they are inclusive of protected characteristics.	We will continuously monitor the impact of these activities	Years 3 and 4 milestones dependent on outcomes of year 2 implementation and monitoring.

19.12 Develop career pathways for staff Cabinet Lead: Cabinet Member for Corporate and Civic Services Officer Lead: Chief People Officer	Completed the pilot of job families for Shared Digital. Due to commence job families pilot for HR teams. Executive mentioning programme in place.	Optimise My Conversation map to support talent and succession planning (ongoing). Review approach to job descriptions and job families to enable staff to move easily into new and suitable roles within the council (ongoing)		
19.13 Develop high standards of professionalism with leaders, managers and human approach to customer service Cabinet Lead: Cabinet Member for Corporate and Civic Services Officer Lead: Chief People Officer	Range of Leadership and management interventions to support and develop existing and aspiring managers. (completed – 4 different initiatives offered to date; aspiring managers qualification, Leading Together, springboard and first-time supervisors)	Create a Leaders alumni by Feb 2021. Hold a Manager's Conference by March 2021. Design and deliver successor programme to Leading Together, focusing on tier 3 leaders (by April 2021)		Years 3 and 4 development activities will respond to lessons learned from Year 2.
19.14 Encourage everyone to build learning and development into everyday work Cabinet Lead: Cabinet Member for Corporate and Civic Services Officer Lead: Chief People Officer	Published the five days of development protocol.	Develop and maintain high standards of professionalism with inspiring leaders, accountable managers. Develop a culture of continuous learning by ensuring all staff are adopting the five days of development policy.		

Outcome 20: We will be a council that uses its resources in a sustainable way to prioritise the needs of the most vulnerable residents

Objective a) We will deliver value for money by acting creatively and innovatively to design and deliver services that are good value for residents and taxpayers

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	

20.1 Ensure we utilise appropriate techniques to design and deliver council services and operations Cabinet Lead: Leader of the Council Officer Lead: Assistant Director for Finance	Reviewed and changed working practices to sufficiently reduce the use of paper. Relocated the Business Intelligence and Performance Management team to the Corporate Centre to more effectively align priorities and responsibilities.	Reduce lost income from fraudulent activity through joining the London Fraud Hub. Implement phase 1 of extending learning from previous programmes, 'putting the customer first' across other areas within the Council. Review of Environment and Neighbourhoods as priority (July 2020) Implement new corporate centre design. (Agree model April 2020)		Implement phase 2 of extending learning from FOBO, 'putting the customer first' across other areas within the council.
20.2 Work towards bringing council services in house where it is prudent to do so Cabinet Lead: Leader of the Council Officer Lead: Director of Environment and Neighbourhoods	Insourcing Policy agreed by Cabinet October 2019 Insourcing action plan to be considered by Cabinet in March.	Approve insourcing action plan, by June 2020, and develop an Insource Tool Kit to support future insource initiatives. Update Commissioning Framework. Insourced FM services go live by July 2020	Potential budget implications related to creating a team or resourcing services coming back in house.	Can be linked to insource forward plan once developed

Objective b) We will actively seek opportunities to be a more commercial and entrepreneurial council

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
20.3 Ensure that all staff involved in commercial activity have appropriate training and development opportunities Cabinet Lead: Cabinet Member for Corporate and Civic Services Officer Lead: Director of Environment and Neighbourhoods	Strategic procurement is in the process of providing direct advice for high value contracts, this has included recent procurements such as home care block bookings (c£50m), Highways contract (c£50m+), SEND transport etc	Implementation of Workforce Development Strategy Actions, that support the ongoing training and support of staff. Promotion of the use of Fuse by staff to access relevant training on Fuse.	Focus will be on commercial advice around linking performance and outcomes to contracts and any potential associated payments.	Introduce continuous improvement programme to ensure commercial acumen is embedded in the organisation.
20.4 Take a more strategic approach to income	Strategic Procurement has launched a suite of London Construction Programme (LCP) contract	Launch a Strategic Procurement traded services for DPS.	Priority boards should own the forward plan with support from Strategic Procurement and	

generation, developing a commercial strategy that helps the council raise money through selling services or goods to residents, businesses or other public sector bodies Cabinet Lead: Cabinet Member for Neighbourhoods Officer Lead: Director of Environment and Neighbourhoods	vehicles that is anticipated to generate income in excess of £1m p.a. from 2020/21. Strategic procurement has worked with service areas to increase revenue from advertising (c£120k) and introduce income generated through recovery of damages to street furniture through vehicle accidents (c£120k)	Generate a forward plan of opportunities with priority boards (ongoing). Decision on future council accommodation (June 2020).	other support services as required.	

Objective c) We will maintain strong controls over delivery of our critical projects through our Medium-Term Financial Strategy				
Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
20.5 Maintain a strong approach to monitoring our projects and contracts to ensure that they deliver the intended social and financial value for residents and taxpayers Cabinet Lead: Cabinet Member for Finance and Strategic Regeneration Officer Lead: Assistant Director for Finance	Revision of Transformation Funding Board due to be completed by Mar 2020. Strategic Procurement has introduced a performance monitoring solution for commissioned services via the LCP. Contract management tool kit developed and piloting in Environment and Neighbourhoods	Introduce integrated contract and performance management solution for all Council contracts. Roll out contract management tool kit across the Council	Solution is linked to new procurement technology being introduced in 2020.	Introduce targets for effective contract management related to improved performance, reduced over expenditure and project delays.

Objective d) We will use our resources and policies to redistribute the financial burden on our residents				
Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
20.6 Review current council tax arrangements, including CTRS and redistributing fees /charges to make them fairer.	Reviews of fees and charges completed. Extension of the Council Tax Premium on long-term empty properties (5yrs+) to commence in 2020.	Further extension of the Council Tax Premium on long-term empty properties (10yrs+) in 2021. Annual review of CTRS policy.		

Cabinet Lead: Cabinet Member for Finance and Strategic Regeneration Officer Lead: Assistant Director for Finance				
20.7 Identify and respond to residents who are in financial trouble, including through the development of an approach to managing debt Cabinet Lead: Cabinet Member for Finance and Strategic Regeneration Officer Lead: Assistant Director for Finance	**Planned** Complete debt review and develop key recommendations.	Through developments such as the Connected Communities programme, provide early intervention and resolutions to help residents become more self-sufficient and resilient. To help reduce the risk of debt and housing issues as well as improve self-help options for accessing improved health and wellbeing outcomes. Develop and implement the Debt Policy.		

Agenda Item 11

Report for: Cabinet 11th February 2020

Title: Asset Management Plan

Report authorised by : Dan Hawthorn, Director of Housing, Regeneration & Planning

Lead Officer: Christine Addison, Assistant Director for Capital Projects & Property (interim)

Ward(s) affected: All

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

1. Describe the issue under consideration

1.1. The report presents the Council's new Asset Management Plan for the period 2020-25 and recommends its adoption.

1.2. The CIPFA Strategic Asset Management Framework of August 2018 includes an expectation that councils prepare an Asset Management Plan alongside their capital strategies for the 2020/21 municipal year. The Asset Management Plan will set out an overarching strategy for the use of Council property and land to support the delivery of the Council's Borough Plan and Council services. It will provide a baseline on property and land matters and supports the capital investment decisions identified in the capital strategy / MTFS. It will sit alongside the Council's Capital Strategy and Capital Programme for 2020/21 – 2024/25 and future updates.

2. Cabinet Member Introduction

2.1. This report provides an overview of the Council's Asset Management Plan which will cover a five-year period from 2020-2025.

2.2. The Asset Management Plan (AMP) is an important tool in achieving the Council's policy and service ambitions. The AMP is part of the capital strategy and is the context for capital investment decisions, setting out major initiatives and priorities for capital investment, as well as investment required for compliance and carbon management planning.

2.3. The plan's focus is how the Council uses its land and property assets to deliver its Borough Plan priorities. This plan is an overview and includes a number of important principles and plans which are in place now. The plan also includes the Council's new Disposals and Acquisitions Policy. In some areas there is more to do, so the outcome of further work and future decisions will be incorporated in the first annual review of the plan.

3. Recommendations -

That Cabinet agrees:

3.1. To adopt the Asset Management Plan 2020-2025 ("AMP") summarised at paragraph 6 and as attached as the Appendices 1 and 2 of this report.

3.2. To agree the Acquisitions and Disposals Policy set out in Appendix 1 (main AMP) section 'Acquisitions, Disposals and Void Property' and as summarised at paragraphs 6.4 – 6.5.

3.3. To agree the strategic recommendations of the commercial portfolio review set out in Appendix 1 (main AMP) section 'Commercial Portfolio' and as summarised in paragraph 6.6 and 6.7.

4. Reasons for decision

4.1. In August 2018, the Chartered Institute of Public Finance & Accounting (CIPFA) published its Strategic Asset Management Framework guidance for local authorities. The proposal to adopt and publish an Asset Management Plan as part of the 2020/21 budget strategy to ensure that the Council uses its land and property assets effectively to deliver its service and Borough Plan priorities is an important part of ensuring that the Council complies with that guidance.

5. Alternative Options

5.1. If the Council does not publish an Asset Management Plan there will be a gap in the budget strategy for 2020/21 to 2023/24. The publication of an AMP is a requirement of CIPFA.

6. Background

6.1. CIPFA has published a Strategic Asset Management Framework guidance for the Council to publish an AMP as part of the 2020/21 budget strategy. The AMP is therefore being developed in two stages to allow for operational areas to finalise their service plans during 2020/21 which the second stage of AMP will refer.

6.2. Property assets are one of the Council's most significant resources. The Asset Management Plan is intended to demonstrate efficient use of assets and that property is effectively managed and fit for purpose; and to help identify the pipeline for future investment and capital delivery to improve spend rates.

6.3. The Asset Management Plan forms part of the Council's Capital Strategy as part of the Budget Setting at February 2020 Cabinet. The plan lasts for five years but includes an annual review. The plan will be used to:

- help guide decision making about capital investment decisions in Council property to support Council objectives
- help identify land or property which is surplus to requirements for current purposes and help guide decisions about future use of land or property
- support decisions on acquisitions and disposals; and

- indicate where reviews will be required to ensure best use of assets in the future.

6.4. The Acquisitions and Disposals Policy principles are set out in the AMP section 'Acquisitions, Disposals and Void Property'

6.5. There are a number of proposed principles for decisions when acquiring or disposing of property;

- that the Council considers the contribution to delivering its Borough Plan priorities in any decision to acquire or dispose of property or land assets.
- that the Council will not dispose of any land unless doing so clearly contributes to delivering Borough Plan priorities or MTFS outcomes. In any circumstances of a disposal the Council will give due consideration of the options to dispose freehold or leasehold and therefore consider lease duration periods.
- the Council will dispose of property in circumstances where it is uneconomic to retain it or where there is no credible (including a financial business case) service or community case to continue its use.
- the Council has a strong preference for developing its own land and will consider meanwhile uses pending development in order to maximise effective use of its assets over time.
- the Council is prepared to acquire land as part of the land assembly for a development proposal if this allows the Council to control the pace and content of development in the interest of delivering Borough Plan priorities.
- any proposal to dispose or acquire must be deliverable and in line with the Council's budget strategy, including any commitment to increase income, the Asset Management Plan, the Capital Strategy and in conformity to the CIPFA Prudential Property Investment Guidance.

6.6. The strategic recommendations of the commercial portfolio review are identified in the AMP under section 'Commercial Portfolio'

6.7. The key recommended principles in the commercial portfolio review are;

- to acquire head leases of industrial properties if available, if of economic benefit, where the Council is Freehold owner; and subject to a robust business case.

- to acquire freehold interest in industrial property if available, if of economic benefit, where the Council is head lessee; and subject to a robust business case.

- to review the performance of the commercial portfolio office accommodation over the course of 2020/21.

- to commence a review of the commercial retail portfolio and to integrate with a review of the Council's proposed Accommodation Strategy / Locality Strategy and to Community Wealth Building considerations.

6.8. The AMP includes:

- Asset Management Plans for operational services, including prioritised areas for investment reflecting the Borough Plan and MTFS requirements;
- Asset Management Plan to show the pipeline of land for council housing programme delivery;
- Cross-cutting themes which impact on assets and future investment e.g. carbon, accessibility;
- Policies to support decision making about assets e.g. disposals and acquisitions policy;
- Identifying areas for future review and decisions e.g. commercial property portfolio reviews, the accommodation strategy and the community assets review (integrating services in localities for better outcomes).

6.9. The objectives of the asset management plan are:

- to ensure property and land assets support the Council's Borough Plan objectives including considering use of land for the council housing growth programme and ensuring council assets are used to support economic growth;
- to create a strategic framework for asset management to be able to support decisions about prioritising capital investment;
- to ensure the Council's operational assets are fit for purpose for service delivery and that assets are reviewed at locality level with partners to improve service provision in communities.
- to reduce the Council's environmental impact arising from its asset use or development;
- maximising income opportunities and reduce asset running costs to support the MTFS;
- to ensure that our property is in good condition and compliant with all relevant health and safety requirements, equalities and access policy and standards to ensure accessible for people with disabilities.
- to ensure that during 2020/21 the AMP will develop a integrated capital strategy to incorporate outcomes of service area plans.
- to highlight the need to develop an access policy and guidance.

6.10 Following the adoption of the Asset Management Plan, as recommended here, a number of further reviews will be completed or take place during 2020/21 include:

- Children's Service estate strategy - major investment
- Commercial Property review of sector portfolios for industrial, retail and office space
- Community Assets Review - to support integrated working for better outcomes
- Access to Council Buildings Policy

The outcome of these reviews will be reflected in the next iteration of the plan.

7. Contribution to Strategic Outcomes

7.1. The Council is required to publish an Asset Management Plan by CIPFA, in 2020 and not doing so could affect the quality of the Council's budget strategy and future decision making about assets and a fully extended AMP with service plans by early 2021.

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

8.1. **Finance**

8.2. The Council's current property estate includes a wide range of land and buildings with a total value (for accounting purposes) as at 31st March 2019 of £2.377 billion, comprising £1.342 billion held in the Housing Revenue Account (HRA) and £1.035 billion held in the General Fund Account (GF). Within the GF assets, nearly £0.752 billion worth of assets are used for service operational purposes and just over £0.065 billion are held for non-operational purposes (i.e. lettings to businesses and community groups). The remainder is made up of community assets (parks, open spaces, transport infrastructure and plant vehicles/equipment). The proposed capital strategy being considered elsewhere on the agenda includes a proposed General Fund capital programme of £838m and a Housing Revenue Account capital programme of £1,015m for the period 2020/21-24/25. This level of budgeted activity will require the application of a considerable project management resource to be achieved.

8.3. The inclusion of a scheme in the capital programme is not an immediate authority to spend. A large proportion of the capital programme requires the completion of a satisfactory business case prior to the release of capital funding. The business case serves to validate the high-level assumptions used in the compilation of the capital programme.

8.4. **Legal**

The purpose of an Asset Management plan is to ensure that the Council uses and manages its asset portfolio to meet its needs and objectives. It is good practice for the Council to have an Asset Management Plan and recommended by CIPFA.

There are no legal reasons why the recommendations cannot be approved.

8.5. 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 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;

The proposed decision is to approve the Asset Management Plan 2020-25 and to approve the development of a number of underpinning policies as set out at section 3. The primary purpose of the Asset Management Plan is to ensure property and land assets support, and that decisions are aligned to the Council's Borough Plan objectives. These objectives are designed to reduce existing inequalities, advance equality of opportunity, and foster good relations among Haringey's communities. To the extent that the Asset Management Plan supports the achievement of the Borough Plan objectives it will enable Haringey Council to meet its public sector equality duty.

It is notable that the Asset Management Plan will help to ensure the Council meets its ambitions in relation to maximising housing growth and delivering Council homes, achieving local economic outcomes, reducing carbon emissions, and regeneration activities, These programmes are individually subject to assessment for their impact on residents who share the protected characteristics, and these Equality Impact Assessments are published on the Council website. These activities have been designed with the Council's public sector equality duty in mind and address social, economic, and environmental inequalities. Therefore, the Asset Management Plan enables the Council to eliminate discrimination, advance equality of opportunity and foster good relations.

It is notable that the report approves to a policy on Access to Buildings being developed. This policy will help to ensure that steps are taken to meet the needs of individuals with disabilities and health conditions where these differ to those of others.

If Cabinet is asked to approve any policies that underpin the Asset Management Plan at a later date these policies will be subject to screening for equalities impact and equalities impact assessment where appropriate.

9. Use of Appendices

9.1. Appendix 1: Asset Management Plan

9.2. Appendix 2: Appendix to Asset Management Plan that includes technical financial background and asset listing data.

10. Local Government (Access to Information) Act 1985

This report contains no exempt information.

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Appendix 1

HARINGEY COUNCIL

ASSET MANAGEMENT PLAN

2020 – 2025

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FOREWORD by Cllr Charles Adje, Cabinet Member for Finance and Strategic Regeneration

I am pleased to present the Council's Asset Management Plan 2020-25. The plan sets out the Council's current plans and a framework for decision making about its land and property assets. It will be updated each year alongside the Capital Strategy.

The Asset Management Plan is an important tool in achieving the Council's ambitions. The plan's focus is how the Council uses its land and property assets to deliver its Borough Plan priorities. This plan is an overview and includes a number of important principles and plans which are in place now. In some areas there is more to do, so the outcome of further work and future decisions will be incorporated in the first annual review of the plan for 2021/22.

The asset management plan sits alongside the Council's Capital Strategy and is the context for capital investment decisions. It will set out major initiatives and priorities for capital investment, as well as investment required for compliance and carbon management planning.

The Council is committed to creating and maintaining an effective and efficient estate, which provides value for money, is sustainable, transforms the way our staff work and contributes to the growth and renewal agenda for the borough.

The plan also includes, in outline, the Council's new Disposals and Acquisitions Policy. This reflects the importance of using the Council's assets to deliver the Council's policy priorities such as council housing, and also makes sure we are meeting our MTFS requirements. This policy is underpinned by some property governance principles which will guide a review of property governance to be introduced in the new municipal year.

Overview of the Asset Management Plan

Background

The Asset Management Plan is a strategic overview of the Council's land and property assets. It provides the basis of a longer-term strategy for the Council's property assets and management, which underpins and supports the delivery of the 2019/20 to 2023/24 MTFS / Capital Strategy and the 2019 - 2023 Borough Plan.

Property is a major resource for the Council and provides underlying value as well as significant cost. It can be expensive to maintain, needs careful management and requires constant review in an ever changing and economically challenging environment in order to provide best value. This plan aims to ensure that the Council's assets are used as effectively and efficiently as possible to support its service delivery, economic growth and new Council housing programmes as articulated in the 2019 – 23 Borough Plan.

The plan will be aligned with the MTFS cycles and the Borough Plan which will necessitate an annual review of the Asset Management Plan and a fuller update in 2023/24 to reflects any changes in Council priorities at that time.

The Council's Asset Management Plan (AMP) sits alongside the Capital Strategy and is a key document in supporting the Council's decision making about investment in its land and property assets to deliver Council priorities and services.

CIPFA (Chartered Institute of Public Finance and Accountability) guidance advises councils to agree an Asset Management Plan as part of their budget strategy from 2020/21. CIPFA's guidance on asset management includes ensuring that councils regularly review their need for property either operationally or strategically.

The Council holds property for service delivery purposes. Physical assets such as the Council's housing stock, schools, libraries, community and leisure centres, commercial properties, residential homes and day centres are all an integral part of delivering services, improving the quality of life and well-being of the people of Haringey. The Council also holds property intended to contribute to the achievement of corporate objectives and priorities in the longer term. On this basis, the Council can decide to retain assets for future service provision, housing and economic development initiatives and will ensure that retained property is put to good purpose temporarily until its longer-term use is decided or delivered. Investment in retained assets will be based on strategic fit with the Council's priorities as reflected in the Asset Management Plan.

This Asset Management Plan includes ensuring the Council has sufficient land to deliver its own council housing and its supported housing programmes. It also includes the summary asset management plan for Children's and Adults Services. Other service-based asset management plans are referenced and where there are significant reviews underway, these plans will be updated for the 2021/22 review. A locality asset review, which aims to ensure that the Council supports better outcomes in communities

through using local assets more effectively, will be done over the coming year and the asset and investment implications included in the updated plan. Additionally, the updated plan in 2021/22 will include the outcome of the commercial property review, with headline principles being included in this year's plan.

The objectives of the asset management plan are:

- to ensure property and land assets support the Council's Borough Plan objectives including considering use of land for the council housing growth programme and ensuring council assets are used to support economic growth, regeneration and community well-being;
- To create a strategic framework for asset management to be able to support decisions about prioritising capital investment;
- To ensure the Council's operational assets are fit for purpose for service delivery and that assets are reviewed at locality level with partners to improve service provision in communities.
- To reduce the Council's environmental impact arising from its asset use or development;
- Maximising income opportunities and reduce asset running costs to support the MTFS;
- To ensure that our property is in good condition and compliant with all relevant health and safety requirements, equalities and access policy and standards to ensure accessible for people with disabilities.

Priorities

The Council's Borough Plan priorities are reflected in the Asset Management Plan. The Council continues to review the strategic use and retention of its property assets to support service delivery, growth and the MTFS. The AMP 2020-2025 sets out the anticipated changes and challenges the Council faces in terms of service provision and the reduction in financial resources against a backdrop of ambitious growth and renewal plans for the Borough.

Important Borough Plan priorities which significantly impact its asset management plans are:

Housing

- new high-quality affordable homes with a target of 1000 new Council homes over the next four years;
- Prevention of homelessness and making provision for good quality temporary accommodation;

AMP ACTION: Identification of Council land for Council housing as a priority; and acquiring assets or considering potential of existing assets for temporary accommodation

People

- Ensuring that assets used to provide services for children, including schools, nurseries, youth provision and alternative provision, are sufficient, fit for purpose and safe in order to

deliver the Council's Borough Plan objectives to give all children the best start in life and a pathway to success for the future.

- Investing in assets to provide for adults with disabilities or older people to ensure that they are able to live healthy and fulfilling lives, with dignity, staying active, safe and connected in their communities;

And:

- Ensuring the Council will support community and youth development through its infrastructure and regeneration.

AMP Action:
Osborne Grove new nursing home and supported housing
Linden House supported housing project
Canning Crescent re-use project
Review of sheltered and other older people's housing options
Children's Estate Strategy in development and resources in Capital Strategy to cover backlog maintenance prioritised in the strategy.

Place

- Reviewing, maintaining and investing in Council assets in localities to support the Council's Borough Pan objectives for healthier, active, greener, cleaner, accessible, safe and culturally engaged places.

AMP Action: Investment proposed in Brice Castle and Parkland Walks; Wood Green new swimming pool proposal to be evaluated.

Economy

- Considering opportunities to invest in assets or change asset use to support a growing economy, community wealth building and access to employment for local residents.
- Investing wisely in assets to support the regeneration of priority communities in Tottenham and Wood Green.

AMP Action:
Programmes of area based investment in Tottenham and Wood Green
Unlock potential of industrial estates by acquisition of head leases and investment in infrastructure.

Your Council

- Reviewing use of Council property for customer services and council staff accommodation. The community assets review and the accommodation strategy will conclude during the course of 2020/21.

AMP Action: accommodation strategy decision during 2020/21 and community assets review

Acquisitions, Disposals and Void Property

The Council's policy related to disposals and acquisitions is set out below. Further work is taking place on governance and process for decisions about disposals and acquisitions, as well as how decisions are made about void properties.

Principles

- that the Council considers the contribution to delivering its Borough Plan priorities in any decision to acquire or dispose of property or land assets.
- that the Council will not dispose of any land unless doing so clearly contributes to delivering Borough Plan priorities or MTFS outcomes. In any circumstances of a disposal the Council will give due consideration of the options to dispose freehold or leasehold and therefore consider lease duration periods.
- the Council will dispose of property in circumstances where it is uneconomic to retain it or where there is no credible (including a financial business case) service or community case to continue its use.
- the Council has a strong preference for developing its own land and will consider meanwhile uses pending development in order to maximise effective use of its assets over time.
- the Council is prepared to acquire land as part of the land assembly for a development proposal if this allows the Council to control the pace and content of development in the interest of delivering Borough Plan priorities.
- any proposal to dispose or acquire must be deliverable and in line with the Council's budget strategy, including any commitment to increase income, the Asset Management Plan, the Capital Strategy and in conformity to the CIPFA Prudential Property Investment Guidance.

The policy will be used to help support decisions about disposals and acquisitions, alongside the MTFS and the need to balance aspirations with budget availability and affordability addressed in business cases. The business case consideration of acquisitions in particular will be key to this and may rule in or out acquisitions

Borough Plan Delivery: disposal or acquisition of land and property supporting better outcomes

In developing proposals for the disposal or acquisition of land and property assets Council officers should take into account the Borough Plan objectives and outcomes and consider how any proposal contributes to this. Those which may influence decisions around disposal and acquisitions, which should be included or demonstrated in any case to dispose or acquire land or property are set out below. In order to support a disposal or acquisition, the Borough Plan context should be considered alongside other factors, including budgetary and operational impact.

Housing

- The Council's Borough Plan commits to delivering 1,000 Council homes at Council rent by 2022. The majority of these will be on Council land. This clear top Borough Plan objective drives the Council towards a principle of retaining or acquiring land for the purpose of supporting its council housing delivery programme as a priority. In addition, in order to achieve the targets, the Council will support the acquisition of single or groups of properties for the purpose of social housing provision.
- In cases where the result is that the Council can influence or control the delivery of additional council homes, this may justify disposal of assets for that purpose as long as the provision of Council homes has been prioritised and identified first.
- The Council will also consider disposal or acquisition of land where it supports provision of better quality and lower cost housing for homeless households, which reduces homelessness and in line with the Borough Plan objective to reduce temporary accommodation by 25% by 2022.
- New council homes should be exemplar designed, with high quality standards with health and wellbeing at the centre of decision making.
- The Council will support acquisition or disposal of land and property where this contributes specifically to improving or increasing provision of specialist supported housing, and where it reduces out of Borough and high cost provision.

Your Council

Equality and Fairness – the Council will consider disposal or acquisitions of land or property if doing so helps develop strong communities and / or supports narrowing the gap in outcomes across the borough. As per all reporting and decision-making requirements, the Council will ensure that it understands the impact on equality and fairness of any proposal for disposal or acquisition.

Health – disposal or acquisition of land or property can be supported when it demonstratively contributes to better health outcomes of Borough residents. This will include supporting integrated care and locality-based care which improves access to health and social care services; and support for vulnerable adults including older people. Any transaction between the council and public sector health providers to be based on One Public Estate transaction principle of fairness with no loss or gain to either party as a result of sale or disposals, with transactions being based on open book valuations.

Adults – the council will support acquisition or disposal of property or land where it contributes to improving health and well -being and recues inequality for adults across the borough. Particular emphasis will be placed on the co-design of any facilities which are developed as a result of acquisitions and disposals to help improve the quality of services provided. Contribution to integrated care, collaborative working with partners, and ensuring there is capacity and support for the voluntary

and community sector are factors which will be taken into account in decision making about disposal and acquisition of assets.

Children, young people and educational outcomes – the Council will support disposal of assets related to provision of services for children and young people as part of a wider strategy to invest in retained assets which support services for children and young people. The Council will pay particular consideration to asset disposal or acquisitions which support better outcomes for children with special educational needs and ensuring provision of high-quality early years settings. Additionally, where required by legislation the Council will transfer the freehold or grant a 125 year leasehold of land when a community school changes status to foundation or academy status respectively.

Community – the Council will consider disposal or acquisition of assets where it improves partnership working to support improvements to social and economic infrastructure in localities. The principles around lease lengths and subsidy for community-based lettings is to be considered separately in the community buildings review and this may have an impact on the Council's existing Community Asset Transfer (CAT) policy that arose from the Localism Act. This will need to be reviewed as part of this disposals and acquisitions policy.

Community Wealth Building – if the disposal or acquisition of land of property is clearly in support of activity which will contribute to community wealth building the Council will consider disposal or acquisitions.

Economy – any proposed disposal or acquisition should demonstrate that it contributes to maximising economic outcomes in the Borough:

- It is in the interests of local communities including better outcomes for residents or improving the physical and social infrastructure that growing communities need.
- Community wealth building is at the heart of any economic case for disposals or acquisitions;
- It leads to the provision of affordable business space and the right mix of employment space and / or it helps intensify employment use in the Upper Lea Valley and on Haringey's industrial estates.
- It supports regeneration of benefit to communities in agreed regeneration areas of Tottenham and Wood Green;
- It helps secure investment in high streets to help thrive, including improvements in the public realm; using Council land and assets to support investment plans in Tottenham High Road, or supports the Wood Green BID, and / or provide better outcomes for It supports town centres and high streets to thrive in a changeable economy;
- It supports employment and apprenticeships for local people
- It supports future strategic investment including Cross Rail 2, Lea Valley Rail, and Piccadilly Line upgrades.

Place – the Council will support disposal and acquisition of land and property in circumstances where it supports the following Borough Plan priorities: protection of parks and green spaces; can improve the public realm; improves connectivity in particular in Tottenham Hale and Seven Sisters; promotes sustainable transport; contributes to the Council's climate action plan; or increases physical activity or makes a contribution to the culture of the borough.

Additional Considerations

Accommodation Strategy: whilst not specifically in the Borough Plan, when the accommodation strategy comes forward to Cabinet, any implications will need referencing and considering alongside the development of the disposals and acquisitions policy.

Commercial Property: the Council's budget and the MTFS for future years has a dependency on commercial income from property. The commercial property strategy will identify commercial properties to retain or acquire or those which could be repurposed or disposed of. The decision making around this, including the connection with Community Buildings Review.

Community Assets Strategy: the strategy around locality working and integrated services for better outcomes is in development and this will have implications for decision making about locality-based assets and will have an effect on the final position on the accommodation strategy.

MTFS: any acquisition or disposals should make a positive contribution to the Council's medium-term financial plan. In addition, as part of the Council's MTFS the Council has to balance its decisions about revenue spend alongside its decision to dispose as part of the Council's budget is dependent on capital receipts (as well as commercial income from property) and conformance to the CIPFA Prudential Property Investment guidance.

Disposals

A key role of the Asset Management Plan is to identify unused and underused property so to ensure that suitable properties are considered at the earliest opportunity for potential housing use of redevelopment.

The emerging policy needs set a framework for decision making arising from identification of surplus property that reflects the Borough Plan;

- Effective and efficient management for re-use within the Council;
- A relevant use by a community;
- A disposal to help fund the flexible use of capital receipts;
- A land swap that can enable home building sites to be assembled.

A disposal can mean freehold sale or exchange of land and/or building asset, the granting of a lease of over 7 years. Some disposals are statutory over which the Council has no control such as the disposal of freehold or long lease under right to buy entitlement, or freehold or long lease disposal in

accordance with education legislation such as the Academies Act. A disposal may arise after a property has been acquired under public health powers of a poorly maintained property that has reached the last resort to CPO and then sell with a condition to improve, following government regulations.

The Council is obliged by Government via legislation to secure Best Value as mainly defined in Section 123 of the Local Government Act 1972. This refers to the General Disposal Consent with guidance in Local Government Ombudsman's Guidance on Good Practice 5: disposal of land 1995.

The policy needs to establish principles which allowing a disposal which could include:

- No continued need for the asset
- Supports the delivery of specific Borough Plan priorities
- Is part of a specific project that requires disposal of assets to support its business case
- Enables an improved or alternative service
- The asset is costly and not viable, with no likelihood of it becoming viable
- Releases unused / unusable assets
- reduces carbon footprint
- supports working in partnership & empower our communities including where this may involve a JV
- where there is no legal choice for the Council, e.g. RTB.

Where disposals are leasehold, the policy will need to address lease lengths, basis of lease, premium and rental sums in line with the Council's best consideration requirements.

Where commercial premises are let on the basis of more than 7 years (or as determined) there will be an agreed process for the selection of a tenant having due regard to the Council's equality duties and consideration of emerging policies on Community Wealth Building and/or social value leases. Bearing in mind the Council's MTFS requirement to maximise commercial income there will need to be a balance between the commercial orientated portfolio and that which may serve other purposes; and in some cases services the Council may choose to fund the commercial rent of an organisations delivering better outcomes for the Borough linked to the Borough Plan. The effect of the decision to not rent commercially will need to be factored into the MTFS.

A decision about future use of council land and property which may result in a recommendation to dispose must be informed by an RICS valuation or development appraisal.

The disposal route should be by default via market sale. Any decision to dispose by private treaty or single negotiation should be justified and supported by Council valuation and development appraisal. Decisions to dispose to other public sector bodies should follow One Public Estate fairness principles.

Disposals should be in line with Best Consideration principles, meaning securing demonstrated market value or above, unless there is a strong s123 case for a less than best consideration disposal and will require Cabinet approval.

Disposals, including leases, should be delivered through a single route in the Council, the Strategic Property Unit, which will provide consistent and professional market advice, valuations and development appraisal across the Council. As per the Council's Constitution, only SPU should be able to instruct Legal to dispose of Council property and reports to Cabinet should be joint Service and SPU.

Acquisitions

In order to deliver Borough Plan priorities, especially those which relate to the increasing Council homes and where the Council is either investing directly or attracting investment in changes to places, especially regeneration areas of Tottenham and wood Green, which support for a growing Economy, the Council will need to acquire land a property.

Acquisitions will be considered in in the following circumstances:

- Land, in order for the Council to deliver its own council housing building programme;
- In order to acquire completed new housing units being developed on private land, including land which had been Council land;
- Ex-Right to Buy single properties being brought back into Council ownership;
- Other private housing acquired individually or in groups, which will increase the council homes stock;
- Acquisitions of land and / or buildings suitable for accommodating, possibly following investment, statutory or priority council services including schools or residential units for supported housing for adults;
- Acquisition of sites or buildings which will improve the business case of an existing proposal.
- Acquisitions of land or properties which are within formally agreed Regeneration areas, or nearby and having a significant potential impact on the regeneration area, where this supports the land assembly which will deliver agreed investment programmes and Borough Plan outcomes;
- Acquisitions that arise from a land swap or sale and purchase, which meets other criteria in the policy.
- Acquisitions of property for commercial purposes to support the Council's MTFS targets will be supported if there is a strong case linked to delivering the Borough Plan – including increasing or protecting employment space, the scope to intensify industrial or employment uses in target areas, or for meanwhile commercial purposes pending a redevelopment which

the Council has agreed to take control of directly rather than leaving the delivery outcomes an timescale in the hands of private sector operators or developers.

- Acquisitions for Planning or other purposes which support the delivery of the Council's strategic aims and Borough Plan objectives including by CPO as necessary or acquisitions at nil or less than cost via the planning process.

Where the Council has an interest in land or property, for example is the freeholder, and the land or property is in an area where the Council is seeking to deliver Borough Plan outcomes, including regeneration and economic growth outcomes as well as housing delivery outcomes, the Council's first principle should be to acquire rather than dispose of its interest.

The Council will aim to acquire via negotiation in the first instance having carried out a RICS valuation and after ensuring it is in a financial position to acquire, and that the acquisition is part of a business case to deliver Borough Plan outcomes. The Council will also acquire via open market tender as necessary. The Council will consider CPO, as a last resort, in circumstances where land assembly requires this.

Acquisitions should be led by RICS professional development surveyors in Strategic Property Unit. No negotiations to acquire land or property should be started, unless specifically approved by a Director through a framework agreed with SPU [note this allows for the HfH acquisition process but sits it alongside the SPU process]. As with disposal, instructions to Legal should come via SPU as per disposals.

Meanwhile Uses: will be considered for acquired property that might remain temporarily void until development proposals are fully developed or for void property that is intended for repurposing but not until proposals are fully developed.

Where the Council is acquiring properties or land in order to deliver longer term ambitions or as part of a wider strategy, and void properties that are being evaluated for repurposing and realignment of services, the Council will endorse meanwhile uses which:

- deliver a commercial income which will support the business case for acquisitions, specifically to cover borrowing costs;
- if subsidised in any way are supported by Regeneration funding or grants externally supported and with a strong and reviewable business case;
- contribute to the strategy to transform the economy of an area e.g. to support cultural, social infrastructure, community wealth building, emerging sectors such as technology, science, creative, digital and food where these support growth in local enterprise and business expansion;

- support the meanwhile space for delivering temporary service arrangements which support Borough Plan priorities including temporary accommodation and measures to reduce homelessness and rough sleeping.

Where meanwhile uses are subsidised, this should be reviewed at regular intervals to test the outcomes delivered for this subsidy and the necessity for it. Meanwhile use break clauses should be in place in the Council's favour and meanwhile uses should be for period of 1-5 years only on contracted out basis. In exceptional circumstances, for example if there are longer term strategic transport plans, which may not be realised within a standard meanwhile use period, the Council could consider longer arrangements which tie in with the timeframe for the eventual use. Any subsidised use will need to be factored into the MTFS.

Operational Areas:

Housing

1. Housing Policy

The Housing Team, within the Housing, Regeneration and Planning Directorate, includes the Housing Strategy Team, which acts as the Council's client side for Homes for Haringey, and the Housing Development Team, which is responsible for the Council housing delivery programme. In addition, within Adult Services Commissioning is a team that leads on housing related support for vulnerable people across the Borough.

A revised Housing Strategy is being developed later in 2020 to reflect the priorities of the new administration as set out in the Borough Plan. In advance of this, a new HRA Business Plan will be considered by Cabinet in February 2020. This will include the programme for building new Council homes, including new supported housing, alongside investment in the Council's existing stock, within the context of the MTFS and aiming to deliver the housing aims of the Borough Plan.

2. Investment in new homes

The Council's Borough Plan commits to delivering 1,000 Council homes at Council rent by 2022, which will represent the first new Council housing for nearly forty years. It is intended that will be the first element of a longer-term programme to deliver new council homes which will extend well beyond 2022.

The Council's strong preference is to build this new generation of Council homes directly, on its own land. This is usually better value for money, has the best guarantee of quality and the greatest certainty of delivery, and ensures that new Council homes are additional homes that would not have been delivered without its intervention. Where the Council builds directly, it has enough Council land for the first programme of 1,000 Council homes.

On 9 July 2019, Cabinet approved 47 sites for inclusion in the Council housing delivery programme. These joined 14 sites with existing approvals. In January 2020 Cabinet added a further nine sites to the programme. This is a mixture of sites on housing estates, mostly infill sites, and land not currently used for housing purposes. While most of these sites are held in the Housing Revenue Account (HRA), some are held in the General Fund and will need to be appropriated into the HRA, with values determined in line with the acquisitions and disposals policy.

Infill sites in the HRA comprise underused land, generally on or around housing estates. Typically, these are garages, car parking spaces, or land between existing blocks. It is worth noting that the development of every infill site means taking space for new homes that existing residents may be using for other purposes. General Fund land ranges from the conversion of two shops into four homes, to the redevelopment of larger sites such as the former Cranwood Care Home.

As an integral part of its programme, the Council is also actively seeking opportunities to acquire homes to let at Council rents. In some cases, this will mean acquiring homes being developed by

private developers that will become affordable housing under existing s106 agreements. The Council aims to acquire homes at as early a stage as possible in order to ensure that the homes meet its standards and the needs of Haringey's communities. Wherever possible, this means acquiring before building has started. Over time, the Council expects a larger and larger proportion of new homes to be delivered by the Council itself, as part of a sustainable long-term programme of council housebuilding, but there will always be a significant place for purchases.

In November 2018, Cabinet noted the abolition of the HRA borrowing cap. This gave the HRA capacity to finance the development of new Council homes, including by subsidising that development through surpluses. In the same report, Cabinet also noted the grant of £62.8 million to the Council through the GLA's Building Council Homes for Londoners (BCHfL) programme. Between November 2019 and January 2020, the first £8 million of that BCHfL grant was drawn down at four sites. More grant will be drawn down at agreed milestones on future sites. Notwithstanding this funding, a viable programme to deliver Council homes will require cross-subsidy through the building and selling of homes at market value. As the sites in this programme are developed, the tenure mix of homes on each site will be determined by Cabinet and through the planning process.

3. Investment in existing stock

The new HRA Business Plan include provision for significant investment in the existing Council stock. This is reflected in the Homes for Haringey Asset Management Strategy (2018-23) and its £248.31m 5-year programme, which sets out current plans for investment in the Council's housing stock to deliver the Decent Homes target set out in the Borough Plan. This includes an enhanced investment standard, which goes beyond Decent Homes to include wider communal and environmental works; contributing to improving the quality of life of our residents.

During the financial year 2020-21, the £50m budget for investment in the existing stock includes works to bring an additional 1,700 homes up to the Decent Homes standard towards the interim target of 90% of the overall stock being at the Decent Homes standard by March 2021. Works have already commenced in preparation for delivering this next and future phases of the programme. This will include the commencement of the Noel Park POD replacement programme, later in 2020-21.

The new HRA Business Plan also includes provision for the following additional works strands in response to new and emerging demands: -

Broadwater Farm: A major programme of building safety and structural improvement works is underway on the estate. Future works will incorporate essential strengthening, refurbishment and district heating works for the 10 blocks to be retained by the Council.

Fire Safety: In recognition of current and likely increasing building safety requirements, an additional phase of door replacement, window infill panels and automatic fire detection installations, as well as intrusive Fire Risk Assessments.

Energy Efficiency: Energy efficiency measures, over and above those allowed for in the current investment standard with the overall objective of improving the average energy rating of Council

homes from EPC rating D to C. This will help improve the quality of the housing stock and contribute to achieving the Council's ambitions on carbon reduction and the provision of affordable warmth.

4. Supported Housing (Commissioning)

Housing-Related Support (HRS)

HRS is a cross-directorate programme of services and initiatives aimed at preventing and relieving homelessness, tackling rough sleeping and complex needs and responding proactively to housing vulnerability. The programme commissions and/or coordinates around 2500 units of accommodation, 850 units of floating support and a wide range of specialist street outreach, housing officers, advice services and community alarms for people vulnerable to homelessness.

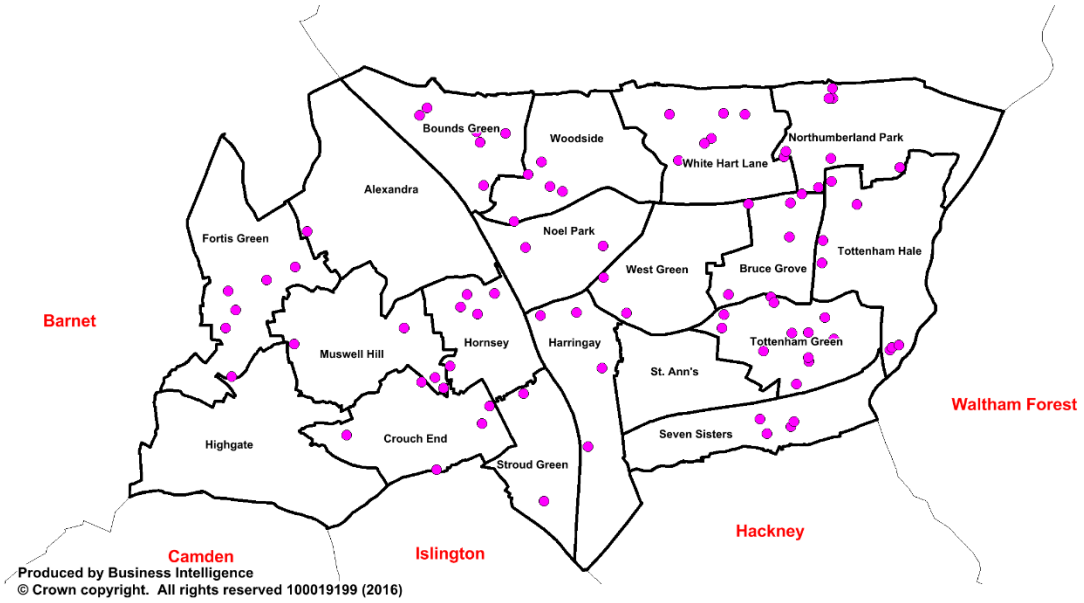
The Capital Programme was one of the key enablers to delivering our new approach to single homelessness and rough sleeping in the borough in 2019. With capital investment, we co-designed Mulberry Junction, the Council's new resource centre for single homeless adults and people rough sleeping which opened in October 2019. This purpose-built multi-use space facilitates much needed access to housing, health, peer and social support for some of the boroughs most vulnerable residents.

Client Group	Accommodation (commissioned)	Accommodation (non-commissioned)
Single Homeless	251	
Rough Sleeping	33	40
Young People	89	138
Mental Health	145	
Older People	1333	609
Learning Disabilities	44	
Physical & Sensory Disabilities		
Homelessness Prevention		
Total	**1895**	**787**

Older People

The HRS Team commissions 53 sheltered housing services (1333 housing units) via a Service Level Agreement with Homes for Haringey who provide both support and landlord functions on behalf of the Council. Our sheltered housing portfolio is diverse, from designated general needs blocks to purpose

built sheltered housing schemes, between 8 and 64 units in size and spread across the Borough with the exception of Highgate and Alexandra wards. There are 12 leaseholders currently living in properties in our sheltered housing portfolio.



The quality of our sheltered housing stock is variable, but it is widely acknowledged that some schemes are not fit for their purpose as older people's housing and others require investment to modernise the facilities available.

As part of the Supported Housing Review, Ridge carried out a brief appraisal of the sheltered and good neighbour properties in 2016. The housing priorities of the Council at that time were very different and as such the scope of options Ridge were advised to consider was limited. Nonetheless it provides a helpful and relevant overview of the sites, facilities, spaces and challenges of each scheme within the HfH portfolio.

Following Cabinet approval of the Supported Housing Review in 2017, the HfH sheltered housing support model was reconfigured, creating a 'Hub and Cluster' model of support with a configuration of staffed and non-staffed services. This model created 8 Hubs across the borough (4 east and 4 west) where support staff are based, activities offered to older people living in and out of sheltered housing and ideally becoming a focal point for older people in their local area. Hubs were selected based on a range of factors; accessibility of the building, availability of communal space, proximity to public transport etc. The intention is to invest in these buildings to offer modern facilities for the provision of a localised multi-disciplinary support and wellbeing offer for 50+ residents e.g. by introducing Wi-Fi, improving kitchens and bathrooms and door entry systems.

Hub Name	Units	Location
Sophia Court	34	Tottenham Green/Hale
Lowry House	52	Northumberland Park/White Hart Lane
Latimer House	32	Tottenham Green/St Anns
The Lindales	27	Northumberland Park
Bigbury Close	33	White Hart Lane
Bedale House	34	Hornsey
Palace Gates	38	Bounds Green

Until January 2019, we also commissioned a further 9 contracts with registered providers in the voluntary sector who delivered housing-related support into 609 units of sheltered housing across the borough. These sheltered schemes remain operational following the withdrawal of support funding, with allocations still managed by Homes for Haringey. These properties are all newer and of better quality than our own stock, all are purpose built as older people's housing, none are occupied by leaseholders. Service utilisation across the external portfolio is higher, with occupancy rates at or above 98% and relet times generally faster.

Demand Projections

Demand for the current model of service is relatively low compared with general needs. New lets account for around 10% of the overall annual capacity and as our Allocations Policy grants applicants the option to refuse offers this leads to some properties left void for long periods. Data from 2018 showed that external sheltered housing services offered 18% of new lets to older people from outside the borough, which is within their gift to do so. Homes for Haringey make around 125 new lets per year (9.4% of capacity), all to Haringey residents, but with high re-let times (50+ days for last two periods) indicating low and decreasing demand for the service. Waiting list data from 2018 showed that 53% of active applicants have refused multiple offers and 39% had been on the waiting list for more than 3 years. 10 people on the waiting list require wheelchair accessible properties and the majority of these (70%) had been waiting for than 2 years indicating unmet need in this area.

There has been an increase in lets made to people moving from private-rented sector tenancies, although the majority of sheltered tenants still move in from social housing tenancies. Homelessness is an increasing reason for referral to sheltered housing, a new trend and likely a reflection of increases in PRS rents and landlords refusing to make property adaptations for ageing tenants.

There are currently approximately 62,600 people aged over 50 years old in Haringey, a population that the GLA predicts will grow by 37.7% over the next fifteen years, faster than the rate of change in London and England. Older people in supported housing make up about 3.5% of the overall population. If the population growth projections are applied with the assumption that the current provision levels are replicated there will be a need to accommodate approximately 702 additional older people by 2030.

GLA 2014 Round SHLAA Capped Household Size Model Short Term Migration Scenario Population Projections (April 2015)

	50+	60+	70+	80+	90+
2015	**62,600**	**34,400**	**16,700**	**5,800**	**700**
2020	71,100	39,200	19,400	7,000	900
2025	79,100	45,500	22,100	8,000	1,300
2030	87,400	51,800	25,400	9,600	1,600

Using the Housing LIN Strategic Housing for Older People Analysis Tool, an over-provision of around 400 units of low-level sheltered housing is suggested in Haringey and an under-provision of around 214 medium to high support accommodation units i.e. Extra Care.

The Housing LIN projection complements local demand data to some extent, for example 6-10% (80-130 people) of current sheltered housing tenants are house/bed bound and receiving social care in the home – this cohort would be otherwise placed in Extra Care.

However, it does not take into consideration the influencing factors that make sheltered housing desirable in a 'home for life' model which would expand homecare provision and similar models to enable people to remain in their homes for longer and reduce demand on residential and nursing provision.

When considering the demand for older people's housing in future, the changing needs and demographics of this population should be considered, e.g. learning disabled older people currently make up 3.5% of the sheltered housing population, a proportion which has been steadily increasing alongside life expectancy rates and priorities to maximise independent living.

Learning Disabled Adults

The Housing-Related Support Team currently commission 44 units of supported housing for adults with mild-moderate learning disabilities in 8 services with 2 different providers.

Quarterly KPI returns show average utilisation rates at around 86%. Whilst the number of actual vacancies is low, it is the longevity of the voids that are of note, with the majority void for several months.

Approximately 40 young people with learning disabilities meet the threshold for adult social care through transitions each year. Whilst they require a mix of provision not all of which is accommodation based, demand for supported housing is common within the cohort, with need spread across HRS and Supported Living provision types. There is currently limited specialist provision with the LD portfolio and a youth service would be beneficial.

There are currently approximately 5,100 people in Haringey living with a learning disability. Of these just over 1,000 people are diagnosed as 'severe to moderate' which are the group most likely to require supported housing or residential care. PANSI data forecasts the number of adults in this group will increase by 15.7% between 2015 and 2030. Growth is heavily concentrated amongst the older age groups, where there is expected to be an 87.5% increase in the number of adults with learning disabilities over 85 over the same period.

PANSI population projections (April 2016)

Age Range	2015	% change	2020	% change	2025	% change	2030
18-24	652	0.3%	640	-1.8%	628	-1.9%	665
25-34	1,477	1.0%	1,524	3.2%	1,519	-0.3%	1,479
35-44	1,142	2.5%	1,273	11.5%	1,361	6.9%	1,393
45-54	809	1.3%	856	5.8%	917	7.1%	1,019
55-64	496	2.9%	592	19.4%	671	13.3%	701
65-74	301	3.1%	341	13.3%	377	10.6%	452
75-84	167	1.8%	177	6.0%	205	15.8%	234
85+	**50**	**4.2%**	**62**	**24.0%**	**78**	**25.8%**	**90**
18+	**5,092**	**1.6%**	**5,466**	**7.3%**	**5,756**	**5.3%**	**6,033**

PANSI data predicts an 18% increase in the number adults 18+ with learning disabilities in Haringey between 2015 and 2030. This would imply an increase in demand for an additional 11 units by 2030, assuming provision proportions remain at the same level.

In 2018, most learning-disabled supported housing users (58%) were aged between 25-49 years old, which remains a relatively stable proportion of the total cohort in the snapshot data. However, 28.24% of the client group are 50+, a growing population both in number and proportion every year since 2012 as life expectancy increases. Those aged 18-24 years old are a decreasing cohort within the supported living population and it is expected that this will impact on HRS services, increasing demand from young people.

Stock

None of the HRS LD provision is delivered in Council stock, all property is owned by other social landlords. A building audit was completed in 2018 which showed that whilst properties are maintained to a good standard, only one is purpose built as supported housing and all could benefit from modernisation and improved facilities and accessibility. The purpose-built property was originally built for accommodation for homeless young people.

Mental Health

Housing-related support commission 125 units of supported housing and 100 units of floating support for people with mental health needs in 8 services (forensic, step-down, visiting and floating) with 5 different providers operating as a pathway.

Demand for mental health housing related support services is high and increasing. The table below shows that there has been a 29% increase in the number of people presenting with mental health as a primary need (which hides those where mental health is a secondary issue) and a 151% rise in numbers referred into supported housing. This can be understood in the context of the long-running project to reduce temporary accommodation use in the borough as well as due to increasing need for support.

Mental Health and Homelessness (VAT 2012/13 to 2015/16)

	2012/2013	2013/2014	2014/2015	2015/2016	2016/17
Presentation where mental ill-health is primary support need.	178	203	192	229	230
Placed into Temporary Accommodation	72	69	54	34	
% of total	40.4%	34.0%	28.1%	14.8%	

presented					
Referred to HRS supported housing	98	108	104	195	148
% of total presented	55.1%	53.2%	54.2%	85.2%	64.3%

Utilisation rates differ service by service in the Pathway, but is almost 100% for high support services, dipping to around 95% for visiting support. Throughput was 134%, meaning average length of stay in a service was around 9 months.

In 2015/16, 723 people were delayed from discharging from hospital in Haringey; around 10% of these were directly attributed to housing needs that were not the responsibility of either the NHS or Adults Social Care. Due to the nature of categorisation, it's not clear how many of these people required supported housing but it is assumed that a health vulnerability and housing need combined would make them a priority for support. Data from BEHMT suggests that there are 9 bed-blocking patients in psychiatric wards at any given time, of these 6 are waiting for supported housing placements[1].

Demand Projections

There are approximately 13,736 people in Haringey living with two or more psychiatric disorders, which includes common disorders such as depression as well as psychotic disorders and drug dependency. Many people in this group are unlikely to require supported housing and will live independently in the community.

1337 people in the borough (0.7%) are predicted to experience psychotic disorders such as schizophrenia and bi-polar disorder in 2019. It is these people, especially those who experience co-morbid emotional and physical health issues, who are at increased risk of eviction, homelessness, rough sleeping, hospitalisation and incarceration.

PANSI data forecasts the number of adults in this group will increase by 5.3% between 2019 and 2030. Prevalence is concentrated in the 35-44 age groups and this trend is expected to continue. These trends are reflected locally.

	2019	2020	2025	2030
Psychotic disorder	1,337	1,348	1,383	1,408
Two or more psychiatric disorders	13,736	13,849	14,201	14,447

[1] 'Reconceptualising housing for people with mental illness', 2016

% Increase	**-**	**0.8%**	**2.5%**	**1.8%**

PANSI population projections by mental health condition (Aug 2019)

If the PANSI projections were correct and applied to the cohort for whom we currently provide services, there would be a projected under-supply of around 20 units of mental health supported housing by 2030. However, the PANSI projections make a more conservative estimate of need than basing projections on the HfH data which proposes a 9% increase in demand year on year.

Alternative demand projections 2015-2030/MOSAIC&KPI Workbook Snapshot/2016

	2015/16	2020	2025	2030
Demand based on HfH presentations (average increase of 9% pa)	229	321	491	**754**

Whilst it is unclear what the rate of change in demand will be, it is important to note that growth in demand is unlikely to be linked to population estimates alone but rooted in a wider range of social and economic factors affecting vulnerable people. It is also important to note that an additional 20 units are required to meet 2019 demand, as well as the 20 projected for future years.

Stock

None of the HRS mental health provision is delivered in Council stock. Only one of the properties where mental health supported housing pathway services are delivered is purpose built supported housing, the remainder are in street properties ranging between 1-11 units, where facilities are frequently shared and communal space limited.

There is a clear and growing need for additional housing units for the provision of long-term housing-related support for people with mental health needs. In particular, the human, economic and social benefits of developing a strengthened housing offer for the cohort of single adults who could be classified as experiencing severe and multiple disadvantage can't be understand. Evidence from the success of our Housing First contracts suggest that offering long-term self-contained accommodation, rather than shared supported housing, achieves a reduction in psychiatric admissions, improved health and wellbeing outcomes and lower rates of eviction.

Young People

The HRS Team commissions 3 supported housing and 1 housing support service for young people under 3 block gross contracts and 1 Service Level Agreement with 4 providers. All external providers are from the voluntary and charitable sectors and includes 2 local and 1 regional provider, as well as internal funding to the YAS Team. Current contracts with the VCS come to an end at different times, NLYMCA in September 2018, St Ignatius in January 2019 and Stonewall Housing in 2020.

In addition to HRS commissioned supported housing, 150 units of semi-independent supported housing is also commissioned on a spot purchase basis by the Young Adults Service. Most of this is in the private sector and much is out of Borough.

Demand for young people's supported housing in general is high; the Council supports 444 care leavers and around 170 presentations at Homes for Haringey due to homelessness every year. Notwithstanding new children taken into local authority care, the 'bulge' relating to children taken into care following the death of Peter Connelly in 2007, will likely result in a 22% increase in demand on supported housing/semi-independent accommodation for care leavers over the next few years.

The YMCA foyer service carries around 20% voids and there are also consistent vacancies in both St Ignatius and Christian Action. The LGBT service is consistently at 100% utilisation throughout. Throughput in both semi-independent and HRS supported housing is low with young people remaining in services for longer than necessary due to poorly resourced move-on options and practices. The number of evictions/abandonments/placement breakdowns is high across the board, averaging at 40% of all departures.

However, young people's supported housing provision is in need of a full redesign to address building standards, service quality and the needs of specific groups in the cohort e.g. young women, UASC & gangs. There is also a need to address the geographical split of services, with young people often refusing to go to services in parts of the borough where they are unsafe to go or where people live who they are.

Stock

None of the current HRS young people's provision is delivered in Council stock. However, 2 accommodation services managed by YAS are provided in Council buildings and it is proposed that these are brought into the Pathway.

The current HRS provision, especially the Foyer service, is substandard and our intention is to cease commissioning services from that building once contracts end in September. The challenge is finding other suitable buildings of sufficient density to deliver good value and encourage supportive relationships and practices to take place. Buildings need shared learning spaces, kitchens, IT suites and interview spaces to appropriately cater for the range of young people's needs.

NLYMCA are currently in discussion with the Council about a major redevelopment of their two sites in the borough, which would provide supported and move-on accommodation for

young people on large sites. This work is in the very early stages and a meeting is scheduled for 5th February where it is hoped that NLYMCA will present their first plans for the sites.

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Schools and Children's Estate Strategy

Haringey Council is responsible for:

- securing sufficient suitable school places for children of statutory age who live within Haringey, including those requiring specialist places;
- the provision of children's services, including support for children in care, children with disabilities, youth services, and children's centres;
- the condition and suitability of the estate for community, foundation and voluntary controlled schools as well as all delivery sites used by Children's Services.

This estate strategy brings together information regarding demographic / demand requirements and the needs of the estate.

Vision and Principles

This strategy sets out a vision for children's services estate and the principles that will guide reviews and investment.

This strategy only includes buildings and sites used exclusively by Children's Services for service delivery. It does not include buildings where Children's Services staff, along with other Haringey colleagues, may be based.

School Estate

There are 9 children's centres (four on or adjacent to schools, five on standalone sites), 3 nursery schools, 64 primary phase schools, 11 secondary schools, 1 all-through school, 2 post 16 schools, 1 Further Education College, and 7 special or alternative provision Council maintained or academy schools within Haringey. The majority of special school provision is co-located / integrated with mainstream schools. There are a small number of other sites owned by Children's Services.

Almost all primary schools and most secondary schools are on constrained sites. While all current sites remain in use and with their current building configuration, there are very limited opportunities to release land in order to raise funds for investment.

The majority of primary schools have their main accommodation in Victorian/Edwardian buildings (single or multi-storey) or 1960/70s buildings (generally predominately single storey). Many primary schools have nursery / EYFS buildings from 1990s or later. There are a smaller number of schools where almost all accommodation is 1980s or later. Of the secondary schools where the Council has responsibility for the condition and suitability of the buildings, many have buildings from a number of eras as the school has been expanded / invested in over time.

The school estate, where the LA has responsibility for repair and maintenance, is approximately 60 hectares of land, and approximately 150,000sqm of building accommodation.

For the schools where the LA has the responsibility for repair and maintenance, the recent surveys have identified a number of high priority compliance and condition issues that will be the focus of the capital programme in the short term. The estimated cost of addressing identified condition needs of the estate is approximately £105m for the primary phase and almost £50m for the secondary phase. The majority of costs are in envelope and externals (most significantly roof and windows), mechanical and electrical services including sanitary / water services, and fire related works. These costs are based on surveys undertaken in 2018/19 (and with assumptions about the likely costs at the minority of primary phase schools where surveys have yet to be completed). The surveys reveal broad variation in the condition backlog per school, with a minority of schools having significant costs (over £1,500/sqm for some buildings in the secondary phase and over £15k/pupil in the primary phase).

With regard to particular features of the estate where the LA has responsibility for condition:

- 19 schools have residential accommodation on site. Some of this accommodation is integral to the site or buildings, while some may be capable (as vacancies arise) of alternative use (i.e. key worker housing) or for disposal to raise funds for investment;
- 7 schools have swimming pools; and
- 6 schools have Astroturf pitches (with or without floodlights) which often require significant cyclical investment for which dedicated funds ought to have been established.

Demographic and service demand

Projections of future Reception cohorts include inherent uncertainty, which increases the further into the future the projection is made. Accepting this, the current GLA projection for Haringey is that by the mid 2020s there would be an oversupply of at least 9FE by the mid 2020s (from a current admission number of almost 111 FE). This projection:

Includes pupil yield from the four major developments that are scheduled to have started by then (which between them include nearly 17,000 dwellings, although many of those would be delivered after the mid 2020s). If these developments are delayed / cancelled, the projected surplus of places in the medium to long term would increase.

Masks differences between planning areas, whereby PA4 is forecast to need additional places while all others forecast surpluses, and whereby schools in PA1 are more popular than those in the east of the borough.

For secondary schools, both local primary cohort sizes and the popularity of Haringey schools are currently increasing and anticipated to continue to do so for the short and medium term. Expansion of places is required, but may not be permanent given that cohorts entering the primary phase are now reducing again. There is currently a disparity in provision with less secondary provision in the east of the borough relative to cohort size.

The Council's School Place Planning Report sets out the principles that are used to determine the need for places. The Council will continue to review projections for future places, and develop proposals to add or remove places as required.

Strategic challenges and responses
General:

How to fund the ongoing compliance and condition investment needs of estate where the majority of buildings are pre 1919 or 1960/70s, in particular regarding fire compliance, external fabric, and mechanical and electrical infrastructure.

- Response: Council to fund additional £10m / year to increase the budget available for condition work on sites where LA is responsible to provide a total budget of £13m / year for the medium term (assuming DfE funding remains at approximately £3m / year).

Primary phase:

How to reduce places in a manner that protects viability and gives scope for future re-expansion if required.

- Response: Initiate capping of Published Admission Numbers and / or reduction where required to contain surplus places while retaining sufficient flexibility to increase again in future.

The implications of parental preference data upon the balance of secular and faith provision.

- Response: Work with Diocese to review provision where viability could be threatened.

How to maximise funds available for strategic investment in the estate to improve educational facilities

- Response: Undertake feasibility studies during 2020/21 relating to appropriate sites.

Secondary phase:

How to provide additional places, including consideration of the east / west disparity in provision, while also addressing existing condition and suitability issues.

- Response: To undertake feasibility studies on relevant sites during 2020/21 to explore options for future (re)development should funding become available.

Specialist provision:

How to configure alternative provision to ensure its future sufficiency and suitability

- Response: Review of alternative provision, including Haringey Tuition Service (HTS), non-medical alternative provision / Pupil Referral Unit needs, and primary phase requirements, due to report to Cabinet in spring 2020. This review may have estate implications which would be considered during 2020/21.

How to provide sufficient and suitable specialist provision for pupils, including for pupils with social, emotional and mental health issues

- Response: Potential to include SEND provision in major scheme projects where opportunities arise.

It is likely that there will be insufficient local resources available to fund all of the potential major projects, and the Council will need to prioritise projects based upon its statutory duties and financial affordability. The Council will seek to maximise Government capital funds available for investment in the Children's Services estate through any DfE 'bidding' processes.

Children's Services Capital Allocations 2020/21 to 2023/24

School Condition Works

During 2018/9-2019/20 extensive surveys have been undertaken of the schools estate. This has identified a range of work that needed to be done immediately as they related to H&S issues. These works have been completed and the focus is now on further works to the school estate to ensure that the buildings are fit for purpose. Condition and Suitability Surveys have been undertaken on all secondary schools and 75% of primary schools. The surveys are being further refined to support a detailed asset management plan which will guide where and when investment is put into the schools estate and how this is prioritised, as it is likely that the potential cost is higher than the Council is able to resource in the short to medium term. The investment in the fabric of the school estate will also provide facilities that use less energy and reduce carbon emissions.

The Council will establish a programme of projects that address service requirements (including adding or changing school provision) or sites where strategic investment may deliver better value for money than addressing condition investment needs individually.

SCHOOLS RECENT INVESTMENT

There has been significant investment in the school estate across the smaller scale maintenance works and major projects with many focussed on 'urgent works'.

The recent major and urgent works projects were commissioned to respond various pupil place, compliance and condition urgent need. The key compliance and condition issues

addressed by each recent project included fire safety, water hygiene, heating resilience, electrical rewire, isolated envelope repairs, site security and or playground remediation works.

- Bounds Green Expansion
- Ferry Lane Mound Urgent Works
- Rokesley Mound Urgent Works
- Campsbourne Urgent Works
- Earlsmead Urgent Works
- Lordship Lane Urgent Works
- South Haringey Urgent Works
- Stamford Hill Urgent Works
- West Green Urgent Works
- Lancasterian & The Value Urgent Works (including Adaptations for SEN)

The Schools and Learning Service AMP sets out the baseline data of the Schools and Children's Service estate, indicate demographic / demand requirements and commence the development of a capital programme to address issues of maintenance backlog and capacity.

Adults

Introduction

The Adult service asset management plan is an emerging document that will be incorporated into the second phase of the AMP to be finalised by February 2021. Adult Services do have a well-developed Capital Allocation for 2020/21 to 2023/24 and the project highlights are identified within the 'Allocations' section below.

Adult Services is leading on a 'Locality Strategy' which is outlined below but needs to be cross referenced to the operational section on 'Office and Civic Accommodation'.

To provide an overview of the property assets and their utilisation / requirements, a table of properties, usage and detail is provided below which will be developed into a more strategic document as the Adults Service AMP is developed during 2020.

Adults Services Allocations 2020/21 to 2023/24

The continued focus of the Adults Services capital programme is to enhance the lives of adults with disabilities or other needs, and older adults. The new proposals for capital expenditure are based on providing assets and services that enable people to lead fulfilling lives, where possible independently within their own homes. The resources made available in this priority are based on the completion of approved business cases ensuring effective linkage of revenue and capital spending for the Council. At this stage some of the actual detail of the projects is not fully developed but will be over the coming year through working with a range of stakeholders including partners, users and carers.

Burgoyne Road

The ex-NHS building has been acquired for use as a refuge for 16 families with the current refuges being repurposed either as general needs housing or supported living. Decisions have yet to be made on whether the building should be rebuilt or refurbished. The GLA have indicated possible grant funding up to £135,000 per unit for such a scheme. The One Public Estate initiative have made available funding to undertake a feasibility study.

Social, Emotional and Mental Health provision

The capital proposal is to for a budget to move forward the social, emotional and health (SEMH) provision within the borough. At this point the exact building that the provision will be provided is not known and the budget represents a high-level estimate of potential costs.

Additional Supported Living Schemes

Currently there is a supported living budget within the agreed capital programme. This budget has supported the delivery of the Linden House project and there is an unallocated budget of £6.42m left. The proposal is to add to this budget to enable a greater range of projects to be considered. At this stage it is not possible to identify individual schemes as the opportunity to acquire/remodel properties have not arisen as yet. Each individual proposal will be subject to a business case process that will ensure that the investment will

generate savings to the revenue account over and above the cost of financing the investment.

Osborne Grove Nursing Home

Work is taking place to prepare for the replacement of the current home with a 70-bedded nursing unit on the site along with some additional service space and a supported housing scheme.

Community Assets and the Community First programme

Work has already started on the programme of early and integrated intervention to support households. The scope for locality based integrated services which support this model will be explored in the community assets review. The exact sites for the delivery of the Community First programme will be identified in the next stage of work.

Property	Current Usage	Detail
Bruce Castle Museum	Museum and Archive	16th Century Manor House substantially adapted over time, Grade 1 Listed and in need of considerable loving care and attention – subject of a £20m development project, currently part of bid to NHLF for capital funding.
Grange Day Centre	Office space	Now used by Regeneration and for some community provision. If resident ballot supports the estate redevelopment, the contract with the developer Lendlease provides for this building to be substantially improved.
The Roundway Day Centre	Vacant	Due to be brought back into use for Adult Day Opportunities in April 2020
The Allways Centre, 3 Lawson Court	Vacant	Not owned by the Council – we have a sublease with the head lessee until a break clause in 2024, which restricts usage and further subletting which has inhibited any uses presented.
Cranley Dene Court	Residential	Former Warden Home, now utilised by HfH for housing and maintained by HRA.
Linden House	Supported living	Currently being redeveloped to provide 4 highly specified units of supported living for people with very complex needs and on the Transforming Care Programme. A mix of NHS and Council capital has funded the significant redevelopment and a mix of NHS and Council revenue funding will support the residents, due for completion Summer 2020.
Ermine Road Day Centre	Day Centre	Currently used as a day centre for people with learning disabilities, an information hub for people with a range of needs and a specialist

		autism unit for people with complex needs.
Former Care Home, 75 Fortis Green	Leased out	Leased out to Circe 33 and sublet for social service provision.
Winkfield Rd Day Centre	Resource Centre	Currently actively used for a community café run by learning disabled residents, range of day opportunities, drop in and support, carers' assessments and support, meeting rooms.
Osborne Grove Nursing Home	Nursing Home	Redevelopment project in progress, due to deliver new Nursing, Specialist Reablement/Palliative for homeless and complex cohort and designated Older LGBTQ+ People's housing units in 2023.
Canning Crescent	Vacant	Newly acquired from the NHS Trust in 2018. Redevelopment project in progress, which will deliver a multi-use site to comprise a relocated Recovery College, new Crisis Café, 13 supported living units and 7 short stay reablement provision, currently at feasibility stage.
Clarendon Centre	Recovery College	The proposal is for the college to be relocated to the redeveloped Canning Crescent site, freeing up the Clarendon Centre for housing as part of a wider development on the WICC site. The offer comprises learning and life skills modules, therapeutic support, café, arts support, health and care input.
Burgoyne Road	Vacant	Ongoing acquisition process. Once acquired this site will deliver the UK's second open refuge service and will become a hub for VAWG activity including accommodation, floating support services and training rooms. Final model of usage and delivery is contingent on a full feasibility and business case process.
Refuges – location hidden	Refuge accommodation	3 properties provide 15 units of refuge accommodation for survivors of DV in the borough. Two of the properties owned by Council, 1 owned by HA. Units are small and not self-contained; properties would benefit from refurbishment regardless of future usage. Council properties are 4 and 5 bed former general needs homes in high-value areas and could be returned to this usage if the Burgoyne Road acquisition development goes ahead.

Condition

Due to changing commissioning priorities and the impact of savings, many of the assets held within Commissioning have been unused or underused for varying lengths of time. Those

that have been in continued use over the last few years have not benefited from capital investment and are in varying states of disrepair or dilapidation.

Locality Strategy

"There is an emerging vision for future services to be more co-ordinated with Primary Care with 'Touch-Base', and other health and social care services to operate out of large GP practices as they are rolled out by the CCG. Further to this many other services will be provided from community hubs so that a majority of staff are located at point of delivery rather than based in the main office accommodation".

This was the aspiration of Adult Services in 2016 and this is now interpreted as a Locality based strategy with co-location of services and point of delivery in various locations. As this strategy is developed across the Council, then utilisation of property will increase so that fewer and better-quality buildings will be provided for front line services in the area close to the point of demand.

2019 has seen several decisions by Adults & Health Scrutiny Panel that will shape the future of the Adults Service:

- MTFS Proposal for budget reductions 2019/20 to 2023/24.
- Saving of £3,624,000 over 5 years with £2,000,000 in 2019/20
- Budget reductions in 2020/21 are identified mainly in Transfer of High Cost Day Opportunities from out of Borough into Borough – saving £525,000. This requires the re-opening of Day Centres that were closed in 2015/2016. Two of the three former day Centres are mothballed with Guardians, but one is leased to the works contractor of Earlham School new building until August 2020.
- Project Update for Osborne Grove
- Improving Primary Care by the NHS
- Physical Activity for Older People
    - It was anticipated that the financial effect would be cost neutral and external funding sources would be relied upon.
    - Future savings would arise from older residents being more active and healthier.
- Transitions Project Update – 'Preparing for Adulthood'
- To deliver the key elements of the Care Act 2014 and the Children and families Act 2014
- A proposed seamless model of Transitions from Children's to Adult Services

The Council is moving forward to re-establishing the provision of day centres across the Borough, but it is important to understand the history of decision making that has left a legacy of closed buildings and fragmented services. A review of the Adult Service for provision of Day Centres was undertaken and Cabinet in November 2015 agreed changes to

the uses of their portfolio. At the time the Service no longer required the use of the Grange Day Centre, at 32/34, White Hart Lane, N17 (Guardians in place from October 2016), Linden House at 19, Linden Road, N15, Roundway Day Service at 20b, Waltheof Gardens, N17, Always Day Centre at 3, Lawsons Court, N11 and Central Day Service at 2, Birkbeck Road, N8. The future options for each of these properties were then considered for disposal or alternative uses from the date they were declared surplus and transferred to the corporate estate. Service users with learning disabilities, including those with complex needs and autism, had been predominantly affected by the closures of the Roundways, Always and Birkbeck Day Centres. The buildings were transferred to the corporate landlord and now three sites are proposed to be brought back into use.

86 service users of these three Day Centres that were re-assessed, 39 had transitioned to Ermine Road and a further 28 had transitioned to voluntary & community sector or private day opportunity providers. Older service users, including those with dementia, were predominantly affected by the closures of the Haven and the Grange Day Centres. The report to the Adults & Health scrutiny panel in March 2018 stated that of the 69 services users of these two Day Centres that were re-assessed, 22 had transitioned to the Cypriot Centre, 17 to the Grace and 7 to the Haynes Dementia Hub.

Going Forward

More than £30 million will be invested in care for older people in the borough after Haringey Council agreed at Cabinet on 9th July 2019 to build a new 70-bed nursing home at Osborne Grove.

The new home will include bigger bedrooms with wet rooms, a larger garden, improved communal spaces such as separate living and dining rooms within each household and a café space that will improve links to the community and offer space for relatives and friends to visit with residents overlooking garden space.

The new care home will also see Osborne Grove double the number of rooms that are currently available and is expected to be completed within four-years.

Following a Cabinet decision back in July 2018, a detailed Feasibility Study was carried out to examine the future of Osborne Grove at a time when there is increased demand for local nursing care provision.

Haringey Council has shown they are fully committed to investing in public services and have opted to develop a new state-of-the-art home.

The project addresses a number of issues such as a shortage of beds which is a problem across the capital, addresses the need to work in partnership with the NHS to cater for older people with complex health needs.

The framework for provision of care for ‘Looked After Children’ is captured in the Looked After Children Sufficiency Strategy 2018-2021. There are similar strategies for Adults

Commissioning to provide supported homes and care for elderly, with MH and other disability issues.

Adult Care currently rent 12 properties from Homes for Haringey for supported living. They also rent 16 homes for temporary sheltered accommodation. It is believed at whilst no properties are rented from outside of the Borough there are a number rented from private sector landlords to fulfil demand at a cost. However, it is understood that care is contracted out to adjoining Boroughs with packages of residential accommodation and care that suggests and opportunity to make savings.

Discussions have been held between Head of Commissioning and SPU to understand the potential to save on revenue by the construction of bespoke homes for families (or individuals) that have a member with challenging disabilities that require bespoke solutions. An indication of that potential is yet to be determined by a bespoke piece of work to review the options.

As we in Haringey have no bespoke housing solutions for the relatively few families and individuals in need, we export the problem by turning to neighbouring authorities to deliver these solutions. This 'outsourcing' cost is significant. By 'insourcing' we can utilise capital to construct the homes but still need to provide the care staff. This however would be using local people who spend locally so having an ongoing economic benefit as Community Wealth Building (CWB). It is not for this AMP to go into the detailed financial modelling of this but to recommend that alternative solutions to provision of services are considered that have CWB merits. Bespoke homes can be delivered for special needs in a flexible way, particularly utilising off-site solutions. Even very particular bespoke solutions can be designed for flexibility using non-load-bearing internal walls. Even though kitchens and bathrooms and even internal walls may need to be changed over time the savings are likely to be considerable. An additional benefit is that the families may be able to get involved in the detailed design process so being able to offer truly bespoke solutions.

In a similar way cared for children who are outsourced to neighbouring authorities can benefit from locally bespoke construction group homes with local support that offers the same CWB benefits.

Commercial Portfolio

Commercial Portfolio

A review and analysis of the Council's commercial portfolio, assessing performance, management and market trends, has been completed late 2019. It provides an opportunity for the Council to consider the future strategy for the Council's commercial property portfolio to ensure that it is used to best effect to deliver Council priorities, including the Borough Plan and the MTFS targets.

The outcome of the review is included here at a high level with details of any proposed significant changes to be reported to Cabinet over the course of 2020. Specific strategies for the office, industrial and retail property portfolios will be reported in more detail over the following months but essentially the review points to a strategy which retains / acquires industrial properties, reviews and possibly repurposes a range of retail properties, and reviews office property following the outcome of the Council's proposed accommodation strategy.

In relation to retained properties, the more detailed reviews which follow will take into account work taking place to review community buildings, the community / locality assets review work, and the work on social value leases and community wealth building. On this basis, the strategy will be rooted in supporting the Borough Plan outcomes. The strategy and any subsequent decisions to dispose (or acquire) commercial property will also need to be firmly linked to the Council's MTFS decisions and targets relating to commercial property income.

The Council's commercial property portfolio comprises 879 leased non-operational assets valued at circa £288m producing an annual income of £7.3m. This comprises industrial, retail, office and various other assets located through the Borough. Retail property accounts for 44% by value, industrial 50% and offices 2.5%. In terms of annual rental income, retail property accounts for 34%, industrial 50% and offices 3.7% of the total portfolio income.

Industrial take-up remains buoyant, and industrial land values increased sharply in 2018, by an average of 8.2% across the UK. Pressure on land is strongest in London/M25 and land values rose by nearly 23%.

The average retail space currently on the market in Haringey is 1,482 sq. ft. The recession and rise of internet shopping have had a well-documented negative effect on the UK's high streets. As a result, the last few years have seen the exodus of major brands from Haringey's high streets. Aside from the properties the Council already owns in Crouch End, Stroud Green and Wood Green, it appears that income growth from the retail portfolio is limited. Single let retail units produce an annual income of c£700k. Management costs are high. This part of the portfolio is also affected more by rent arrears that the industrial and office portfolio.

Haringey has a small commercial office market, mainly in Wood Green, and there is currently a scarcity of available office space in the borough. Most of the office property is of fairly low quality and in need of modernisation.

REVIEW RECOMMENDATIONS

COMMERCIAL PROPERTY PORTFOLIO REVIEW SUMMARY 2019

SUMMARY			
SECTOR	PERFORMANCE	STRATEGY TO CONSIDER	NEXT STEPS
Industrial	High	• Acquire • Gain control • Invest	Existing headlease potential reviews and Industrial portfolio intensification /investment options
Office	Middle	• Hold • Review after Accommodation Strategy decisions	Review after Cabinet decisions on civic accommodation
Retail	Poor	• Review now to considerations to repurpose / divest /hold • Consider potential re: CWB/ social enterprise/ community assets review or community buildings review	Review re: Borough Plan / CWB for April 2020.

Industrial:

The industrial portfolio is the strongest performing asset of the Council and makes a significant contribution to the Borough Plan outcomes relating to economy and community wealth building. The overall recommendation is to retain and acquire head leases and a freehold where this delivers the outcomes the Council is trying to achieve, and if acquisitions meet the tests set in the proposed disposals and acquisitions policy. This will be particularly important where there is an opportunity for the Council to intensify use if sites and increase values as a result.

It is recommended that the Council engages with the landlords of selected industrial estates, where the Council is tenant, to purchase the head lease or freehold interests in order for the Council to maximise its control (where there is future development potential) and to maximise its income.

One specific example is Munro Works in Bounds Green, which is subject to a restrictive headlease to the Council. In this case the Council's headlease contains a right to buy the freehold. This would stop a continuing rental loss, provide an immediate opportunity to maximise letting of the units, with significant redevelopment potential to achieve future capital growth of the asset and optimise employment benefits. Subject to agreement, this proposal would be brought forward to Cabinet in early 2020.

Retail:

The review highlights poor performance of the Council's 71 single let retail properties. In terms of management these properties are labour intensive, and this affects overall returns which are poor. It is also proposed to link the more detailed review of retail property to the community assets review to see whether there are opportunities to refocus some of the Council's commercial assets on the economic community benefits they could provide.

Several retail parades may have potential to be improved but only with capital investment to modernise the shop units in question. In some cases, this may include merging smaller units. The overall recommendation is to identify the retail parades which may have potential for intensification or for residential use. This may include redeveloping the residential upper parts or better use of surrounding land.

Capital Programme Allocations for investment in the Commercial Portfolio, 2020/21 to 2023/24

Capital maintenance of the Tottenham Green Workshop

Capital has been allocated to the external repair of the fabric of Tottenham Green Workshops for 2020/21 in the sum of £500,000. It is evident that further repairs are urgently required to maintain the windows which requires access via scaffolding. An additional allocation of £750,000 (above the £500k in the programme for 20/21) is proposed to address boiler control issues and to refurbish the windows concurrently with the roof renewal that is already in the capital programme to make significant savings on scaffolding by concurrent use.

Council acquisition of head-leases on properties within the commercial portfolio

The Council's commercial portfolio includes several industrial estates where head leases and freeholds are held by third parties where a significant proportion of rental income from tenants is paid to the head lessor. The Council's MTFS includes acquisition of head-leases and this will be considered during 2020/21, subject to the approval of a business case for each lease It may not be possible to acquire all or indeed any of the head leases as it will be a matter of an agreement between the Council and the head lessor.

Further remediation of the condition of the commercial property portfolio

The Council's commercial portfolio has been underinvested in the recent past as its future was uncertain. Now that the Council has decided its future there is a need to invest to maintain and improve the buildings within the commercial portfolio, so that the income stream associated with the properties is maintained and possibly improved.

Background

The Council holds a commercial property portfolio, which comprises industrial and commercial premises plus shops and community centres. These assets are categorised as investments, employment initiatives, providing a local amenity (shops) or community buildings.

Of the approximately 879 properties there are 117 land assets and a further 273 assets that such as leases and licences of electrical sub-stations, aerials, advertising hoardings, wayleaves and similar.

There are also 25 community buildings subject to separate policies and management arrangements whereby community groups that occupy these assets have the benefit of discounted business rates, a lower level of rent as determined by usage limitations and the opportunity for a community asset transfer (CAT) as enabled by the Cabinet authorisation of a CAT policy in 2017.

There are also a number of community-based tenancies in commercial units. These include charities, churches and similar organisations that are not commercial businesses and may receive funding from the public sector if not the Council. These are included in the separate review of community buildings which will aim to align arrangements better.

The Council is also trialling social value leases where businesses are selected and achieve rental discounts based on social value achievements, including for example employment provision.

Additional commercial premises are managed on behalf of other operational areas such as tenanted properties within Parks. The rental income in these arrangements reverts to the operating department.

The Council has reviewed its management of the commercial portfolio and improved its tracking of tenant compliance to ensure buildings are fit and safe to use, and the Council also has its own investment pot to improve its industrial portfolio to ensure that it retains its value and income to the Council over time as well as maximising employment in the Borough.

Revenue opportunities

<u>Mobile operator masts</u>

Additional income streams from rent on advertising billboards, rooftop aerials and masts and potential for 5G infrastructure are currently being reviewed and expanded. However, the Electronic Communications Code amendments 2017 has dramatically limited the opportunities to seek high rental streams from operators and infrastructure providers. Mobile operators are now considered to be 'Utilities' so they have a right to access land and building for the erection of aerials and masts based on loss of rent if any by the landlord and reasonable costs.

Currently the Council receives circa £300k pa from tenants that have placed aerials and masts on our buildings. The existing licences have all expired and tenants are holding over. There is no incentive for the Council to regularise these expired licences as rents will reduce to the new Utility values. SPU has appointed consultants to advise on the new code and to negotiate new rents to secure the maximum income achievable under the new code.

To supplement the loss of rent over 2020/21 and beyond there is an opportunity to secure additional tenants who need to install aerials on high buildings for 5G transmissions. There are also opportunities to secure income form lampposts for relays.

To develop these opportunities the Council urgently requires a Digital Policy to be adopted. The Economic Development team has been successful in obtaining grant for broadband infrastructure to be delivered in Tottenham. As a part of that project a draft policy document was prepared by external consultants which could be used as a basis for an adopted policy.

Advertising billboards

The Council has a very small income from two paper billboards, when a decade ago rent from billboards was far more lucrative and the market was strong. SPU has teamed up with Comms to procure additional income from digital billboards.

SPU commissioned a consultant to review the local market for advertising, examine the Borough for potential new sites for large digital and paper billboards and to check if there are unauthorised sites on Council land. The paper billboard existing in the commercial portfolio on an industrial site was checked and is now subject to a market test to secure income from a replacement digital board.

It is expected that additional interest arising in the market will secure further income from 2020/21 onwards.

In 2018 Comms and SPU succeeded in securing a substantial increase in rental income from digital street screens, replacing a legacy contract that had run for 25 years with little scope for improvement. The new contract offered a start-up fee and incentive to grow the business and offer additional rental stream. The contract was a success as the procurement was a collaborative team effort across several departments.

Regeneration and Economic Development

The Council is committed to ensuring than any investment or improvements to the local area will be for the benefit of the whole community; bringing new homes including council homes, new jobs and new opportunities, creating inviting public spaces alongside thriving high streets and a robust economy - all to improve the lives of the existing residents as our priority.

The Council places particular priority on investment in Tottenham and Wood Green. These are the areas where both the need and the opportunity are greatest, and we are determined that these former thriving locations should once again reach their full potential and better serve their communities and London more widely. In both, the Council has the opportunity to use council land and assets to provide good homes and good jobs, and to inspire the change and investment that we want to see from others.

There are opportunities to review our existing assets and land ownership to consider how this could better serve our local people. Derelict land or under used buildings provide us with opportunities to consider how these could be repurposed to provide new homes, new jobs or new/improved business and leisure spaces.

With regard to how regeneration projects interface with the Council's property assets, the following activities will be undertaken over the lifetime of the AMP:

- To pilot a social value lease (551b Morrison's Yard and Bruce Grove Public Conveniences, Tottenham) and consider its use more widely on other sites
- Identify how social value can be extracted from the Council's property portfolio
- Review our portfolio with a view to creating a pipeline of sites for intensification and importantly setting out some of our values/processes around this
- Responding in a targeted way to emerging sectors and changes in the economy that impact on the demand for workspace; we will use our commercial property portfolio not only to generate income, but also to support good growth in Haringey's economy - this could involve a review of our Lettings policy and applying a regeneration and economic development lens to either key sites and/or key locations.
- The above could include being a best in class landlord to our businesses
- The Council will explore making a proportion of our stock of employment space "affordable" and will develop guidance around this.
- The use of our assets will respond to and support strategies that are developed to support area regeneration and/or other council priorities such as the office accommodation project, and also community / social objectives such as the Selby Urban Village.

Pilot approach 1: Selby Urban Village

The Selby Centre is a large community hub, housed in a former secondary school in north Tottenham, on the border with Enfield. Managed by the Selby Trust, the Centre is home to over 100 diverse social action organisations.

The 1.2 hectare site is owned by the council and was identified as potential for redevelopment as a 'community – led, mix use development including consolidation of community uses with potential housing development'. The site is adjacent to the Bull Lane playing fields site which is a Haringey-owned site located in LB of Enfield. Members agreed to treat both sites as a whole for master planning purposes.

The Council and the Selby Trust have agreed, through the signing of a Memorandum Of Understanding to work collaboratively on an exemplar project that will see the Council, the Trust and the local community exploring a new model of working together to deliver new council homes and community provisions on the current Selby and Bull Lane Sites. The joint vision is:

"To create an integrated, inclusive, healthy, sustainable, diverse, connected urban village"

This significant step forward is an example of the council's commitment to building new homes and in particular council homes and improving living standards for, and in partnership with our local community, to ensure they can participate and benefit from the investment in their neighbourhood.

For the Selby Centre this is a great opportunity to improve the existing provision for the community. By being part of the co-design and delivery of a Centre, and building, in which the Trust and its users really thrive and continue to be a valued asset to the community.

The inclusion of Bull Lane (Playing field) as part of the re-development, could deliver significant improvements to the area, including a state-of-the-art community sporting provisioning – enabling local people to participate and enjoy recreational and sports activities.

Both the council and the Selby Trust are committed to the collaborative re—development of the current under-used site to ensure it meets its full potential to better and best serve the local community by providing housing, community provisions as well as space for businesses to thrive and local people to enjoy and prosper.

Pilot approach 2: Community Wealth Building Lease at the Bruce Grove public conveniences

The Council's approach envisages the concept of Community Wealth Building embedded into commercial leases via a two-stage process. Firstly, in the approach to tenant selection, where expressions of interest are invited on the basis of a 60/40 quality/price split placing emphasis on the quality and level of social value the tenant is able to offer. Secondly, via a

'carrot and stick' approach, to find mechanisms to incentivise and ensure the delivery of Community Wealth Building outcomes.

Bruce Grove Public Conveniences is a Grade II listed Council asset positioned within the Bruce Grove Conservation Area but disused since the 1970's and currently on the Heritage at Risk Register. It will be restored and brought back into community use through £2m funding from the GLA's Good Growth Fund (GGF). This funding will be used to deliver this scheme alongside a range of activities under the programme 'Enterprising Tottenham High Road'.

GLA grant funding offers a unique opportunity for the Council to pilot a Community Wealth Building Lease as part of the capital works. The GLA recognise that the approach is innovative, and that the Council's experience may help embed such practices elsewhere across London.

This pilot Community Wealth Building Lease will ascribe a monetary value to Social Value outcomes. It seeks to incentivise performance and manage the resource required to monitor and enforce performance by offering discounts for performing tenants based on the monetary value of what is delivered (rather than penalising non-performance).

Proposed social value indicators could include:

- Number of people from the local area (e.g. Tottenham) taken on as Full Time Employees (FTE) employed on contract for at least six months
- Number of employees (FTE) taken on who are long-term unemployed
- Number of employees (FTE) taken on who are Not in Education, Employment, or Training (NEET)
- Number of employees (FTE) taken on who are rehabilitating young offenders (18-24 year olds)
- Number of jobs (FTE) created for people with disabilities, especially those with learning difficulties or suffering from mental health issues
- Number of weeks spent on meaningful work placements or pre-employment course; 1-6 weeks student placements (unpaid)
- Meaningful work placements that pay Minimum or National Living wage according to eligibility – 6 weeks or more (internships or apprenticeship)
- Total amount (£) spent in Haringey supply chain/annum or with local SMEs

The total level of discount offered will not exceed 35% of the total rental income. This discount will be paid in arrears on an annual basis (based on the rent paying period), with benefits re-set each year.

The pilot Community Wealth Building Lease clauses (service level agreement, including KPI schedule) will be included within the lease – as a side agreement or otherwise advised by the Council's legal team. Should the Tenant choose to not to, or fail to deliver on the social value element the Council will retain with full rental price as tendered for.

From the Council's perspective, the concept of social value is very closely aligned with the emerging priorities of the Borough Plan, most notably that of building and retaining wealth within the local community. Lessons learned from this pilot lessons will help inform future Council policy and operations regarding how it uses its property portfolio.

Bruce Grove Public Conveniences is a good example of how the Council is re-purposing its existing assets, bringing this historic building back to life and giving it a new use to add to the vibrancy of the area, and to benefit the local community.

Office and Civic Accommodation

New Ways of Working (NWoW):

A NWoW programme is being developed which will enable a more flexible and effective approach to how staff deliver services, where they deliver them from and ensure that any the new Council Accommodation is efficient, fit for purpose and aligned to the future size of the Council.

The 'New Ways of Working' vision for the new Council accommodation will be influenced by the need to deliver new civic infrastructure which:

- Makes the best use of council land assets to deliver a range of civic and social infrastructure, including a youth offer, to benefit the community;
- Provides genuinely accessible spaces where all members of the community can come together to share, learn and be empowered;
- Provides an infrastructure of buildings and services which support the local economy;
- Delivers a range of public services with an efficient, accessible and modern approach which results in an excellent customer experience;
- Supports Wood Green town centre by creating new jobs and improving amenity and leisure facilities which, in turn, will attract more visitors;
- Is a healthy and modern working environment for Council staff; and
- Provides buildings which are rated zero carbon and BREEAM Outstanding.

Capital Programme Service Allocations (Place) 2020/21 to 2023/24:

<u>Civic Centre Refurbishment</u>

At this stage the capital proposal is based on a high-level costing which in turn is based on a mid-level refurbishment. Currently, a detailed feasibility study is being undertaken which in conjunction with the accommodation strategy will determine the level of budget required for the Civic Centre. It is highly likely that whatever is decided in relation to the accommodation strategy and the future of the Civic Centre, there will be a need for significant investment.

Office accommodation is a major element of staff costs and through New Ways of Working initiatives savings are being made by better utilisation of assets by smart working, hot desking and flexible working patterns. A significant proportion of the Council's staff are currently centrally based in Wood Green in accommodation which reflects lack of historic investment. This includes River Park House. Civic accommodation in the Civic Centre is also need of significant investment and review, whilst the recent renovations to George Meehan House have provided some high-quality office and civic accommodation. Likewise, customer access to Council services is affected by poor quality accommodation and

accessibility issues and this is an important consideration in the review of accommodation due to be reported during 2020/21.

Cabinet in July 2019 considered a range of options in Wood Green for possible new Council accommodation with a view to consolidating Council owned sites in Wood Green and an emerging principle to support more locality based collaborative working with our communities which will have some effect on asset management planning for office and customer service accommodation.

A Council Accommodation Site Appraisal has been carried out which considers the suitability of four sites in Wood Green in terms of their capacity to accommodate all the council functions, financial feasibility and against a set of qualitative criteria relating to deliverability, accessibility and contribution to the town centre.

Locality Strategy:

The Council's vision for the way we work in 2022/23 is to "work with our partners in the heart of our communities to serve our residents and support our members and staff". By 2022 our services will be centred on the needs of our residents as we deliver targeted face to face support with our partners based on the needs of each community, while also providing more effective online access to information and services. We will be closer to our residents and business, with staff based at new purpose-built offices in the heart of the regeneration area of Wood Green by 2023, but working amongst all our communities, providing local access to services.

Working in this way will make efficient use of our buildings and deliver a more personalised service to residents. And we will continue to challenge ourselves to explore how we can do things differently and better, finding the right provider to deliver good value, quality local services that meet residents' needs. Members will continue to be supported by front line officers, who work closer to the communities that they serve.

Through better use of technology, training and equipment Members will have access to the systems and information they need, wherever they are in the borough. Wood Green will continue to be the democratic heart of the borough, used by both elected members and council officers to carry out our duties. Wood Green offices will be our main office base, but we will be able to work in variety of settings in order to be closer to the residents that they support and to work securely, safely and effectively. For many staff, this will mean less need to come into the office. Staff will be supported through better technology, training and equipment. That means whether they work from a team area, hot desk, home or in a client's home, officers will have access to the systems and information they need. Those that need to use cars will be able to, but we will reduce use of cars by making other forms of transport more appealing.

Background and Context:

The principles of a Community Asset Management Plan Localities Strategy include;

- Services are based locally in Council buildings;
- Local facilities are accessible to the local community;
- Where possible, the Joining of Council and Partner services locally through co-location;
- Working alongside voluntary sector and community improving accessibility;
- Best use of a mix of centrally and locally based Council facilities;
- Making the best and most efficient use of Council buildings.

Context:

- Service needs and presence/location – that use of buildings will be different in different locations across the borough – providing better quality fit for purpose assets located in the right place;
- Types of property the Council owns including Heritage buildings – and recognising the role of special buildings in Council provision;
- Connecting the New Ways of Working programme with the Community Asset Management Plan;
- One public estate and partnership working - a localities-based approach to coordinating Council services with public sector partners making better use of Council assets;
- To align and make consistent the approach to Council building use by the community and voluntary sector and to support services provided by the voluntary sector;
- To reflect related initiatives like Communities First, Adult Care proposed locality focus with Health, and the libraries strategy;
- One Council approach to collaborate in service provision in communities;
- Providing flexible space for proactive preventative public services;
- Reducing property costs through assessing the best use of assets including re-provision / rationalisation and more effective and efficient use of buildings;
- How the Plan contributes to the Council's MTFS;
- How the Plan will support the Council's priority of Housing delivery and the Localities Strategy enhancing outcomes in new and existing housing.

Purpose and Outputs/Outcomes:

The Localities Asset Management Plan will:

- Identify scope to provide Council Hub buildings strategically located to provide services to the community based on need;

- Ensuring that the provision of Council services is in the right place;
- Develop a localities-based approach to coordinating delivery of services with public sector partners, the community and voluntary sector to close and meet gaps in the community's needs;
- Ensure the review connects with the Adult Care and Children's Asset Management Plans;
- Identify scope for locally based accommodation for council officers / services which will influence the Accommodation Strategy as it relates to re-provision of central council offices;
- Deliver the One Public Estate ("OPE") objectives of economic growth, delivering more integrated, customer – focused services and generating efficiencies, through capital receipts and reduced running costs;
- Review space leased/hired to the local community, voluntary and/or charity sector in relation to current control of space; and work with the conclusions of the separate Community Buildings Review;
- Promote wider corporate objectives – using council assets to support better outcomes locally;
- To support staff to be more agile in their work practices;
- Enhance the one council approach bringing together a range of services, at a community level, to meet needs in a joined-up way;
- Provide a flexible space for proactive preventative public services to operate from for our customers in need at a single site closer to their home, saving journey times and enabling easy access to services;
- Empowering and enabling our staff to deliver services closer to our customers through use of equipment, technology and flexible assets;
- Reduce our property costs by using ICT solutions providing a more flexible and efficient use of asset;
- Are geographically spread throughout the Borough organised by Locality and need
- Provide flexible space for enabling joined up working and potentially cross sector at a neighbourhood level;
- Identify principles / criteria for asset use locally to ensure that all proposals create optimum use of Council assets, are affordable and deliver savings and better service outcomes;
- To identify minimum standards and quality expected of locality assets including accessibility and sustainability.

Mapping and Assets:

Demographics and need to be mapped throughout the Borough together with Council assets to include e.g. Libraries; Day Centres; Children and Young People's facilities;

community use buildings; the role of special assets e.g. Bruce Castle HRA non-housing assets; parks assets, customer service; other assets with scope for change / broader use.

Location, size and building type at this stage – the review to include suitability and condition assessment.

Libraries

Introduction:

The Library Service currently attracts over 1.4 million visits a year and its users borrow circa 600,000 books and other materials each year with 5000 events and activities. The library network is made up of nine libraries - three of the libraries (Wood Green, Hornsey and Marcus Garvey) are larger and account for the majority of use. Each library houses a dedicated children's library, all host other internal and external services including Community First, Connected Communities and the Citizens Advice Bureau (CAB).

Library services in Haringey have managed to survive the national trend to close libraries to match reduction of the available budget during austerity. Marcus Garvey Library reopened in July 2016 following works to provide an integrated Library and Customer Service Centre in the building. Customer Service staff were also integrated into the Wood Green Library with the necessary building works being completed by August 2016. The Library Service then focusing on refurbishment of Hornsey Library and small-scale investment into the 6 branch libraries over an 18-month period.

Wood Green Library is now being considered as a potential site for a central office hub to bring staff together in one or two locations.

All other libraries are presumed to be subject to integration into a Locality Strategy that is described elsewhere in this AMP.

Capital Programme Service Allocations (Place) 2020/21 to 2023/24:

Haringey Council are one of the few local authorities nationally that have not closed libraries, reduced opening hours or outsourced or supplemented its work force and core offer with volunteers.

A capital investment programme for libraries is underway with £1.3m allocated to enhance internal library spaces at Wood Green Library and 4 of the 6 branch libraries, with works to Combes Croft and Muswell Hill libraries to be added to ensure that the condition of the library is comparable with the other branch libraries. In addition, at Muswell Hill there are significant accessibility issues as a core part of the library service - the children's library service - is located on the first floor with no lift and no accessible WCs. Works required include the provision of a new passenger lift in the listed building at Muswell Hill and at Coombes Croft the provision of new furniture and new internal arrangements including new glazed and acoustic screens. Three of the branch libraries - Alexandra Park, Stroud Green & Harringay and Highgate have upper floors that are currently under used, or in the case of Stroud Green and Harringay not used at all. This proposal is to remediate these condition and accessibility issues.

A new Library Strategy is being developed that will shape and set the direction of the service for the next 5 years. The strategy will develop library services that are closely aligned to the

Borough Plan and places libraries as a key enabler for wider Council agendas including early help and prevention. The review will look at opportunities for wider engagement with other council services such as Children's, Adults, economic growth to recognise the physical and social value libraries add. This will be very important in the community assets review to test the scope for local and integrated working to include libraries. The aspiration is to create community hubs that will enable the locality-based approach to service delivery for other Council departments and partner agencies. These community hubs can act as a key component to achieving our Borough Plan objectives. Revenue can be generated utilising the space in the libraries as part of the wider Community Asset vision to reduce costs elsewhere in the organisation. For example, the successful Connected Communities project is currently operating from Wood Green library and is set to expand to Marcus Garvey library and other libraries at no cost to the project. Careful mapping of activities across each site will need to be developed to ensure that the space in each building is being used to its full potential including community benefits. Income can be generated through this including partnership opportunities e.g. police, rental workspace, event hire etc.

New Library Strategy 2020-2025:

It is proposed that a new Library Strategy is developed that will shape and set the direction of the service for the next 5 years. It will explore ways of developing library services that are closely aligned to the Borough Plan and places libraries as a key enabler for wider council agendas including early help and prevention. In addition, when developing the strategy opportunities to reduce the net cost of the service through partnership working, income generation and expanding the use of available spaces.

The LGA Library Peer Challenge, highlighted the risk that without an approved strategy for LBH libraries, service delivery would not be aligned to the Borough priorities and opportunities to add value would be missed.

The strategy will aim to enhance and maximise the social and economic value of libraries and seek to ensure that libraries are providing value for money and add social value.

Libraries are a significant community asset that can and should play a major part in the development of a Community Asset (Localities) Strategy to ensure that there is community benefit and social value in use of underused spaces.

Capital Investment and Revenue Outgoings

A Capital Investment & Technology Transformation plan is underway to refurbish eight of its nine libraries to provide a more modern, responsive and appropriate library service to its residents.

Circa £5.4 m capital programme will be delivered to update library interiors and an additional estimated £2m for a five-year building maintenance plan.

The Libraries' technology transformation project is overarching and includes all libraries. It seeks to use technology to enable and support the delivery of a modern community hub of imagination and knowledge within libraries. The vision is to provide engaging and practical facilities and services, which enable library users to find information, explore their ideas, develop literacy skills, gain empowerment through learning and expand their awareness.

The Library Strategy will:

- Improve the utilisation of our community assets and under used space, providing greater commercial opportunities, wider community use and use as community hubs;
- Placing libraries as a key enabler for wider council agendas including Early Help, Public Health and Young People at Risk Strategy;
- Grant funding applications to enable added value and enriched provision;
- Recognising and providing evidence of how libraries add social value and the part they play to enrich lives, culturally, educationally, economically and socially;
- Partnership working with the public, private or voluntary sector in order to make a valuable contribution to a range of the local strategic partnership's objectives;
- Supporting delivery of the Borough Plan, Community Asset plans, the outcomes of the Fairness Commission;

Sports and Leisure Centres

Introduction:

The Council's main sports / leisure centres and Broadwater Farm Community Centre are leased to Fusion which has ensured considerable capital investment, a reduction in running costs to the Council and improving the range of sports provision to the public. Finsbury Park Athletics Track & Gym has a lease agreed with a Trust formed by the users and will bring in considerable capital investment in order to improve the facility for the community. Two centres (Tottenham Green and Park Road) have swimming provision.

Fusion:

Fusion is one of three registered charities that operate most of London's sport and leisure centres. As a charity they are entitled to a reduction in business rates and has significant benefits in VAT regulation.

Tottenham Green / Marcus Library is leased to Fusion mirroring a management contract that expires in 2032. The Council leases back Marcus Garvey Library which shares the mechanical services. Fusion is responsible for all planned maintenance of the whole complex while the Council is responsible for the 'soft' FM of the Library area.

Fusion has borrowed from the Council the funding needed to invest in the leisure centres to address the backlog of maintenance. The loan was taken out over the period of the contract and annual repayments are made to the Council.

Park Road is leased to Fusion with a mirrored management contract that expires in 2032.

Broadwater Farm Community Centre is leased to Fusion on a similar arrangement to Tottenham Green with the parts of the building used by the Council for Homes for Haringey staff accommodation being leased back. The management contract expires in 2032 as at Tottenham Green and Park Road.

The New River Centre is managed by Fusion but under a different long lease arrangement with no management agreement. The lease commenced in 2014 and expires in 2064. Fusion has the benefit of a rent-free period of 15 years. However, the building requires substantial investment and Fusion has funded this from a £4million loan from the Council.

Finsbury Park:

Finsbury Park Track & Gym is managed by Finsbury Park Sports Partnership. This partnership is a registered charity with business rate and VAT arrangements that reduce their operating costs.

Currently FPSP pays a 'peppercorn' rent and their lease is managed by the Parks section of the Council.

Community access to school sport facilities:

Indoor sports halls across the school estate are not fit for purpose for community use as sporting venues. The majority do not have adequate changing facilities and the halls need investment to bring them up to a suitable standard.

Dukes Academy (former Northumberland Park School) has a swimming pool that is available for community use. This facility is a key facility in the Borough. It is acknowledged that there is as serios risk of the pool being closed by the Academy due to high running costs.

South Harringay Primary School has a small pool that can accommodate 50% of a class size at any one time so that during swimming lessons a half of the class sit at the pool side waiting for their turn.

The Willow and Lancasterian primary schools each have a small pool that is primarily a therapy pool for SEND purposes.

There are also small swimming pools at Campsbourne, Chestnuts, Crowland, and Seven Sisters primary school sites.

Future needs:

Sport England has prepared a strategic assessment of Need for Swimming Pools in London 2017 – 2041 dated September 2017. The report highlights that Haringey is one of eight Boroughs that have the highest concentrations of unmet demand for swimming. The report further highlights and expectation that the situation will get worse towards 2041.

An Options Appraisal as revised April 2019 has analysed the final projections, design and capital estimates of a new Wood Green Leisure Centre. The document was prepared for the Council by Continuum Sport & Leisure Ltd. The options considered for the Leisure centre and integrated civic hub were Wood Green Library site, Kingfisher Place and Station Road sites. The appraisal synchronised with the Member briefing on Council Owned Suites in Wood Green of 7 March 2019. That briefing recommended two options for location of the hub – Wood Green Library and both Library and Civic Centre sites.

The report assumes that Sport England will grant circa £2million funding with £11 million of capital borrowing to address the recognised shortfall in water space within the Borough, which is the highest in London.

The Library site proposal offers better facilities than the other options with an 8 lane 25 metre pool, 20 x 10 M learner pool, splashpad, 150 station gym, exercise studios, soft play area, changing ‘village’ and single sex changing areas and café over 3,724 square metres.

It is estimated that the proposed new Leisure Centre located on the Wood Green Library site would generate 638k visits per annum which would additionally generate economic growth in the immediate area. An estimated £2.6 million turnover would generate an

operating profit of £422k per annum (if the construction costs are correct). It is expected to generate the highest surplus and by far the lowest projected net costs of the sites examined, and it will have the highest level of visits with all the additional health, wellbeing and social value benefits that it would bring, saving an estimated £7,916,000 per annum.

Fuller financial options are being considered, looking at developer and operator investment developer agreements. Operating models include a charitable 'Non-Profit Distributing Organisation' (NPDO).

Cemeteries and Crematorium

Cemeteries and Crematoria are leased to Dignity on 50-year leases. This has allowed significant investment into the crematorium as well as considerable savings to the Council whilst preserving service delivery and bringing income to the Council.

Haringey Council no longer provides a cremation and burial service. This is now provided at Enfield Crematorium, Tottenham Cemetery and Wood Green Cemetery by Dignity Funerals Ltd.

A Planning Application for an extension to Bruce Grove Mortuary (The Lodge, Church Lane, Tottenham N17 7AA) was made in May 2019. The application is still to be determined (as at 14 Oct 19). The description of the proposal is 'Extension to the mortuary consisting of a single storey infill extension at basement level'.

Parks

Haringey has 382.86 hectares of public open space. There are 61 parks and open spaces in the borough, five of which are managed by other organisations (City of London & Alexandra Palace, Lea Valley Park Authority, Dignity UK Ltd).

12.9% of the total area of the borough is parks and green spaces, which makes it relatively green compared with other parts of London.

There are 42 hectares of managed allotments in the borough providing 1,819 individual plots across 27 sites.

There are 70 identified sites of ecological value within Haringey and 3 sites classified as local nature reserves.

There are 40,000 trees in the borough – 15,000 of which are on our streets.

The Parks Service provides grounds maintenance in parks, and for Homes for Haringey, Highways and Fusion. They manage 27 allotments as a statutory service, 40,000 trees, Sports & Play facilities with 109 play areas, 25 ball courts, 9 outdoor gyms and manage 57 buildings within parks.

There are:

- 22 Green Flag parks directly managed by LBH Need to identify increase in numbers of green flag ratings since 2015
- Over 100 events in parks each year, the majority of which are non-commercial, community events
- Partnerships with 40+ Friends' groups

And:

- Capital Investments and major projects £1m-£4m pa
- Spend £4.3m and generate income of £3.95m

Upcoming challenges and Opportunities:

- Developing new Parks & Open Spaces Strategy setting out the policy position for parks over the next 15 years.
- Maintaining the portfolio of Green Flag parks.
- Strengthening our partnerships and exploring opportunities to work with others, including more volunteering;
- Delivering Regeneration led improvements of parks to support existing and new communities.
- Reducing the carbon footprint of the service through investment in operational buildings, machinery and vehicles.
- Renovation of the eight Parkland Walk bridges
- Increasing tree canopy across the borough particularly those wards with less than 20% Tree Cover.

- Delivering improved outdoor play, sports and outdoor gym facilities in line with the Physical Activity and Sport Framework.
- Proving new opportunities for community food growing within parks.
- Delivering MTFS commitments – generating income and achieving savings e.g., park hire;

Parks Service AMP

- A service asset management plan is being developed as part of the new Parks and Green Space Strategy which should be completed in April 2021. The service AMP will cover all 57 buildings and non-buildings assets.
- 14 of the portfolio of parks buildings are operational depots or sports pavilions. A programme of renewal or renovation is planned over the next three years to reduce the carbon emissions and utility consumption. This could include the amalgamation of buildings or rationalisation of buildings.
- The service will continue to develop the contribution made by its tenanted buildings to the overall offer within the parks.
- Over the next 12-24 months all non-operational buildings will be moved over to the Commercial Portfolio.

Capital Programme Service Allocations (Place) 2020/21 to 2023/24

Street and green space greening programme

This programme seeks to increase the number of trees planted on Haringey's streets. This will have a number of benefits to residents as it will improve the visual amenity of their streets, improve air quality, reduce the heat island effect and slow the fall of rain onto the roads reducing the impact of localised flooding. The tree planting, where possible, will also include localised sustainable urban drainage and phytoremediation planting (plants that clean up the air and water) to increase the benefits of these interventions further. In the initial two-year period, the scheme will predominantly focus on the nine wards in the borough where the tree canopy is less than 20%. Eight of these wards are in the east of the borough. In later years the funding will be used to match fund external funding, when it is available, to deliver the priorities that will be agreed as part of the forthcoming Tree & Woodland Strategy (part of the Parks and Green Space Strategy).

Park building carbon reduction and improvement

The parks service is responsible for a portfolio of 58 buildings the majority of which are leased to stakeholders within parks. Fourteen of these buildings are used operationally by the parks service either as depots, sports pavilions or plant nursery. All these buildings need improvement to meet current legislative standards, council accommodation standards and energy efficiency. This programme will ensure the parks estate plays it part in meeting the Council's carbon reduction targets. With energy costs predicted to rise between 10-20% per annum it is important that investments seek to future proof the service from most price rises. The programme will also seek to improve the standard of all the buildings to ensure

each building meets its intended use and all relevant legislation. Match funding for the programme will be secured on a site by site basis through various sources, such as section 106, event income and external funding for renewable energy and sports lottery funding.

Roads and Highways

Introduction:

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 Borough Plan will be achieved and the role that Sustainable Transport Works Plan (STWP) projects and programmes play in achieving this.

The suspension of Transport for London (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.

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.

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.

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 reinitiate 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.

Sustainable Transport Works Plan Cabinet 18th June 2019

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, especially around schools.
- Promote Ultra Low Emission Vehicles, such as electric cars, and where required work with partners to install electric charging points
- 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.
- Invest £630k in highways improvement schemes improving walking and cycling facilities across the borough, including improvements to major signal junction.
- 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.

Strategic Context

- The programmes and schemes in the STWP 2019/20 support 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;

Capital Programme Service Allocations (Place) 2020/21 to 2023/24

Road Maintenance

This scheme is for additional funding for responsive maintenance of Borough roads.

Principal Road Maintenance

This proposal is for additional resources to cover a projected shortfall in TfL funding. This proposal considers the continued deterioration of the highways network and represents the minimum level required to be able to be able to maintain the operation of Principal Road Network during 2020/21 at which point it is hoped that TfL will reinitiate funding of the programme. The funding is included in the proposals as self-financing now, with the expectation that TfL will reinstate the funding.

Borough streetlights conversion to LEDs

This proposal is a self-financing one to replace the Council's current stock of inefficient streetlights with state-of-the-art LED bulbs. These bulbs have several benefits including, lower running costs, less greenhouse emissions, reduced requirement for night scouting, and central control enabling quicker repair of defective units plus reduced light pollution and glare. The proposal will pay for the investment through a reduced energy bill and further savings through reduced night scouting. The scheme cost also allows for a centralised control and monitoring system which will optimise efficiency.

Marsh Lane Depot

Ashley Road Depot site is to be made available for social housing development as soon as the Marsh Lane Depot site is redeveloped for the environmental services operations to relocate in the medium-term future.

HIGHWAYS RECENT INVESTMENT

As part of major transformation of the parking service, significant investment has been made in the parking plan to address community parking pressure across the borough, through the introduction of controlled parking zones (CPZs), the review of existing CPZs. Additional investment has also been made in extending park parking controls in areas experiencing parking pressure and in extending the CCTV enforcement of moving traffic contraventions.

Through the Council's planned maintenance programmes significant improvements to the Highways assets were made, including replacement of 210 street lighting columns, 490 energy efficient LED lanterns were installed, over 20,000m2 of carriageway and 22,000m2 of footway were re-laid and 5000 defects were repaired. The weak bridge on Station Road was been replaced, anti-suicide measures installed on Hornsey Lane Bridge and work has commenced on the replacement of a retaining wall on North Hill. Works on a multi-million pound public realm scheme on White Hart Lane was also completed.

Multi-million pound investment into a series of transport related schemes and educational programmes has also been undertaken to make the roads safer, encourage speed reduction and promote modal shift to more sustainable modes of transport.

School Streets Initiative

The proposal is for streets outside schools that will have a range of treatments to change travel patterns to encourage more sustainable modes of travel to school, to improve the air quality and to provide a safer environment for children. These treatments could include some or all of the following: have extended pavements, traffic calming measures, and enforcement cameras to stop people from driving to their children to school. It is estimated that on average each street will cost c£0.2m. The budget assumes that the Council's proposed investment will be matched by external funding.

Museums

Introduction

The Borough's only Museum is located within Bruce Castle Park and is a Grade 1 Listed Building. It has significant maintenance requirements that need to be conjoined with decisions on the future use of the building so that the building is fit for purpose, accessible and that any investment is going to enable flexible use of the spaces over the long term.

Some work has been completed in 2018/19 to address roof leaks and treatment of the external façade (particularly the clock tower) to protect the fabric of the structure.

Significant damage to stored artefacts and art in the second-floor archive was caused by multiple roof leaks.

Current revenue income is minimal at circa £35k per annum

Business Plan

- A Business Plan was issued in May 2018 that looked at alternative options to find a sustainable solution to the future of Bruce Castle Museum.
- The Business Plan confirms that archived materials are partly of national significance and partly local but mainly irreplaceable.
- Bruce Castle Park occupies the core of a manor dating back to the 11th century and is remarkable in retaining virtually the same boundaries since at least 15th century. The park is highly significant because of this, and the contribution it makes to the setting of Bruce Castle and the surrounding conservation area. The west wall and the south boundary wall to Bruce Castle Park are both on the Historic England at Risk Register and so require urgent attention.
- Operating models such as Community Interest Companies were examined.
- The Building is a key part of the consultation conservation area appraisal and management plans for Bruce castle, Tottenham Cemetery Tower Gardens and Peabody Cottages, and draft local heritage list.
- Options were being considered from 'Do Nothing' to repair, restore and capital investment linked to a "national offer". This included the provision of an archive store separate from the Museum that would need to provide secure and climate-controlled environment that frees up space on the second floor for activities to enable a growth in exhibition and event space on the first floor. Archived materials in current use could be retained on the second floor where research is being carried out.
- One option indicatively costed at £15million. A development programme would likely require a five-year period to complete.

The options for the building are being considered as part of an ongoing development appraisal, and is subject to applications to the Heritage Lottery Fund.

Facilities Management

The Council entered an integrated / total facilities management 'one-stop-shop' outsourced solution for all facilities services with Amey Community Ltd in November 2015. This covered all 'Hard' and 'Soft' facilities involving all operational Council properties, except schools, and the hard services as required for Commercial and Community properties.

As the contract moves towards its end date the Council has decided to bring the hard and soft FM services back in-house. Cabinet approved the recommended (Hybrid) option on 9th July 2019 and funding was secured from the Transformation Board. The intention is to split hard and soft FM with hard FM being managed by Homes for Haringey and soft FM being managed by corporate landlord.

It is the appropriate time to now develop a sustainable planned maintenance strategy. Robust and comprehensive planned maintenance surveys expected to be produced from 2015 failed to materialise so that PPM (Planned Preventative Maintenance) was planned in a way that did not prioritise work by building and user needs and a risk management approach. Effective maintenance management of the building stock requires a balance of available resource to match needs across the varying types of maintenance and appreciating the cause and effect of reducing investment on any one type. A proposal to organise maintenance in a more structured and value-based methodology is explained under section 3 of Organisation, Process and Procedures.

Capital Programme

Council's Capital Strategy and Capital Programme 2020/21 – 2023/24

The key objectives for the Council's capital programme are to deliver the Borough Plan and assist the Council meeting the financial challenges that it continues to face.

Capital expenditure and financing

There are a range of schemes within the General Fund capital programme that will only proceed if they are estimated to result in a net reduction in expenditure. That reduction will include the cost of financing the capital expenditure. These schemes are known as self-financing schemes.

The Housing Revenue Account (HRA) is a ring-fenced account, which ensures that the Council's housing activities are not subsidised by the Council's non-housing activities. It also ensures that the Council's non housing activities are not subsidised by its HRA. HRA capital expenditure is recorded separately.

Details of planned capital programme works are identified in further detail in the Appendix.

Financing

All capital expenditure must be financed from either external sources (government grant and other contributions), the Council's own resources (revenue, reserves or capital receipts) of debt (borrowing, leasing, Private Finance Initiative). The planned financing of the capital programme is as follows:

The self-financing schemes will normally only proceed if they produce a reduction in expenditure that includes reductions sufficient to cover the cost of financing the investment. This is necessary to ensure that the investment contributes to meeting the financial challenges that the Council faces. It is noted however, that in some limited circumstances, that schemes may proceed even if they do not produce a reduction in expenditure sufficient to cover the cost of financing the investment.

As debt needs to be repaid the Council is required by statute to set aside from its revenue account and annual amount sufficient to repay borrowings.

Asset Disposals

When a capital asset is no longer needed, it may be sold and the proceeds (known as capital receipts) can be spent on new assets or can be used to repay debt. Repayments of grants, loans and non-treasury investments also generate capital receipts. The Council is currently permitted by legislation to spend capital receipts to deliver cost reductions and/or transformation until 2021/22. This is known as the flexible use of capital receipts and this flexibility is currently due to expire on the 31st March 2022.

As stated above, capital receipts can be used to fund capital expenditure or repay debt. The budget assumption is that capital receipts will not fund capital expenditure or debt repayment. It is anticipated that the capital receipts received in the MTFS period covered by

the flexibility (up to 31st March 2022) will be used to deliver cost reductions and/or transformation. There is a separate policy statement and schedule of proposed initiatives to utilise capital receipts flexibly.

Treasury Management

The Council has a separate Treasury Management Strategy Statement (TMSS) that deals in detail with treasury management matters. The Capital Strategy document repeats some of the information contained within the TMSS but places the information in the context of the capital programme and Borough Plan.

Borrowing Strategy

The Council's main objectives when borrowing are to achieve a low but certain cost of finance while retaining flexibility should its plans change in the future. These objectives are often in conflict as the Council seeks to strike a balance between cheap short-term loans and long-term fixed loans where the future cost is known, but higher.

Projected levels of the Council's total outstanding debt are shown below and compared to the capital financing requirement;

Table - Prudential Indicator: Gross Debt and the Capital Financing Requirement

	31/3/19 Actual	31/3/20 Forecast	31/3/21 Budget	31/3/22 Budget	31/3/23 Budget	31/3/24 Budget	31/3/25 Budget
	£000	£000	£000	£000	£000	£000	£000
Debt (incl. PFI & leases)	420,562	558,900	907,776	1,166,423	1,401,766	1,593,083	1,684,263
Capital Financing Requirement	633,679	772,016	1,120,893	1,379,540	1,614,883	1,806,200	1,897,879

Statutory guidance is that debt should remain below the capital financing requirement, except in the short-term. As can be seen from the above, the Council expects to comply with this requirement.

Affordable Borrowing Limit

The Council is legally obliged to set an affordable borrowing limit (also termed the authorised limit for external debt) each year. In line with statutory guidance, a lower operational boundary is also set as a warning level should debt approach the limit.

Table - Prudential Indicator: Authorised limit and operational boundary for external debt

	2019/20 limit	2020/21 limit	2021/22 limit	2022/23 limit	2023/24 limit	2024/25 limit
	£000	£000	£000	£000	£000	£000

Authorised limit – borrowing	752,382	1,027,497	1,290,378	1,530,131	1,726,042	1,819,658
Authorised limit – PFI & leases	39,935	30,882	25,293	19,472	13,408	10,852
Authorised limit – total external debt	792,317	1,058,379	1,315,671	1,549,603	1,739,450	1,830,510
Operational boundary - borrowing	702,382	977,497	1,240,378	1,480,131	1,676,042	1,769,658
Operational boundary – PFI & leases	36,305	28,075	22,993	17,702	12,189	9,866
Operational boundary – total external debt	738,687	1,005,572	1,263,372	1,497,833	1,688,232	1,779,524

Although capital expenditure is not charged directly to the revenue account, interest payable on loans and MRP are charged to revenue, offset by any investment income receivable. The net annual charge is known as financing costs. This is compared to the net revenue stream i.e. the amount funded from Council Tax, business rates and general government grants.

Table 14.8. Proportion of financing costs to net revenue stream

	2019/20 Forecast	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget
	£000	£000	£000	£000	£000	£000
Financing Costs General Fund	7,999	10,149	13,863	18,247	21,887	24,153
Proportion of net revenue stream	3.2%	4.3%	5.8%	7.4%	8.7%	9.6%
Financing Costs HRA	13,034	15,243	20,455	24,048	27,285	30,330
Proportion of net revenue stream	12.9%	14.4%	18.5%	20.8%	22.7%	24.2%

It can be seen that over the MTFS period that the General Fund ratio increases. However, whilst costs of financing investment increases there will be offsetting revenue savings from

those schemes which are self-financing, and these savings will be reflected in reduced service area budgets. It is also possible that once business cases are prepared that some of the schemes within the capital programme may well not proceed. The ratio also increases for the HRA. This level of ratio has been modelled into the current version of the evolving HRA business plan and capital programme and is affordable.

Flexible use of capital receipts

This strategy sets out the Council's approach to the flexibility afforded by the government's change to the rules surrounding the use of capital receipts. Capital receipts can only be used for specified purposes and these are set out in Regulation 23 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003, which is made under Section 11 of the Local Government Act 2003. The main permitted use of capital receipts is to fund capital expenditure and the use of capital receipts to support revenue expenditure is not permitted by the regulations.

The Secretary of State is empowered to issue directions allowing expenditure incurred by local authorities to be treated as capital expenditure. Where such a direction is made, the specified expenditure can be then be funded by utilising capital receipts.

The then Secretary of State for the Department for Communities and Local Government issued guidance in March 2016, giving local authorities greater freedoms over how capital receipts can be used to finance expenditure. The direction allows for the following expenditure to be financed by utilising capital receipts:

> *"Expenditure on any project that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces costs or demand for services in future years for any of the public sector delivery partners."*

In order to comply with this direction, the Council must consider the Statutory Guidance issued by the Secretary of State. The guidance requires authorities to prepare, publish and maintain a flexible use of capital receipts strategy with the initial strategy being effective from the 1st April 2016 with future strategies being included within future annual budget document.

The Statutory Guidance for the flexible use of capital receipts strategy states that the strategy should include a list of each project that is intended to be funded via this flexibility, together with the expected savings that the projects will realise. The strategy should also include the impact that the flexibility has on the affordability of borrowing by including updated prudential indicators.

The Secretary of State for Housing, Communities and Local Government issued revised directions for the flexible use of capital receipts which extended the period of the flexibility to the financial year 2021/22.

The headline investment programmes in the pipeline are highlighted in the relevant operational sections.

The Asset Management Plan reflects upon the Council's Capital Strategy in several ways as follows:

- The AMP guides decisions as to which assets are planned to be retained to support service provision and will highlight the ongoing investment costs of maintaining and improving those assets to maintain business continuity and an agreed quality of provision.
- The AMP guides decisions as to which assets are included in the Council's regeneration plans and sets out the context for their inclusion and future plans.
- The AMP guides decisions as to which assets are considered surplus to requirements, and the divestment strategy or repurposing for housing or other purposes.

Organisation, Process and Procedures

Corporate Landlord Model

Introduction

The Council's Landlord Services provides staff accommodation for Council Departments occupying the premises as tenant. The Corporate Landlord team ensure that the buildings are maintained, repaired and improved and that facilities management services are provided. Adopting a centralised function has allowed Departments to fully concentrate on the provision of their services rather than being distracted by day-to-day property management issues. This has also led to a more corporate approach to ensure the best use of the Council's property assets and a reduction in maintenance costs. A defined list of buildings is incorporated into the FM contract with Amey, which is to be insourced from 1 April 2020. Some buildings fall outside of this central framework contract. These are commercial, community, corporate, depots and surplus residential homes and similar. Additionally, schools hold their own revenue budgets to enable them to undertake responsive repairs, limited planned maintenance and other premises related costs such as utilities. Schools are also allocated devolved capital from central government. Additionally, £1m of school condition allocation grant from central government is held by the Corporate Landlord and expenditure is incurred by reference to the school condition surveys.

Operational departments have, in many cases, full control and responsibility for the buildings they occupy and, in most cases, hold the relevant budgets. A review of the corporate landlord model will be undertaken to develop a more integrated approach to property utilisation.

Voids Review

A more collaborative approach has been developed including the creation of a Voids Review group which is cross-Council and provides a platform for sharing property knowledge and a more pro-active approach to meanwhile uses of void properties prior to longer term redevelopment. A closer working relationship of property related activity in the Council and efficiencies arising from the establishment of a common asset management database - a single property database that holds all property data for the purpose of planning maintenance, prioritising capital spend, performance management of property and avoidance of multiple and disparate sources of information to be able to effectively baseline property performance reviews.

Planned and Responsive Maintenance

Work that is required to develop or maintain the Council's buildings can be categorised into several work categories. It is recommended that works are prioritised on a structured basis to ensure that revenue and or capital is used effectively and that operational activities are

given targeted support to ensure that Council services are best supported by their property requirements. The prioritisation process would be undertaken by the Assistant Directorate Property in conjunction with the Operational Sector and Finance.

Planned Maintenance is used to comply with statutory requirements, reduction of maintenance costs overall and to prevent major failure of building systems. Works are undertaken based on condition assessment, inspection and developing a rolling programme of works. This applies to all the building fabric, plant and services, acknowledging the varying life cycles of installations.

Term Maintenance is like a car's servicing in that work is undertaken to set frequencies of time of cycles of use with mechanical and electrical plant but also some service items of building equipment.

Reactive Maintenance is corrective maintenance required as a consequence of failure to undertake planned or term maintenance as well as unplanned maintenance and / or vandalism.

Backlog Maintenance is deferred work on a planned or unplanned basis typically as a result of lack of funds. Backlog works should be re-evaluated annually as should PPM programmes.

Condition Assessment should be held in an asset management system in a structured and consistent methodology to ensure that management reports are readily available and preferably shown on a dashboard in real-time. Assets should be surveyed on a rolling five-year programme with annual review / interim checks.

Future programmes of work need to be arranged in concert with user requirements for alteration or expansion, service AMPs, the corporate AMP, as well as merging the capital and revenue programmes into a single plan. Maintenance is also to be programmed to accommodate legal requirements under covenants and leases / licences. There should also be a mechanism for culling end-user feedback and information from the servicing and repairs contractors.

Programmes of work can be planned in advance so that it is possible to capitalise all works that could be considered an enhancement of the asset. This covers increasing life expectancy, increasing market value, increasing the utilisation as a direct consequence of the works.

A standardised methodology for surveying the condition of assets is outlined below:

Property rating

S1 Core service, critical or high-profile asset to be in best possible condition

S2 Core service, asset to be in good condition operationally and aesthetically

S3 Core service, asset to be in reasonable condition to meet operational and statutory requirements.

S4 Non-core service, operational property, condition needs to meet minimum operational and statutory requirements.

S5 Non-core service, non-operational property maintained to meet statutory requirements only (i.e. Ancillary, or specified unoccupied or surplus assets)

Condition Rating

A Good – Performing as intended and operating efficiently

B Satisfactory – performing as intended but showing minor deterioration

C Poor – Showing major defects and/or not operating as intended

D Bad – Life expired and/or serious risk of imminent failure

Priority rating

P1 Urgent work that will prevent immediate closure of premises and /or remedy to serious breach of legislation and /or high risk to health & safety.

P2 Essential works required within two years that will prevent serious deterioration of fabric or service and /or remedy to minor breach of legislation and /or minor risk to health & safety.

P3 Desirable work required within 3 to 5 years that will prevent deterioration of fabric or service and /or address a low risk minor breach of legislation and /or minor risk to health & safety.

Reason rating

R1 Health and Safety/ legislation Breach

R2 Total or Partial loss of service

R3 Deterioration of Fabric

R4 Security Implications

R5 Disabled Access Requirement

After scoring the results would be placed in a matrix to show graphically the priorities of each asset.

Equalities Impacts on Property

The Council relies on the Disability Discrimination Act 2005 (DDA) and as superseded by the Equality Act 2010. However, to align building access with the Borough Plan there emerges a need for an Access Policy that ensures that our buildings are suitable for people not only with physical disability (mobility, sight and hearing) but mental health issues, dementia, autism, epilepsy and similar conditions that can be significantly disadvantaged unless our focus is on enabling all people of the Borough to use our buildings without adverse impacts.

Additionally, The Building Regulations require reasonable provision to be made for access to a building and use of facilities within a building. This can be achieved by following the principles of Approved Document M, or other recognised guidance such as BS8300. When undertaking building works or alterations, the design should therefore follow the guidance within such documents, noting any areas where compliance is not possible or practical within an Access Statement. This will provide a building that complies with the functional requirements of the Building Regulations. Planning applications for extensions and new buildings will typically require 'Access Statements' to be submitted for scrutiny as part of a planning application process.

Some further work is required by the Council to test its building accessibility so that It can demonstrate that it is compliant with the law and fulfilling its obligations under the Borough Plan.

Access has been considered until recently to be an issue of physical access by provision of level access, ramps, lifts and disabled persons toilets. There has also been consideration of the requirement of life-time homes that seek to provide new residential accommodation with a built-in ability to accommodate typical physical and mental health issues of resident as they get older, without having to move home.

The current thinking on access is to consider the implications of building design and fit-out on people with physical and mental health issues such as autism, epilepsy, depression, learning difficulties, dementia and many other frequently identified conditions that affect the user's ability to feel welcome, secure and safe in our buildings.

Haringey Climate Change Action Plan

INTRODUCTION

Later in 2020, the Council expects to adopt a Haringey Climate Change Action Plan, which will set out the timeframes and actions needed to deliver a Zero Carbon Borough. This action plan and policy position was delivered in response to the Borough Plan ambition for a zero carbon Haringey, and the Full Council Meeting in March 2019 where the Council declared a Climate Change Emergency and agreed to take further positive action to reduce carbon emissions.

The Council's corporate estate (including schools and leisure centres) and Homes for Haringey Stock account for just less than 10% of the boroughs total carbon emissions. While this may seem small, the wider impact of tackling these emissions through these buildings is significant. These buildings are often community hubs and centres, where the community learn, discuss their needs, and congregate. By tackling these buildings, the Council can demonstrate leadership of what can be achieved in terms of carbon reduction, and support educational objectives such as STEM through highly visible renewables and improved building performance. Alongside this with energy prices continuing to rise, the Council as a responsible landlord, agrees that it makes sound business sense to reduce the energy demands of these buildings to ensure that occupiers are not susceptible to volatility in the energy markets, and they can financially plan their future in confidence with lower running costs. The AMP includes actions that support the Council in its wider carbon objectives and ambition that will be shown in the Haringey Climate Change Action Plan. This will mean going beyond Building Regulations compliance, and pushing the boundaries in terms of energy efficiency measures and energy generation on sites. In the design and operation of our assets.

All projects, both planned and responsive, will need to consider carbon reduction. Measures that will be delivered include:

- Prioritisation of carbon emission reduction in all decision making and development of business cases;
- Identify funding assistance to support delivery of stretching energy efficiency and generation measures;
- Delivering carbon emissions reduction throughout the management process including development, refurbishments, and operational decisions of buildings;
- Designing the assets of the Council to encourage occupiers to use active travel and public transport options. And deliver charging stations for EV users and deliveries to our estate;
- Encourage the installation of renewable generation through roof mounted PV across the estate; and

- Where appropriate support the installation of and connection to district heating networks.

Capital Programme Service Allocations 2020/21 to 2023/24

Tottenham Hale and Wood Green Decentralised Energy Network

Plans are in progress to construct a decentralised energy network (DEN) in Tottenham Hale to supply the neighbourhood with affordable low carbon energy. The Council has completed feasibility work. Cabinet recently appointed technical advisers to create the Outline Business Case (OBC) for the DENs. If the OBC is robust the project would lead to an energy centre which would supply energy to surrounding buildings in Tottenham Hale including new developments.

Th proposed DEN in Wood Green will be in the Clarendon Square development. The Council would fit out the energy centre to supply energy to surrounding buildings.

The DEN programme contributes directly to delivery of the following Borough Plan objectives:

- to reduce Haringey's carbon emissions by 40% by 2020 against a 2005 baseline;
- To lead on delivery of an energy network where more sustainable energy is generated for use within the borough;
- To explore setting up an alternative local or regional energy savings company(s) that would serve our community by helping to tackle fuel poverty;
- To develop a plan for Haringey to be Zero Carbon by 2050; as well as supporting several other objectives.

Property Review – Performance Management

To manage the property portfolio effectively at a strategic level we have to:

- Be clear about how decisions are made about what to acquire, utilise or sell;
- Be careful about how we implement our decisions and monitor our success;
- Look at all the property we use and not just focus on the property we own;
- Ensure that all the property we use to deliver services is appropriate at all times.

To be able to performance manage property, it is required that the utilisation and cost of assets is baselined within an asset management database. The Council is currently acquiring a software system that will enable property information to be held in a single location, However to deliver the baseline database it will be necessary to have building assets surveyed to enable AutoCAD drawings to be held for all buildings that the Council either owns or has a significant involvement in the running of those assets. In addition, property will require surveys of assets and planned maintenance programmes along with the requirements and costs of regular servicing of plant and other assets.

The details of the Property Database platform are described in section 8 'Data Management'.

Utilisation of property can be a more challenging performance measure as it entails either physical inspections and 'counts' or more sophisticated systems that use timetabling and room boking systems that are used when developing the New Ways of Working Strategies. Schools may often use timetabling systems to generate utilisation data of rooms and spaces, and this is essential in the calculation of capacity of schools.

The asset management database will in time be able to hold all property costs together in one place so enabling real-time reports to be generated that compare the costs and utilisation of property to enable informed decisions to be made about property. This will require the agreement across the Council of a single property database using standard address descriptions and unique property reference numbers (UPRNs) so that separate databases can support each other by interface files that can automatically update each other with little manual intervention. The costs of running buildings is typically held by cost centre in SAP and these may not necessarily reflect building asset groupings. Significant work may be necessary to align the cost centres with the building assets where buildings are split across more than one cast centre and where a cost centre covers more than one building.

The concept of property performance is also entwined with robust policies on acquisitions and disposals so that strategic decisions are made in the management of property that supports most of the operational services delivered by the Council.

Data Management

A key part of the development (of an asset database) is the creation and ongoing maintenance of a single property database that enables future flexibility to integrate with other Council systems and to be able to show property data on the extranet mapping system, as well as developing an intranet based map that can show filtered property information such as available commercial properties, void properties, operational by type and so on. This will enable all Council officers to access property information visually and to show adjacencies to other assets.

Integration of all property databases enables sharing of data across the Council with minimal work input other than uploading an interface file. Significant time savings arise from this arrangement, and property queries and KPIs can be run live without manual intervention and delay errors.

A corporately owned intranet mapping tool will be developed as part of the asset management system.

The fixed asset register is managed by Finance. To ensure a smooth process of managing budgets for capital depreciation it will be a key part of the 'single property database' to merge data sets across the asset management terrier records to the gazetteer to the fixed asset register.

An integrated asset management database will enable a 'single version of the truth' of property assets that is able to accurately report on property status and type across all operational and investment properties. This will enable current lists of property assets to be published as required by good practice and for assets held for disposal or rent to be available on the Council's website. The website will also identify contact details for members of the public to contact the relevant officers with regard to their requirements to rent or purchase the Council's available assets or to contact the Council regarding property assets that they believe the Council may have an interest in.

The Council currently publishes a list of available commercial properties for rent on its website:

https://www.haringey.gov.uk/business/available-properties/commercial-properties-let

Health, Safety and Wellbeing

1. CORPORATE HEALTH, SAFETY AND WELLBEING STATEMENT AND POLICY

The current version of the corporate health, safety and wellbeing policy was adopted in June 2014, and updated in November 2018 and with a review date of December 2019. The following extracts are relevant to this Plan:

"This policy outlines the Council's commitment to providing safe places of work and healthy working environments and is compliant with any Health and Safety legislative requirements. This policy applies to all employees and other persons who may be affected by the activities of the Council, including service users and members of the community. This policy has been approved by Haringey Council, which places the duty upon the Chief Executive to act as the responsible officer in identifying suitable and sufficient arrangements including implementation and review. In accordance with Section 2 (3) of the Health and Safety at Work Etc. Act 1974, this policy statement is issued for the information of all employees."

"Responsibilities for buildings:

There are other Council services, apart from the Corporate Contracts Team, where the management of buildings or part of them falls under their remit, either temporarily e.g. as part of a project, or permanently. These services are responsible for:

- ensuring that health and safety related checks, servicing and inspections are carried out in a timely manner;
- ensuring that buildings are clean, safe, and have the necessary welfare facilities to cater for the number and nature of occupants;
- ensuring that all contractors visiting sites to carry out work have the relevant competence to ensure that the work is carried out safely;
- ensuring that all visitors to the site are safe and that appropriate welfare facilities are provided;
- Corporate Health, Safety & Wellbeing Policy v4.3 Page 10 of 16
- ensuring that all buildings under their control have emergency controllers, appropriate emergency evacuation and first aid personnel, that procedures are put in place and Building Users Forums are set up where required; and
- ensuring that all emergency evacuation and first aid personnel lists are current and kept up to date."

CDM Regulations

The Council is required to comply with the Construction Design and Management Regulations 2015. This applies to all construction work of any size or duration with obligations on projects that exceed certain thresholds. The main duty of the Council is to fulfil the role of a commercial client, but most project managers undertake the role of a designer when managing projects. It is a legal requirement that the Council adequately

fulfils its duties under the CDM Regulations as a commercial client and is not permitted to sub-contract that duty to external organisations such as an employer's agent.

"A commercial client is any individual or organisation that carries out a construction project as part of a business.

Commercial clients have a crucial influence over how projects are run, including the management of health and safety risks. Whatever the project size, the commercial client has contractual control, appoints designers and contractors, and determines the money, time and other resources for the project."

Asbestos

The Asbestos Procedure within the Council is current and sufficiently developed. However, it will need updating in the near future to reflect changes in the organisation and in-sourcing of FM activities. Extracts of the key parts of the policy as quoted as below:

Haringey Council Policy

"It is the policy of Haringey Council to protect all persons on its premises from the hazards presented by Asbestos Containing Materials (ACMs). This procedure will ensure that Haringey Council controlled premises are as safe as is reasonably practicable from the potential hazards arising from exposure to ACMs."

Scope of Procedure

The Council has responsibility for a large number of buildings (e.g. public and administrative buildings, commercial properties, works depots, care facilities of various types). The Council recognises its responsibilities for the management of asbestos both as the employer (where this is the case) and also in discharging its duty of care to staff, the public, including pupils and This applies across all the duty holder responsibility has been transferred via a contract or tenancy agreement.

It is important to stress that even where the duty to manage asbestos does not apply i.e. in domestic premises, health and safety legislation applies to anyone conducting a business, such as landlords of domestic premises. Therefore, the Council must ensure so far as is reasonably practicable that the conduct of its undertaking does not present a risk to the health and safety of people who are not their employees.

This procedure applies to all Council-owned and Council-occupied properties pre-dating 24th August 1999, unless the buildings are unlikely to contain asbestos because of the materials used in their construction. The Council shall ensure that all its properties are fully compliant with the Control of Asbestos Regulations 2012.

This procedure does not apply for buildings that Haringey Council is not the duty holder i.e. voluntary-aided schools, foundation schools, academies, free Schools, independent schools, fee-paying schools and those buildings under the control of Homes for Haringey.

Building a Safer Future: Consultation

Government launched a consultation on 'Building a Safer Future' on 6th June 2019. Homes for Haringey has done some initial analysis of the implications for housing stock held by the Council.

Background

- Following the Grenfell fire in June 2017, an independent review was commissioned by the Government. Dame Judith Hackitt was tasked with the comprehensive review of the Building Regulations and Fire Safety.
- The consultation paper was published on 6th June 2019 and follows on from Hackitt's final report [Implementation Plan] published on 19th December 2018.
- To address these issues, a set of policy proposals to improve the fire and structural safety of high-rise residential buildings were developed. Government aims to use these proposals to help shape changes in the law to ensure that HRRBs are safe to live in and residents have their voices heard.

Scope of the new regulatory system

- Dame Judith Hackitt initially recommended applying new requirement for buildings over 10 storeys high. Government reviewed the evidence and proposed a wider scope because of the numbers of fires in these buildings and the risk to people's safety.
- It is proposed that the new building safety regime will be for buildings that are:
    - Lived in by multiple households; and
    - 18 metres high (6 stores) or more
- It is proposed that the new regime would cover other buildings where people sleep, for example prisons, hospitals, educational buildings and supported/sheltered housing (including retirement homes, hostel and premises where vulnerable people are supported and provided with safe and secure home).

Implications for Council homes managed by HfH:

Extension of the criteria for buildings in scope would increase the number of buildings from 19 blocks (10+ storey high) to potentially 132 buildings:

Type of building	Number of buildings
10+ storey buildings	19*
6-9 storey buildings	35
Supported living schemes	51
Hostels	12
Specialised housing	12
Temporary accommodation 'Lodges'	3

* Number of blocks inclusive of Northolt and Tangmere blocks at Broadwater Farm, which the Council has decided to demolish once all households have moved out.

Residents at the heart of a new regulatory system

- It is proposed that an Accountable person (acting through a designated Building Safety Manager) would proactively provide residents with the information they need, so they understand what measures are in place to keep their building safe.
- The consultation proposes a stipulation on the Accountable person to proactively engage with residents through developing and implementing a Resident Engagement Strategy. The Accountable person should maintain a transparent internal complaints process to address residents' concerns about fire and structural safety through clear and quick routes of escalation.
- It is generally recognised that this section of the consultation was introduced mainly to address difficulties with privately owned residential buildings, where ownership and identify duty-holders are not as easily recognisable.

Implications for Council homes managed by HfH:

- HfH has a Resident Engagement Strategy in place. Depending on the specific requirements of the new legislation, HfH may or have to review the strategy to ensure compliance with the new requirements.
- Stronger regulation of construction products is proposed. This would be achieved by making manufacturers' responsibilities clear in legislation, focussing on construction products that are safety critical, strengthening national regulation of construction products and setting minimum standards for independent assurance schemes and encouraging their use.

Health Equalities

Reducing health inequalities should be addressed throughout the Borough Plan Priorities within this document.

It is vital that development proposals plan and design a healthier built environment to promote healthier, more inclusive and stronger neighbourhoods as it plays a major role in shaping our communities in the Borough. The impact of development proposals on the health and wellbeing of communities should be considered using Health Impact Assessments (HIA). These assesses the potential impacts of development of the social, psychological and physical health of individuals and communities.

Other frameworks such as The Healthy Streets Approach is a good indicator to be used in development proposal plans to manage our transport system and public spaces including the grey and green open spaces. This help promotes a healthier, more inclusive healthy and equitable communities where people choose to walk, cycle and use public transport.

Business Continuity and Resilience

Introduction

Business Continuity Planning (BCP) of Council services is predicated on its ability to provide alternative premises if there is catastrophic loss at any one or more buildings that are operational buildings. Operational areas of the Council additionally need to identify alternative ways of enabling staff and occupiers to continue with their day to day activities. This affects buildings, IT and a system of communication to support the implementation of emergency decisions.

The Corporate Business Continuity Plan (BCP) current version is dated 13/02/2016. This version currently sits in need of an update to reflect the changes arising from reorganisations, post title and departmental name changes.

Business Continuity is also defined by each and every business that has prepared a risk assessment and business impact analysis. These are updated quarterly.

The Borough Emergency Control Centre is now located at the Civic Centre as the BCP still states the Professional Development Centre which has been sold to the Department for Education for a free school to be developed.

The first section of the BCP explains that when an incident is raised then the Duty Emergency Planning officer will assess the event and advise Duty Gold. If necessary, a Gold Meeting will be called for, or a meeting of the Business Continuity Management Response Group who will then decide whether the Corporate BCP should be invoked. Direction will be given to services on how to respond and recover depending on the nature of the incident.

The Corporate BCP is linked to the IT Services BCP, the Emergency Management Plan, the Recovery Management Plan and the Emergency Welfare Plan.

The Corporate BCP also links to a number of other plans at a London level.

CORPORATE GOVERNANCE

Constitution

The Constitution was last updated at Full Council on 18th March 2019.

"The London Borough of Haringey has agreed a new Constitution which sets out how the Council operates, how decisions are made and the procedures, which are followed to ensure that these are efficient, transparent and accountable to local people. The law requires some of these processes, while others are a matter for the Council to choose. The Constitution is divided into 16 Articles which set out the basic rules governing the Council's business. More detailed procedures and codes of practice are provided in separate rules and protocols at the end of the document.

Article 1 of the Constitution commits the Council to clear and transparent decision-making, which is inclusive and provides a focus for community leadership whilst also ensuring effective and efficient use of resources. Article 2 explains the role of members and Article 3 explains the rights of citizens in relation to the Constitution. Articles 4–16 explain how the key parts of the Council operate."

The key sections of the Constitution for Officers involved with property are defined in Part 3 Section E part 2 for Officer Scheme of Delegation, Part 4 Section I for financial regulations, Part J for Contract Procedures and Part 5 Section D for Protocol for Decision making.

Part 3 Section E part 2 - Officer Scheme of Delegation

Functions delegated to officers are to be exercised taking into account:

- All other parts of the Constitution in particular the Financial Regulations and the Contract Procedure Rules at Part 4 of the Constitution
- The Budget and Policy Framework
- The approved Budget
- Any instructions given by the Chief Executive
- Any advice given by the Council's Chief Finance Officer (S151 officer) or the Monitoring Officer
- All legal requirements and any statutory codes of conduct or statutory guidance
- All codes, policies and protocols as may be approved by the Council or the Executive or one of their Committees or Sub-Committees
- Any relevant decisions of the Council or the Executive or one of their Committees or Sub-Committees.

Property matters

- Any decision concerning the management or use of land held for the operational requirements of the officers of a service area may be taken by the relevant Director, subject to the following provisions;
- Powers to take any action or sign any document under the Land Registration Rules, including the release of mortgages or charges; and powers to give any undertaking under the Greater London Council (General Powers) Act 1974 are reserved to Assistant Director of Corporate Governance;
- Subject to the agreement of the Assistant Director for Corporate Property and Major Projects, the power to acquire or dispose of any land or property with a capital value below £250,000 except by use of compulsory powers or in advance of identified requirements. The power to acquire or dispose of any land or property with a capital value equalling or exceeding £250,000 but less than £500,000 except by use of compulsory powers or in advance of identified requirements is reserved to the Director of Regeneration, Planning and Development;
- Subject to the agreement of the Assistant Director for Corporate Property and Major Projects, the power to take or grant a lease or licence of any land or property for any period where the rent is less than £100,000 per annum. The power to take a lease or licence of any land or property for any period where the rent equals or exceeds £100,000 per annum but is less than £500,000 is reserved to the Director of Regeneration, Planning and Development;
- Subject to the agreement of the Assistant Director for Corporate Property and Major Projects, the power to settle compensation for the loss of interests in land up to a maximum of £250,000 per interest where in the approved capital programme;
- The power to survey land which the Council proposes to acquire compulsorily;
- The power to serve on any person occupying, having an interest in, or managing any land a notice requiring them to furnish the Council with information regarding the nature of their interest in the land and the name and address of others occupying, managing or having an interest in the land.

Emergencies (e.g. flooding, power failure etc.)

- Where an emergency or disaster involving destruction of or danger to life or property occurs or is imminent or there is reasonable ground for apprehending such an emergency or disaster, and L.A Gold is of the opinion that it is likely to affect the whole or part of the Council's area or all or some of its inhabitants, all Directors may:
- a) incur such expenditure as is considered necessary in taking action (either by the Council itself or jointly with any other person or body and either in their area or elsewhere in or outside the United Kingdom) which is calculated to avert,

alleviate or eradicate in the Borough or among its inhabitants the effects or potential effects of the event; and

- b) make grants or loans to other persons or bodies in respect of any such action taken by those persons or bodies, subject to ratification where necessary, as soon as possible.
- This power is to be exercised by Directors in accordance with Article 11.07 of the Constitution.

Part 4 Section I - Financial Regulations

The financial administration framework of the Council is organised in accordance with Section 151 of the Local Government Act 1972, requiring that every Local Authority in England and Wales should 'make arrangements for the proper administration of their financial affairs and shall secure that one of their Officers has responsibility for the administration of

those affairs.' The framework comprises:

Constitution: The principal rules governing the Council's affairs, including financial affairs, and the delegation of authority to Councillors and Officers;

Financial Regulations: This document is part of the Constitution, created by the Council;

The Scheme of Financial Delegation and specific delegations by Directors to officers in their service area;

Contract Standing Orders;

Guide to Procurement;

Medium Term Financial Plan.

The Section 151 Officer is responsible for ensuring:

(a) the preparation of the Council's medium-term capital programme on an annual basis, for consideration by the Cabinet before submission to full Council;

(b) that the Council's Capital Strategy is kept up-to-date;

(c) financial monitoring of the capital programme;

(d) the Capital Programme is managed flexibly and to make adjustments to the phasing of approved projects within the limits of available capital resources;

(e) **preparation of an Asset Management Plan;**

(f) value for money objectives are met;

(g) adherence to CIPFA Prudential guidelines;

(h) adherence to the Council's Treasury Management Strategy Statement;

(i) maximisation of external funding opportunities; and

(j) financial appraisal/evaluation of proposed capital schemes and options.

Part 4 Section J – Contract Procedures

There are no specific requirements for the acquisition and disposal of land and buildings;

> *"**15. Disposal of assets***
>
> *15.01 Where Council assets **(other than land & buildings)** are to be disposed of because they are surplus to requirements, damaged or obsolete, reasonable endeavours must be undertaken to realise the residual value of the assets."*

Part 5 Section D - Protocol for Decision making.

This section outlines the protocol for decision making by the appropriate body and refers to the need for comments by the Assistant Director of Corporate Governance on any legal implications or legislative requirements, including any HRA issues.
Section D does not require authors of decision-making reports to seek comment from the Assistant Director for Capital Projects & Property.

As identified above in the Constitution 15.01, the disposal of land assets is excluded from clear procedure and policy. Property disposals and acquisitions are normally determined by Cabinet on a case by case basis where values are above the delegated levels set under the scheme of delegation, specifically for property matters, of £500,000. Although this is a relatively insignificant value for property transactions with land values currently approaching £50 million per hectare for housing development land, there is a need to establish more detailed policy / procedures for disposals and acquisitions to ensure that there is a coherent approach to transactions whether determined by Cabinet or under delegated powers.

A review of governance principles and processes is to be undertaken in early 2020 with an expectation to conclude a process design by mid-summer 2020. This will include process maps that identify responsibilities and sequencing of acquisitions and disposals and the way that void properties are managed.

APPENDIX 2
The Council's Property Portfolio

1. Valuation

1.1. Fixed Asset Valuation

The Council's current property estate includes a wide range of land and buildings with a total value (for accounting purposes) as at 31st March 2019 of £2.377 billion, comprising £1.342 billion held in the Housing Revenue Account (HRA) and £1.035 billion held in the General Fund Account (GF). Within the GF assets, nearly £0.752 billion worth of assets are used for service operational purposes and just over £0.065 billion are held for non-operational purposes (i.e. lettings to businesses and community groups). The remainder is made up of community assets (parks, open spaces, transport infrastructure and plant vehicles/equipment).

1.2. Insured replacement cost

Insurance is arranged to cover the cost of reconstruction of buildings with additional cover for contents in the case of the general and commercial portfolios. The cost of the commercial portfolio insurance is recovered from tenants as a service charge, although some tenants have the right to arrange their own insurance. The insurance valuations do not include the reconstruction costs where commercial tenants provide their own buildings insurance.

- The housing stock was valued at £2,294,762,728.
- The general portfolio was valued at £1,132,849,821
- The leasehold right to buy residential portfolio was valued at £723,145,407
- The commercial portfolio was valued at £225,254,822
- In addition to this some property is insured by the Council's landlords to values over and above the reconstruction costs identified. The reconstruction costs are significantly higher than valuations for capital accounting purposes in the fixed asset register and the insured sums include demolition costs, fees, contents and contingency sums.
- The total insured value is £3,776,012,778.

2. Schedule of Assets by Type

Portfolio	Property Type	Number as at October 2018
CYPS	Children's Centres	[1]3
CYPS	Community primary schools	[2]34
CYPS	Special Schools	[3]6
CYPS	Secondary schools	[4]5
CYPS	Outdoor Education Centre	1
CYPS	Youth Centre	1
CYPS	Children's homes and hostels	1
Housing	Council dwellings	15,442
Housing	Garages	2000 approximately
Operational	Administrative buildings	8
Operational	Libraries	9
Operational	Sports and leisure centres	4
Operational	Roads (km)	350*
Operational	Homes for older people	1
Operational	Homes for people with learning disabilities	1
Operational	Day centres for older people	0
Operational	Day centres for people with mental health problems and disability	3
Operational	Cemeteries crematorium and mortuary + coroner's court	6
Operational	Allotments	27
Operational	Depots	2
Operational	Parks and open spaces	58
Operational	Museums	2
Operational	Car parks	9
Operational	Public conveniences including 2 automatic toilets	7
Commercial	Community Buildings	26
Commercial	Commercial and Industrial	879
Commercial	Land	117
Commercial	Rights, wayleaves, aerials, cable routes	273
Total		**18,899**

[1] There are 9 Children's Centres in Haringey. 4 are managed directly by the Council and the remaining 5 by Schools.

[2] These are the number of Community Primary Schools in the Borough. The Council has no active property interest in the remaining 24 schools but may retain the freehold on a long lease with no rental income

[3] There a six special schools within the Borough of which four are co-located so only two listed on the fixed asset register.

[4] These are the number of Community Secondary Schools in the Borough. Eight schools are excluded as they are Academies, a Foundation School or a University Technical College).

The summary financial statement above in the fixed asset register is cross referenced as below to the Haringey Statement of Accounts 2018/19 shown on the following pages as tables 2, 3 and 4.

The Council's current property estate includes a wide range of land and buildings with a total value (for accounting purposes as at 31st March 2019) of £2.386 billion (A (table 2) + B (table 3), comprising £1.342 billion (C (table 4)) held in the Housing Revenue Account (HRA) and £1.045 billion (A (table 2 + B (table 3) – C (table 4)) held in the General Fund Account (GF). Within the GF assets, nearly £0.762 billion (D (table 2) – E (table 4) worth of assets are used for service operational purposes and just over £0.065 billion (B (table 3) – F (table 4) are held for non-operational purposes (i.e. lettings to businesses and community groups). The remainder is made up of community assets (parks, open spaces, transport infrastructure and plant vehicles/equipment).

Table 2 – Property, Plant & Equipment

2018-19 PPE note

	Council Dwellings	Other Land and	Infrastructure Assets	Vehicles, Plant,	Community Assets	Assets Under Construction	Surplus Assets	Total Property, Plant	PFI Assets included in Property, Plant and Equipment
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Cost or Valuation at 1 April 2018	1,349,881	795,716	250,662	18,556	20,090	5,798	4,322	2,445,024	133,625
Additions	33,993	33,235	18,467	4,286	454	13,317	0	103,752	1,084
Revaluation increases / (decreases) recognised in the Revaluation Reserve	-1,179	-24,078	0	0	0	0	4,324	-20,933	38,773
Revaluation increases / (decreases) recognised in SDPOS	14,810	-8,438	0	0	0	0	-214	6,158	-1,062
Derecognition - disposals	-5,614	-4,837	0	0	0	0	0	-10,451	0
Reclassifications and transfers	0	-2,948	0	0	0	0	254	-2,696	
Other movements in cost or valuation	0	-2,822	0	0	0	0	2,822	0	
At 31 March 2019	**1,391,890**	**785,827**	**269,128**	**22,842**	**20,543**	**19,115**	**11,507**	**2,520,854**	**172,421**
Accumulated Depreciation and Impairment at 1 April 2018	-54,426	-5,663	-94,760	-13,288	-1,438	-3,239	0	-172,812	-492
Depreciation charge	-17,045	-11,142	-9,115	-1,305	0	0	0	-38,607	-2,305
Accumulated Depreciation written out	19,016	11,538	0	0	0	0	8	30,562	2,619
Impairment (losses)/reversals recognised in the Revaluation Reserve	13,748	-3,415	0	0	-90	0	0	10,244	-359
Impairment (losses)/reversals recognised in surplus/deficit on the provision of services	-29,376	-2,866	0	-4	-363	-1,822	0	-34,430	
Derecognition - disposals	126	42	0	0	0	0	0	168	0
Reclassifications and transfers	0	0	0	0	0	0	0	0	
Other movements in depreciation & impairment	0	8	0	0	0	0	-8	0	
At 31 March 2019	-67,956	-11,497	-103,875	-14,597	-1,891	-5,061	0	-204,875	-537
Net Book Value at 31 March 2019	**1,323,934**	**774,330**	**165,253**	**8,245**	**18,652**	**14,054**	**11,507**	**2,315,979**	**171,885**

Extract from the 2018/19 statement of accounts

D

A

Table 3

The following table summarises the movements in fair value of investment properties over the year.

	2018/19	2017/18
	£'000	£'000
Balance at start of the year	66,865	70,163
Additions - Purchases	239	115
Disposals	0	(237)
Net gain / (losses) from FV adjustments	4,570	(4,156)
Transfer from AHFS & PPE	(1,177)	980
Balance at the end of the year	**70,497**	**66,865**

B

Extract from the 2018/19 statement of accounts

Table 4

Value of assets held on the balance sheet

	2018/19	2017/18
Value of assets	£'000	£'000
Dwellings	1,323,934	1,309,374
Other land and buildings	12,618	10,471
Investment properties	5,147	5,170
Values at 31st March	**1,341,699**	**1,325,015**

Extract from the 2018/19 statement of accounts

Disposals 2017/18 to 2018/19

Hornsey Town Hall Site, London N8 9JJ	2018/19
Kurdish Community Centre, Fairfax Hall	2018/19
Hornsey Town Hall Site, London N8 9JJ	2018/19
(PDC), Downhills Park Road on Long Lease	2018/19
Deposit received for PDC on Long Lease	2018/19
Kerswell Close (deposit)	2018/19
Grant of a Lease of the Caretaker House, part of the Professional Development Centre (PDC), Downhills Park Road, London N17	2018/19
83 and 85 Crouch End Hill Tottenham N8	2017/18
Land at Station Square West	2017/18
Technopark, Ashley Road ADDITIONAL PAYMENTS	2017/18
Professional Development Centre (PDC) deposit	2017/18
Land at Keston Centre, Keston Road, N17	2017/18

Right to Buy sales

		#SOLD	GROSS RECEIPT	RESIDUAL RECEIPT ELIGIBLE FOR NEW HOUSING
		41	3,805,020	2,422,861
	Qtr - 2	46	5,184,220	3,464,202
	Qtr - 3	29	3,285,780	1,957,537
	Qtr - 4	27	3,226,626	1,983,632
2015/16 - Total		**143**	**15,501,646**	**9,828,231**
		34	5,011,161	3,256,402
	Qtr - 2	50	6,820,684	4,882,486
	Qtr - 3	32	4,344,900	2,786,052
	Qtr - 4	39	5,605,895	3,961,232
2016/17 - Total		**155**	**21,782,640**	**14,886,172**
		31	4,500,850	3,228,785
	Qtr - 2	13	2,455,500	1,515,135
	Qtr - 3	25	4,172,610	2,871,907
	Qtr - 4	21	2,871,500	1,877,202
2017/18 - Total		**90**	**14,000,460**	**9,493,028**
	Qtr - 1	22	4,194,200	2,929,737
	Qtr - 2	14	2,954,099	1,998,493
	Qtr - 3	27	5,426,850	4,027,159
	Qtr - 4	12	1,909,800	1,160,614
2018/19 - Total		**75**	**14,484,949**	**10,116,003**

Long list of Council owned sites proposed for housing delivery programme

54-56 Muswell Hill, N10 Fortis Green General Fund
Cranwood, Woodside Avenue, N10 Muswell Hill HRA and General Fund
Land at side of 82 Muswell Hill Place, N10 Muswell Hill HRA
Car Park, Templeton Road, N15 Seven Sisters HRA
Plevna Crescent, N15 Seven Sisters Acquisition
Brunel Walk, N15 Tottenham Green HRA
Depot, Ashley Road, N17 Tottenham Hale General Fund
Welbourne Centre, Stainby Road, N17 Tottenham Hale General Fund
Tangmere and Northolt, Broadwater Farm, N17 West Green HRA
Former Moselle School, N17 West Green General Fund
500 White Hart Lane (phase 1), N17 White Hart Lane HRA
500 White Hart Lane (phase 2), N17 White Hart Lane Acquisition
Canning Crescent, N22 Woodside HRA
Civic Centre (phase 1), N22 Woodside General Fund

Woodridings Court, Crescent Road, N22 Alexandra HRA
Edith Road, N11 Bounds Green HRA
2-26 Partridge Way, N22 Bounds Green HRA
Grasmere Court, Palmerston Road, N22 Bounds Green HRA
43 Finsbury Road, N22 Bounds Green HRA
141-155 Station Road, N22 Bounds Green and Noel Park General Fund
138 Winchelsea Road, N17 Bruce Grove HRA
Hornsey Town Hall, N8 Crouch End Acquisition
Garages, Mount View Court, N8 Harringay HRA
Car Park, Tudor Close, N6 Highgate HRA
Hillcrest, North Hill, N6 Highgate HRA
Scout Hut, Sheldon Avenue, N6 Highgate HRA
44 Nightingale Lane, N8 Hornsey HRA
Stokley Court, Brook Road, N8 Hornsey HRA
Wat Tyler House, Boyton Road, N8 Hornsey HRA
27 Harvey House, N8 Hornsey HRA
Ramsey Court, Barrington Road, N8 Muswell Hill HRA
Adjacent to 200 Moselle Avenue, N22 Noel Park HRA
Adjacent to 224 Morley Avenue, N22 Noel Park HRA
Adjacent to 208, Farrant Avenue, N22 Noel Park HRA
Garages, Romney Close, N17 Northumberland Park HRA
Car Park, Fiske Court, Lansdowne Road, N17 Northumberland Park HRA
Lealand Road, N15 Seven Sisters HRA
Ball Park, Ermine Road, N15 Seven Sisters HRA
Grass adjacent to garages, Remington Road, N15 Seven Sisters HRA

Tennis courts adjacent to 38-84, Cornwall Road, N15 St Ann's HRA
Red House, N15 St Ann's Acquisition
23/23a South Grove N15 St Ann's General Fund
17 South Grove, N15 St Ann's General Fund
Land between 39-41 Antill Road, N15 Tottenham Green HRA
Car Park, Jansons Road, N15 Tottenham Green HRA
The Redlands, Summerhill Road, N15 Tottenham Green HRA
Car Park, Broad Lane, N15 Tottenham Green HRA
Car Park, Stainby Road, N15 Tottenham Green HRA
Land adjacent to 28 Lawrence Road, N15 Tottenham Green HRA
Watts Close, N15 Tottenham Green HRA
St Mary's Close, N17 Tottenham Hale HRA
Car Park, Ashdowne Court, Lansdowne Road, N17 Tottenham Hale HRA
Garages, Arundel Court, Lansdowne Road, N17 Tottenham Hale HRA
Car Park, Baldewyne Court, Lansdowne Road, N17 Tottenham Hale HRA
22-24 Scales Road, N17 Tottenham Hale HRA
4-6 Poynton Road, N17 Tottenham Hale HRA
Land at rear 43-49 Ivatt Way, N17 West Green HRA
Adjacent to 318a White Hart Lane, N17 White Hart Lane HRA
Car park adjacent to 15-25, Topham Square, Risley Avenue, N17 White Hart Lane HRA
Rear of 163-173 The Roundway, N17 White Hart Lane HRA
Scouts Hut, Wolves Lane, N22 Woodside General Fund

Additional sites agreed by Cabinet January 2020

50 Tottenham Lane (Hornsey YMCA) Hornsey GF
West Indian Cultural Centre, Clarendon Road (including Clarendon Recovery College which is scheduled for relocation) Noel Park GF
1-8 Barbara Hucklesbury Close, Russell Avenue (bungalows used as TA adjoining The Sandlings) Noel Park HRA
71 Bury Road (garages) Noel Park HRA
Reynardson Court/ Chestnut (car park and block) Tottenham Hale HRA
Dawlish Road / Scales Road (two garages and unused land, Chestnuts Estate) Tottenham Hale HRA
Avenue Mews (land to the rear of Muswell Hill Library) Muswell Hill GF
Tiverton Road Estate (infill) Seven Sisters HRA
Sir Frederick Messer Estate (infill) Seven Sisters HRA

Capital Programme 2020/21 – 2023/24

Summarised Capital Programme - Extract from Capital Strategy Tables 2019-20

Table 1. Capital expenditure plans 2019/20-2023/24

	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	Total
	£m	£m	£m	£m	£m	£m
General Fund	200.90	129.56	106.24	89.29	107.48	633.47
Council Housing (HRA)	54.18	119.26	365.22	236.31	190.84	965.81
Total	**255.09**	**248.82**	**471.45**	**325.60**	**298.32**	**1,599.28**

Table 2. Capital expenditure plans by priority

	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	Total
	£m	£m	£m	£m	£m	£m
Children's	11.75	20.71	17.69	8.57	13.01	71.73
Adults	5.72	11.82	12.12	6.87	2.87	39.40
Environment	22.85	15.06	11.50	11.38	10.66	71.45
Regeneration & Housing	118.11	66.48	52.14	51.87	70.99	359.59
Housing GF	34.33	13.41	9.00	9.00	9.00	74.74
Housing HRA	54.18	119.26	365.22	236.31	190.84	965.81
Enabling	8.14	2.08	3.79	1.60	0.95	16.56
Total	**255.09**	**248.82**	**471.45**	**325.60**	**298.32**	**1,599.28**

Table 3. Financing the General Fund capital programme

	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	Total

	£m	£m	£m	£m	£m	£m
External Sources	77.12	29.78	34.83	30.87	53.87	226.47
Self-financing schemes	87.53	61.67	47.15	39.75	34.25	270.35
Own Resources	36.26	38.11	24.26	18.67	19.36	136.65
Total	**200.90**	**129.56**	**106.24**	**89.29**	**107.48**	**633.47**

Capital Programme 2019/20 - 2023/24		2019/20	2020/21	2021/22	2022/23	2023/24
SCHEME REF	**SCHEME NAME**	**£,000**	**£,000**	**£,000**	**£,000**	**£,000**
103	Primary Sch - new places	**162**	**39**	**0**	**0**	**0**
110	Devolved Sch Capital	**531**	**531**	**531**	**531**	**531**
114	Secondary Sch - mod & enhance (Inc SEN)	**3,552**	**4,200**	**750**	**110**	**0**
104	Early years	**93**	**93**	**0**	**0**	**0**
109	Youth Services	**14**	**0**	**0**	**0**	**0**
101	Primary Sch - repairs & maintenance	**1,030**	**1,000**	**1,000**	**1,000**	**1,000**
102	Primary Sch - mod & enhance (Inc SEN)	**5,970**	**4,800**	**5,355**	**1,525**	**1,480**
115	Fortismere Secondary School Development	**400**	**10,050**	**10,050**	**5,400**	**10,000**
Priority 1 - Children's		**11,752**	**20,713**	**17,686**	**8,566**	**13,011**
201	Aids, Adap's & Assistive Tech - Home Owners (DFG)	**2,193**	**2,193**	**2,193**	**2,193**	**2,193**
211	Community Alarm Service	**177**	**177**	**177**	**177**	**177**
216	Homelessness Hub	**100**				

208	Supported Living Schemes	**1,500**	**1,500**	**1,500**	**1,500**	**0**
209	Assistive Technology	**500**	**500**	**500**	**500**	**0**
213	Canning Cresent Assisted Living	**500**	**4,200**	**1,750**	**250**	
214	Osborne Grove Nursing Home	**500**	**1,500**	**6,000**	**2,250**	**500**
215	Hornsey Town Hall Supported Living	**250**	**1,750**			
Priority 2 - Adults		**5,720**	**11,820**	**12,120**	**6,870**	**2,870**
309	Local Implementation Plan(LIP)	**2,500**	**2,500**	**2,500**	**2,500**	**2,500**
310	Developer S106 / S278	**750**	**750**	**750**	**750**	**750**
301	Street Lighting	**1,300**	**1,300**	**1,300**	**1,300**	**1,300**
302	Borough Roads	**4,189**	**3,689**	**3,689**	**3,689**	**3,689**
303	Structures (Highways)	**394**	**0**	**0**	**0**	**0**
304	Flood Water Management	**590**	**620**	**650**	**680**	**710**
305	Borough Parking Plan	**322**	**0**	**0**	**0**	**0**
311	Parks Asset Management:	**300**	**300**	**300**	**300**	**300**
313	Active Life in Parks:	**230**	**230**	**230**	**230**	**230**
314	Parkland Walk Bridges	**1,000**	**1,000**	**0**	**0**	**0**
316	Asset Management of Council Buildings	**4,326**	**1,991**	**651**	**331**	**381**
322	Finsbury Park	**600**	**600**	**600**	**600**	**600**
307	CCTV	**2,109**	**0**	**830**	**1,000**	**200**
319	Bull Lane MUGA	**2,520**	**1,080**	**0**	**0**	**0**
323	Parking Strategy	**1,000**	**1,000**			
325	Parks Vehicles	**720**				
Priority 3 - Safe & Sustainable		**22,850**	**15,060**	**11,500**	**11,380**	**10,660**

Places						
421	HRW business acquisition	**54,580**	**15,521**	**15,670**	**12,770**	**32,830**
427	White Hart Lane Public Realm (LIP)	**500**	**0**	**0**	**0**	**0**
430	Wards Corner CPO	**5,000**	**0**	**0**	**0**	**0**
481	Strategic Investment Pot	**1,750**	**1,400**	**2,650**	**0**	**0**
434	Wood Green Regeneration	**100**	**0**	**0**	**0**	**0**
435	Wood Green Station Road	**120**	**0**	**0**	**0**	**0**
438	Vacant possession Civic Centre	**72**	**0**	**0**	**0**	**0**
444	Marsh Lane	**821**	**9,323**	**4,700**	**266**	**0**
447	Alexandra Palace - Maintenance	**470**	**470**	**470**	**470**	**470**
464	Bruce Castle	**1,000**	**500**	**4,000**	**6,000**	**8,500**
472	JLAC Match Fund	**500**	**500**	**0**	**0**	**0**
475	Tottenham Green Public Realm Scheme Phase 2	**0**	**156**	**0**	**0**	**0**
477	Strategic Regeneration & Community Assets	**3,000**	**3,000**	**0**	**0**	**0**
411	Tottenham High Rd & Bruce Grove Stn	**150**	**0**	**0**	**0**	**0**
474	Tottenham High Road Strategy	**1,638**	**5,402**	**3,980**	**1,027**	**1,027**
480	Wood Green Regen (2)	**2,997**	**4,632**	**5,901**	**12,141**	**13,610**
401	Tottenham Hale Green Space	**4,990**	**5,946**	**900**	**2,680**	**600**
402	Tottenham Hale Streets	**9,017**	**7,683**	**5,097**	**1,363**	**450**
429	Site Acq (Tott & Wood Green)	**10,000**	**8,867**	**0**	**0**	**0**

452	Low Carbon Zones	**15**	**0**	**0**	**0**	**0**
465	District Energy Network (DEN)	**800**	**0**	**1,500**	**6,500**	**3,500**
470	Wood Green HQ, Library & Customer Service Centre	**950**	**2,400**	**6,000**	**8,400**	**10,000**
482	Strategic Property	**19,640**	**680**	**1,273**	**254**	**3**
Priority 4 - Growth & Employment		**118,110**	**66,480**	**52,140**	**51,870**	**70,990**
514	Notting Hill Housing Group (4 Ashley Road)	**2,970**	**0**	**0**	**0**	**0**
509	CPO - Empty Homes	**650**	**1,000**	**1,000**	**1,000**	**1,000**
510	Temporary Accommodation Acquisition Programme	**25,000**	**4,409**	**0**	**0**	**0**
512	Wholly Owned Company	**5,000**	**8,000**	**8,000**	**8,000**	**8,000**
513	54 Muswell Hill Flats	**712**		**0**		
Priority 5 - Homes & Communities		**34,332**	**13,409**	**9,000**	**9,000**	**9,000**
604	Continuous Improvement	**950**	**950**	**950**	**950**	**950**
606	Hornsey Library Refurbishment	**1,882**	**0**	**0**	**0**	**0**
621	Libraries IT and Buildings upgrade	**1,056**	**25**	**85**	**0**	**0**
698	Responsiveness Fund	**2,000**	**0**	**0**	**0**	**0**
699	P6 - Approved Capital Programme Contingency	**1,500**	**0**	**0**	**0**	**0**
607	Financial Management System Replacement	**0**	**350**	**2,000**	**650**	
622	FOBO Programme	**500**	**500**	**500**	**0**	**0**

639	Ways of Working	**252**	**255**	**255**	**0**	**0**
Priority 6 - Enabling		**8,140**	**2,080**	**3,790**	**1,600**	**950**
TOTAL GF CAPITAL PROGRAMME		**200,905**	**129,562**	**106,236**	**89,286**	**107,481**

1. Links to other Council priorities

Haringey's Development Plan

Haringey's development plan is currently made up of the Strategic Policies, Development Management Policies, Site Allocations and Tottenham Area Action Plan, alongside the London Plan. The council is currently preparing two additional plans, the Wood Green Area Action Plan, and the North London Waste Plan, and once adopted will form part of the development plan.

https://www.haringey.gov.uk/planning-and-building-control/planning/planning-policy/local-development-framework

Statement of Adoption of Local Plan;

"In accordance with Regulation 26 and 35 of the Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended) this Adoption Statement hereby gives notice that on 24 July 2017 the London Borough of Haringey adopted the Haringey Local Plan as a development plan document (DPD)."

The Haringey Local Plan, which is made up of four documents: Alterations to the Strategic Policies; the Development Management DPD; the Site Allocations DPD; and the Tottenham Area Action Plan was the subject of an independent examination conducted by Christine Thorby MRTPI IHBC, an Inspector appointed by the Secretary of State. In her report published in April 2017, the Inspector confirmed, subject to a number of main modifications, the Plans were sound and recommended their adoption. The modifications for each document can be viewed at http://www.haringey.gov.uk/planning-and-building-control/planning/planning-policy/local-plan/examination-public-local-plan-eip .The recommended main modifications have been included in the adopted Haringey Local Plan documents which now carry full weight in the consideration of planning applications and replace the Saved Unitary Development Plan Policies (adopted 2006, saved 2013).

Any person aggrieved by any of the Haringey Local Plan documents may make an application to the High Court under Section 113(3) of the Planning and Compulsory Purchase Act 2004 on the grounds that:

(a) the Haringey Local Plan is not within the powers conferred by Part 2 of the Planning and Compulsory Purchase Act 2004; or

(b) a procedural requirement has not been complied with.

Any such application must be made not later than the end of the period of six weeks starting with the date on which the Haringey Local Plan was adopted (24 July 2017).

In accordance with Regulations 26 and 35 of the 2012 Regulations the following documents have been made available:

1 the Haringey Local Plan documents;

- Alterations to the Strategic Policies DPD
- Development Management DPD
- Site Allocations DPD
- Tottenham Area Action Plan

2 this Adoption Statement; and

3 the Sustainability Appraisal Report document.

The documents listed at (i) (ii) and (iii) above can be viewed on the Council's website at www.haringey.gov.uk/localplan

Adopted Plans include:

- London Plan
- Development Management - Development Plan Document (DPD)
- Online Planning Policy Maps
- Strategic Policies (DPD) – 2013 - 2026 consolidated with alterations since 2017
- Site Allocations DPD
- Polices Map
- Tottenham Area Action plan
- Highgate neighbourhood Plan

Emerging Plans include:

- North London Waste Plan
- Wood Green Area Action Plan
- Examination in Public (EIP)

Statutory Listed Buildings

There are 471 statutory listed buildings in Haringey;

https://www.haringey.gov.uk/planning-and-building-control/planning/planning-policy/design-and-conservation/listed-buildings/haringeys-listed-buildings

https://www.haringey.gov.uk/sites/haringeygovuk/files/haringey_statutory_listed_buildings_-_by_grade.pdf

Historic England manages an 'At Risk Register' of Heritage Buildings of which 21 are listed in Haringey. The assets are either in conservation areas or subject to specific listing. Several are owned by the Council including one asset at Bruce Castle

boundary wall at category 'A' risk of deterioration. As at September 2019 it appears that the register is not updated to the current situation.

At Risk properties in Haringey with properties owned by the Council underlined:

37, North Road N6
Bruce Grove N17
Clyde Circus N15
Hornsey Water Works and Filter Beds, Hornsey N8
North Tottenham High Road N17
Scotland Green N17
Parish Church of All Hallows, Church Lane, Tottenham N17
The Palace Cathedral (former Tottenham Palace Theatre), High Road, Tottenham N17
Church of St Augustine, Archway Road, Hornsey N6
Public toilets, Bruce Grove, Tottenham N17 **– proposed social value lease**
Alexandra Palace, Alexandra Palace Way, Wood Green N10
Warmington House, 744, High Road, Tottenham N17
810, High Road, Tottenham N17
Hornsey Town Hall, Broadway N8 – **sold on long lease by the Council**
7, Bruce Grove, Tottenham N17
Porters and Walters Almshouses, St Leonard's Almshouses, Nightingale Road, Wood Green N22
West wall, Bruce Castle Park, Church Lane, Tottenham N17
Retaining wall along Highgate Hill (The Bank), Highgate Hill, Highgate N6
South boundary wall to Bruce Castle Park, Lordship Lane, Tottenham N17 - **owned by Council**
62, Monument Way, Tottenham N17
662, High Road, Tottenham N17

Two sites are listed as sites of 'Immediate risk of further rapid deterioration or loss of fabric - no solution agreed';
The Palace Cathedral (former Tottenham Palace Theatre), High Road, Tottenham N17
South boundary wall to Bruce Castle Park, Lordship Lane, Tottenham N17

Report for: Cabinet, 11 February 2020

Report Title: The Wards Corner Policy Advisory Group (PAG) – Independent Review on the future management of the Seven Sisters Market

CLG Lead: Dan Hawthorn, Director – Housing, Regeneration and Planning

Report Authors: Peter O'Brien, AD of Regeneration and Economic Development
Toussainte Reba, Head of Area Regeneration (South Tottenham)

Contact No: x1219

CB Officer (and date report agreed):

Ward(s) affected: Tottenham Green

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

1. Describe the issue under consideration

1.1. The Wards Corner Policy Advisory Group (PAG) was established to review the options for the future management of the Seven Sisters Market in Tottenham Green Ward, in response to ongoing concern regarding the current management of the market.

1.2. PAG has been assisted in this task by an independent market expert and this report sets out the [draft] findings and recommendations of the review of Seven Sisters Market management – attached as Appendix 2 to this report.

1.3. The management and operational vehicle that is being recommended by the review for Seven Sisters Market is the Partnership Model. This is a hybrid model that combines the day-to-day management of the market by a third-party operator with strategic oversight delegated to a multi stakeholder board.

1.4. It is important to note at the outset, that the Council has no ownership of the Seven Sisters Market and therefore this review's recommendations are not for the Council to implement. The approach to the PAG's review has been to engage with key stakeholders to enable the discussion on a way forward to take place and inform this review, it is now hoped that those same stakeholders will work together to adopt and implement the recommendations proposed.

2. Cabinet Member Introduction

2.1. As Cabinet Member for Strategic Regeneration and Finance and Chair of the Wards Corner Policy Advisory Group, I have worked with Tottenham Ward Councillors to commission the independent review and enable this important

conversation on the future management of the Seven Sisters Market to take place with key partners and stakeholders.

2.2. As PAG, we have been very clear that we want the Seven Sisters Market, which includes the Latin Village, to be the best it can possibly be and recognise the social value that it brings to Haringey. That is why, even though the Council itself has no ownership or management role in the market, we recognise that the status quo is not working for all parties and we are committed to engaging with all the key stakeholders to find a sustainable solution for the future management and operation of the market thats enable this important trading community to thrive in the future.

2.3. In recommending the Partnership Model as the proposed solution for future management and operation of this market, the review has considered the particular circumstances that the Seven Sisters Market finds itself in and balanced the importance of social value with the requirement for a viable operation. We are confident therefore that the Partnership Model combines the benefits of an operator model with the right governance oversight from the key stakeholders.

2.4. This approach is entirely consistent with the Community Wealth Building objectives of our Borough Plan which seek to build the strength, depth and wealth of our local economy and our Business Pledge to support SME businesses. And, it is vitally important that the key stakeholders come together to develop this model further to suit their combined requirements and aspirations.

2.5. I am pleased that this work has engaged with key stakeholders including the majority of permitted traders as well as Grainger, TfL, the Mayor of London, the Assembly Member for Enfield and Haringey, Council Officers and Tottenham Councillors past and present in an effort to balance the needs and interests of all parties.

2.6. On behalf of PAG, I would like to thank the key stakeholders for their participation in this critical review and would like to invite them to work collaboratively to implement all of the review's recommendations and ensure a successful Seven Sisters Market.

3. Recommendations

Members are asked to note:

3.1. The findings and recommendations of PAG's independent review of the future management models for the Seven Sisters Market.

3.2. That, the Council has no role in the ownership or management of the market and therefore cannot implement the recommendations – it is for the key stakeholders to adopt and implement the recommendations of this review.

4. Reasons for decision

4.1. Members are being asked to note the findings and recommendations of the independent experts review.

4.2. Although the Council is not in a position to make a decision on the management and operation of the Seven Sisters Market, it has an important role to play in ensuring a sustainable management and governance model that has the support of all parties is agreed in order to secure a sustainable future for the Seven Sisters Market.

4.3. The Council also has an interest in the regeneration of Wards Corner and is in a development agreement with Grainger to bring forward this site.

5. Alternative options considered

5.1. As part of his review the independent market expert considered a series of market management model options before recommending a preferred model for further discussion with key stakeholders.

5.2. The review considered a shortlist of 12 market management models which were assessed against the following criteria agreed by PAG:

1. Ability to be affordable and self-financing
2. Have an effective management/operation structure with robust governance
3. Ability to be implemented within specified timeframes and resource/capability available
4. Ability to facilitate entrepreneurship, business support and growth
5. Ability to support social value by providing opportunities for local people
6. Ability to support and contribute to the place and offer

5.3. The review concluded that of the 12 shortlisted market models a total of 6 scored more than two thirds of the total weighted score. In accordance with the criteria agreed with PAG, the following 6 market models were provisionally accepted for further development and discussions with the key stakeholders.

1. Social Enterprise – Community Interest Company operates the market as a business with specific ethical focus
2. Cooperative – market owned and operated by the Traders for their cooperative benefit
3. Partnership – day to day management of the market by a third-party operator with strategic oversight delegated to a multi stakeholder board
4. Market Operator – market leased and operated by a third-party i.e. the current position
5. Arms-length – market operated by an ‘arms-length’ company of Grainger
6. Local Authority – market owned and operated directly by the LBH

5.4. The management and operational vehicle that is being recommended by the review is the Partnership Model. This model has been selected as, like all the 6 top scoring options, it can be implemented within required timescales and could be applied to any of the possible market locations, including the current Wards Corner development. Also, the model brings with it the expertise, knowledge base and resources that good operators with a proven track record can provide. Coupled with the additional oversight from the Board this will result in a highly effective solution that will address most of the key stakeholders' issues, priorities and aspirations.

5.5. As current and future landlord TfL and Grainger are ultimately responsible for implementing the recommended management and operational model including the appointment of the operator.

6. Background information

Seven Sisters Market Background

6.1. Seven Sisters Market (SSM) is an indoor market situated on part of the ground floor of the former Wards Corner Department Store building and sits directly above Seven Sisters Underground station which forms the southern gateway to Totenham. SSM is located in the Seven Sisters/West Green Road district town centre which is characterised by a range of independent and multi-ethnic retailers.

6.2. The freehold of the building in which the SSM is situated is owned by London Underground Limited (LUL), which is a wholly owned subsidiary of TfL. TfL manage the building on behalf of LUL and have entered into a 5-year lease for the operation of the SSM with MAM Seven Sisters Ltd (MAM); this expires in September 2020.

6.3. MAM lets out the various market stall pitches to traders on licence agreements.The current market consists of 58 units/stalls however many of these have been combined into larger units. Currently there are 35 permitted trader businesses operating in the market. The units are occupied by small businesses which trade mostly in retail goods such as clothing, household goods and music, in addition there are also hair salons, travel agents, money transfer services and a number of cafes. There is a strong Latin American presence amongst the market traders and businesses.

6.4. The market building is in a poor condition and is at the end of its economic life. The building has little visual presence on the High Road and unclear access points into and routes through the market. Many of the market traders are dissatisfied with the current condition of the building and the problems that this causes for their operations.

The Wards Corner development

6.5. The Wards Corner development site is located on the western side of Tottenham High Road and comprises 227 - 259 High Road, 709 – 723 Seven Sisters Road, 1a – 11 West Green Road and 8 – 30 Suffield Road, which are all 2/3 storey Victorian residential and commercial properties. The site includes the former Wards Corner Department Store which is situated partially above the Seven Sisters Victoria Line Underground Station and tunnels.

6.6. The Bridge New Deal for Communities and the Council selected Grainger as its development partner to bring forward proposals for the redevelopment of the Wards Corner Site in July 2004. In August 2007 Grainger entered into a Development Agreement (varied in January 2015) with the Council, which set out the form of development required at Wards Corner and regulated the relationship between the parties.

6.7. In July 2012, the Council granted planning permission to Grainger for the Wards Corner Regeneration Project. At the same time the Council entered into a section 106 Agreement with Grainger in connection with the planning permission (varied in July 2017). The planning approved scheme is for a mixed-use development including new retail and leisure space, a re-provided Seven Sisters Market and 196 new homes.

6.8. On 10th November 2015 Cabinet approved the use of compulsory purchase powers to acquire the property interests required for the Wards Corner Regeneration Project in order to facilitate the delivery of the development. Following a Public Inquiry, the Compulsory Purchase Order (CPO) was confirmed by the Secretary of State (SoS) in January 2019. The High Court on 10th October 2019 dismissed a statutory challenge brought by the Appellants of the SoS's decision to confirm the CPO.

6.9. On 6th December 2019 an application was filed directly by the Appellants at the Court of Appeal requesting permission to lodge an appeal against the High Court judgement. Both the SoS as the First Respondent and the Council as Interested Party have filed statements outlining why permission to appeal should be refused on the 17th and 19th December 2019 respectively.

6.10. In order to strengthen the obligations to the SSM traders to help them continue trading and provide support during the construction phase of the Wards Corner development the Council entered into a Deed of Variation to the existing Wards Corner S106 agreement with Grainger on 25th July 2017. The key changes made are outlined below.

- Temporary market to be located in Apex House – This is a residential development directly opposite the Wards Corner site which is also being undertaken by Grainger. There is commercial space on the ground floor of the building where the temporary market will be located.
- Free relocation to all traders who hold a licence from the market operator and who are trading in the market at the time when Grainger serves notice on the Council that the market will close (at least 6 months' prior notice will be provided).

- Provision of the following services in the temporary market – all stalls will have water, electricity, telecommunications, decoration (painting), flooring and (as appropriate) gas, drainage and ventilation.
- Advertising – Grainger will ensure that the move to the temporary market is advertised to raise awareness about the proposed location. Grainger will then ensure that the temporary market is advertised once open to the public.
- All traders who are in the temporary market will be provided with 6 months prior notice of the closure of the temporary market and the opening of the new market.
- All traders who have been trading continuously in the temporary market for 3 months before Grainger submit details of the new market to the Council, will be offered a stall in the new market.
- The first three months in the temporary market will be rent free
- In the new market, the licence fees for the first 18 months will be at a 30% discount against the agreed licence fee.
- Licence fees shall increase 2% per year for the duration of the temporary market and the first 30 months of the new market
- The licence fee will never increase more than once a year.

6.11. The new SSM will be located in a new and modern building, designed specifically to house an indoor market. The ground floor plan for the approved Wards Corner development planning application shows provision for the new market area of around 865m_2, comprising 50 small units, fronting onto Seven Sisters Road and Tottenham High Road, including spaces for cafes and the re-provision of a toilet within the market area.

6.12. The new SSM will provide market traders with a stronger presence on the High Road and/ or Seven Sisters Road (as a result of improved visibility at street level, entrances, and signage). This will offer opportunities for increasing footfall and revenue for the market traders, improving the condition of their operation, and integrating the market into the regeneration of the wider area.

Policy Advisory Group Background

6.13. Given current ongoing issues with the management of the market, the Policy Advisory Group (PAG) has been set up to focus on issues pertaining to the future ownership and management options for the SSM. Agreed Terms of Reference for PAG are included within Appendix 1. These along with criteria, key messages and a Key Stakeholder Engagement Strategy (including Spanish translations) have been made available on the Council's Seven Sisters Regenertaion webpage – www.haringey.gov.uk/wards-corner

6.14. PAG is chaired by the Cabinet Member for Strategic Regeneration and Finance. Membership of the Group is made up of ward member from Tottenham as follows:

- Cllr Adje, Cabinet Member for Strategic Regeneration, Chair
- Cllr Gunes, Tottenham Green Ward Member, Deputy Cabinet Member for Women and Equalities
- Cllr Tabois, Tottenham Green Ward member
- Cllr Hakata, St Ann's Ward Member

- Cllr Bevan, Northumberland Park Ward Member

6.15. PAG is not a decision-making body. The group is making recommendations regarding options for the future management of SSM, which are then presented by the Cabinet Member for Strategic Regeneration and Finance, the Chair, to Cabinet.

Independent market expert review

6.16. The Council commissioned Roger Austin, an independent consultant, to work with PAG and the key stakeholders to understand the most viable options for the future management of SSM.

6.17. The review has been informed by case studies and the key stakeholder engagement process that has taken place over the last 6 months. Key stakeholders consulted included:

- Permitted Market Traders – 23 out of 35 permitted traders were interviewed;
- Grainger
- Transport for London (TfL)
- Greater London Authority
- Market Assett Management
- Council Officers

6.18. The independent consultant reported to PAG Members at key stages during the commission. The reporting process was undertaken to aide their understanding of the outcomes of the various discussions taking place with key stakeholders and to receive a draft report outlining the possible options for the future management of SSM.

6.19. The review was predicated on the fact that a model could be applicable to any location regardless of other circumstances. This was because the review and its recommendations was not about promoting any particular building or development proposals but about finding the right solution that is pragmatic, financially sustainable and implementable within the stated timescales.

6.20. In addition to the Partnership Model, some additional recommendations are made by the review to support the governance of the new market model. It is acknowledged that these recommendations will require approval from some of the key stakeholders in order to be delivered, they include:

1. Key stakeholders seek the expertise from a range of sources to advise and guide them during this process.
2. Redefining the list of key stakeholders relating to SSM.
3. The drafting and approval of a Key Stakeholder MoU/Charter outlining the commitments and who will deliver these.
4. Seek the support of more than half (18) of Licenced Traders for the Partnership model and progress with its development.

5. That early discussions take place with Transport for London and Grainger to ensure their support and commitment to working with the key stakeholders to implement the Partnership Model regardless of the market venue.
6. A commitment to resolve issues relating to the current market, including an action plan to resolve issues relating to outstanding maintenance, promotion and marketing, anti-social behaviour/security and any outstanding health and safety issues to ensure compliance.
7. Appoint the Market Facilitation role (funded by Grainger as part of the s106 obligations) to support the development of the Partnership Model.
8. A panel of key stakeholders, including Licenced Traders should be involved in the evaluation and selection of the Market Facilitator to ensure maximum buy-in and support for the process.
9. That Grainger communicates in writing to all traders outlining the relevant obligations in the S106 relating to any possible move to Apex House, as well as any additional support they may provide but are not legally obliged to do so.
10. All information regarding the market is clearly communicated to the key stakeholders at the same time, appreciating language and cultural requirements of some of them.
11. Grainger to soft market test with operators the affordability and attractiveness of lease and the total package on offer, including any other commercial options i.e. turnover rent for the first five years.
12. The Wards Corner Policy Advisory Group continues to receive updates from the appointed Market Facilitator and challenges where required.
13. That a series of Key Stakeholder workshops are organised in preparation for the development of a comprehensive market strategy for Seven Sisters market.
14. Explore the option for a social value lease for the market beyond the first five years.
15. The selling or sub-letting of units is not permitted.

7. Contribution to Strategic Outcomes

7.1. The Seven Sisters Market is important to the Council's Community Wealth Building objectives as the market supports the livelihoods of small and micro business that caters for the needs of the local community. The market also includes the Latin Village which support the diverse cultural and economic vibrance of the Seven Sisters Area.

7.2. When in place the review's recommended Partnership market management model will support the retention and growth of the Seven Sisters Market in its temporary location at Apex House and in its new permenant home in the Wards Corner development. Also, it will support the market traders by providing a solution which meets the ambitions of the key stakeholders and those that have come to rely on it as not just a place of commerce, but, also a social space where interactions form a vital component of its unique offer within Tottenham.

7.3. A thriving SSM is integral to the future success of the Wards Corner development proposals, which will contribute to the delivery of the priorities of the Borough Plan, and in particular Priority 1 (Housing) and Priority 4 (Economy), as well as to the more detailed experession of these ambitions in The Tottenham Area Action Plan (AAP) and Tottenham Strategic Regeneration Framework (SRF).

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

Finance

8.1. The acceptance of the recommendation of this report does not give rise to any financial implications for the Council.

Procurement

8.2. Strategic Procurement notes the contents of this report however, there is no intervention required from the Council from a procurement perspective.

Legal

8.3. As mentioned in this report the Council has entered into a Development Agreement with Grainger which sets out the obligations between the Council and Grainger with regards the redevelopment of the Wards Corner site. Members should bear in mind that the Council do not have any land interest in the SSM and any recommendation in the PAG review would require the approval of and working with those with a legal interest in the SSM.

Equality

8.4. 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.

8.5. 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.

8.6. The report relates to Seven Sisters Market and options for its future management. It is notable that the vast majority of traders who occupy units and stalls within the market are from Latin American communities. Any decision regarding the market therefore requires due regard for the need to achieve the three aims of the Public Sector Equality Duty for the market traders, who share the protected characteristic of race by virtue of their Latin American ethnicity.

8.7. The report asks members to note the findings and recommendations of the independent market experts review of the possible management models that would be most applicable to Seven Sisters Market. The profile of the market traders and the extent to which they share the protected characteristics should inform

members' noting of the recommendations. Members are not being asked to make a decision on any of the management models

8.8. The report notes that the PAG Review recommends implementation of the recommendations stated at para. 6.26. It is notable that those most directly affected if these recommendations were to be implemented share the protected characteristics, and any such implementaiton will be required to be carried out with due consideration for the needs of individuals and groups who share the protected characteristics.

9. Use of Appendices

Appendix 1 – PAG details
Appendix 2 – Independent Review into the future management models for Seven Sisters Market

10. Local Government (Access to Information) Act 1985

10.1. A large amount of information about the Wards Corner Regeneration project is available on a dedicated website at www.haringey.gov.uk/wards-corner.

Appendix 1

The Wards Corner Policy Advisory Group

Haringey Council wants Seven Sisters Market to be the best it possibly can be and recognises the social value it brings to borough. We are committed to working with the local community and stakeholders to ensure a successful and sustainable market.

A Wards Corner Policy Advisory Group has been established to review the options for the future management of the Seven Sisters Market from 2020 onwards. The Group is made up of five Ward Councillors and chaired by the Cabinet Member for Strategic Regeneration. Whilst the Group has no decision making powers it can make recommendations to Cabinet.

The work of Policy Advisory Group is forward looking and is solely to review the future management options of the Seven Sisters Market. The review will not replicate the work of the Housing and Regeneration Scrutiny Panel into Wards Corner or discuss any aspects of the Judicial Review challenge into the Wards Corner CPO decision.

The council has commissioned an independent market advisor to work with the Wards Corner Policy Advisory Group and key stakeholders to understand the most viable options for the future management of Seven Sisters Market.

A report by the independent advisor outlining the viable options will be informed by research and case studies as well as engagement with the key stakeholders. The draft report is expected to be presented to the Wards Corner Policy Advisory Group at the end of May 2019. All reports, draft and final, from the independent advisor will be publicly available to all key stakeholders.

Terms of Reference

Purpose / Role of the Group
The Policy Advisory Group has been set up to look at the Cabinet's policy towards resolving the numerous issues surrounding Wards Corner. In the first instance, the Group's purpose will be to:

1. Explore options for the future management of the Seven Sisters Market at Wards Corner; and,
2. For the Cabinet Member for Strategic Regeneration to present the findings in a report to be presented at Cabinet Advisory Board (CAB).

The report is not a decision-making report and is for CAB to note. The report is expected to take a minimum of 10 weeks and a maximum of 4 months to complete.

The Group will consider the management options for the Market over three distinct timeframes:
1. The short term: anytime from now until the market moves to its temporary location at Apex House (expected in August 2020);
2. The medium term: while the temporary market operates from Apex House (anticipated to be from August 2020 until August 2023); and
3. The longer term: upon the move to the new permanent market building at Wards Corner (anticipated to be from August 2023.

Key consideration
The Group takes place alongside a number of other processes and must take care to steer clear of issues being considered elsewhere. This includes:

1. The Wards Corner CPO Decision; and,
2. The Housing and Regeneration Scrutiny Panel review into Wards Corner which is taking place from February 2019.

Membership
Individual Group members should consider any conflicts of interest and seek legal advice as required.

Cllr Charles Adje, Cabinet Member for Strategic Regeneration, Chair
Cllr Mike Hakata, St Ann's Ward Member
Cllr John Bevan, Northumberland Park Ward Member
Cllr Makbule Gunes, Tottenham Green Ward Member, Deputy Cabinet Member for Women and Equalities
Cllr Preston Tabois, Tottenham Green Ward Member
Cllr Barbara Blake, Seven Sisters Ward Member

Accountability
The Group is not a decision-making body. The group will make recommendations regarding options for the future management of Seven Sisters Market, which will be presented by the Cabinet Member for Strategic Regeneration, the Chair, and may be considered by CAB. Any recommendations for a decision that may arise as a result of the report will be subject to Cabinet and (if necessary) Full Council decision.

Undertaking the Review
An independent advisor will be commissioned to support the Group in order to assess the options for the management of the market. The options will be assessed against a set of criteria.
The independent advisor will be tasked with putting together the set of criteria to be agreed with the Group, the Landowner/Developer, Seven Sisters Market Traders and relevant Council departments. The group will consider the following issues in order to inform their recommendations:

1. Social value of the market for Haringey;
2. Impact on traders;
3. Operation and management options;
4. Ownership options;
5. Financial costs;
6. Legal implications including clarity on the legislation the Seven Sisters Market building falls under;
7. Resource and organisational implications; and,
8. Viability of the market and the long term risks.

There may be some documents provided for the purpose of the review that should be treated as confidential.

Format of Reporting
The independent markets advisor will produce a draft report following discussion with the Group, relevant officers, and a small number of focus group sessions with Traders and the Developer (Grainger) at a minimum.

Opportunity will be provided for Members to review a draft of the report and to ask questions of the independent advisor. A final report will be then prepared for consideration by the Chair who will write the foreword.

Working Method / Ways of Working
The group will be chaired by the Cabinet Member for Strategic Regeneration who will have ultimate responsibility for producing the report and reporting to CAB.

The bulk of the review will be undertaken by the independent advisor. The independent advisor will review any relevant legal briefings required for the development of management options for Ward Corner.

Meetings
The Group meetings will be held by the Chair. The Chair with the assistance of the Independent Market Advisor will review group members' diaries and agree the frequency of meetings which will be scheduled by the advisor after agreement with the Chair.

Sharing of Information and resources (including confidential materials)
Considerable input may be required from Legal, Finance, Environment, Property, Building Control and Regeneration Services primarily as well as the Democratic Services. All information shared with the Group is for the purposes of the Group making its recommendations only. The draft report and any recommendations will be issued to the Cabinet Member for Strategic Regeneration and the Policy Advisory Group for their consideration.

The report will also be issued to the key stakeholders in draft format for their consideration and comment. Following this, the report will be finalised and will be made publically available. The Cabinet Member for Strategic Regeneration will then present the report to CAB for consideration.

Assessment Criteria

Below is the draft criteria for evaluating the various market models for management and operation of Seven Sisters Market.

During the engagement process with the key stakeholders, they will be asked for their views on a subset that could be included with each of the six criteria points listed below. For example, under criteria point 5, a subset of social value could be the provision of community space. Models that promote this or are flexible enough to include this provision will score more highly than those that cannot. The independent advisor will advise key stakeholders on whether any suggested subsets would not be possible to evaluate.

Weighting Justification
Below details the justification for the weighting for the two principle criteria sets that will be used to evaluate the effectiveness of the various management and operational models for Seven Sisters Market.

Management and Operation
In order to establish a strong foundation to allow a market to flourish and be successful, it is essential the right management and operation model is put in place to allow this to happen. Without this a market will find it difficult to develop and grow to its full potential. Both of these elements are

the bedrock of any good market. This is why the weighting accounts for two thirds of the overall score.

Social Value
Similar to public spaces, markets are places that draw people together. If properly managed and operated, they can provide a number of additional benefits over and above their core function. The social benefits that markets can facilitate, be it encouraging entrepreneurship, creating training and skills opportunities, or a space for community activities, are additional factors which make markets successful places and interesting destinations. The social value and wider benefits a market can deliver should be encouraged wherever possible. This is why the weighting accounts for nearly a third of the overall score.

A) Management and Operation
Total Weighting 70%
1. A model that is affordable and self-financing.
Total score: 40%
2. A model that has an effective management and operation structure at its core with robust governance and transparent decision making.
Total score: 40%
3. A model that can be implemented within the specified timeframes based on resources and capability available.
Total score: 20%

B) Social Value
Total Weighing 30%
4. A model that facilitates entrepreneurship, business support and growth.
Total score: 40%
5. A model that supports social value by providing opportunities for local people.
Total score: 30%
6. A model that supports and contributes positively to the place and its offer.
Total score: 30%

A traffic light grading will be used as a visual guide to represent the scoring for each criteria listed above. The scoring that sits behind the each colour grading will be made available to key stakeholders so they can fully understand how this was reached.

Colour	Grading	Description
Green	Pass	*A pass will result in a score that is more than two thirds of the overall score for each criteria*
Amber	Satisfactory	*A satisfactory will result in a score that is more than a third and less than two thirds of the overall score for each criteria*
Red	Fail	*A fail will result in a score that is less than a third of the overall score for each criteria*

Key Messages

The Wards Corner Policy Advisory Group has been established to review the options for the future management of the Seven Sisters Market. The Group is made up of five Ward Councillors and chaired by the Cabinet Member for Strategic Regeneration.

1. The Council wants Seven Sisters Market to be the best it possibly can be and recognises the social value it brings to Haringey. That is why we are considering a range of future management options along with the key stakeholders;
2. The Council has commissioned an independent consultant to work with the Wards Corner Policy Advisory Group and the key stakeholders to understand the most viable options for the future management of the Seven Sisters Market;
3. The Council is committed to better understanding the possible management options for the future management of the Seven Sisters Market from 2020 onwards;
4. No decisions by the Council or others have been made;
5. The report outlining the viable options will be informed by research and case studies as well as engagement with the key stakeholders;
6. The Group will receive updates and reports from the independent consultant;
7. The draft report from the independent consultant is expected at the end of May 2019. All reports, draft and final, from the independent consultant will be publicly available to all key stakeholders;
8. Group has no decision making powers but can make recommendations to Cabinet; and,
9. Any decisions taken by the Council can only be made the Cabinet and Full Council.

Key Stakeholder Engagement Strategy

The approach for the key stakeholder engagement will be one that is independent, open and transparent. This is important to ensure the integrity and build trust in the process.The key stakeholder engagement period will run for four weeks from 25th March to 19th April 2019. The independent consultant will be available to meet during office hours (on certain days), evenings and weekends.

The strategy independent consultant will adopt as part of this process is to meet with all the key stakeholders that have been identified below:

1. Wards Corner Policy Advisory Group
2. Seven Sisters Market Traders
3. Cabinet Member for Strategic Regeneration
4. Ward Councillors for St Ann's, Tottenham Green and Seven Sisters
5. Grainger
6. Deputy Mayor, Housing and Residential Development, GLA
7. Deputy Mayor, Planning, Regeneration and Skills, GLA
8. MP for Tottenham
9. London Assembly Member for Enfield and Haringey
10. Transport for London
11. Relevant Council Departments
12. Current Operator

These meetings will be organised by the independent consultant. A draft agenda will be issued ahead of meetings and key stakeholders will be asked to suggest any agenda items they may wish to discuss with the independent consultant. Meetings will last up to 1.5 hours. There may be a requirement as part of this process to meet with some key stakeholders on more than one occasion.

Notes of the meetings will be taken and issued in draft to key stakeholder to ensure accuracy. These notes will be made available to other key stakeholders. Any commercially sensitive information will not be included in the notes.

The independent consultant is aware that other stakeholders may wish to meet to discuss their aspirations for the future management of Seven Sisters Market. Time permitting, the consultant will meet with these stakeholders.

Forward Plan

Below is the outline of the Forward Plan that reflects the council's aspirations to present the outcomes and recommendations on the possible options for the future management for Seven Sisters Market in June 2019.

20/03/2019
First meeting of the Policy Advisory Group - agree Terms of Reference and stakeholder engagement process

25/03/2019
Commence engagement with key stakeholders including discussing any aspirations for the future management of Seven Sisters Market and draft assessment criteria for evaluating the possible future management options

03/04/2019
Policy Advisory Group - agree draft assessment criteria for development of management options for Seven Sisters Market (2020 onwards)

24/04/2019
Policy Advisory Group - received feedback report on the engagement process with key stakeholders

08/05/2019
Policy Advisory Group - to review the possible management options for Seven Sisters Market (2020 onwards)

22/05/2019
Policy Advisory Group - review draft report on possible management options for Seven Sisters Market (2020 onwards)

05/06/2019
Final report presented to the Cabinet Member for Strategy Regeneration outlining the options for the future management of Seven Sisters Market

All information produced by the independent consultant and presented to the Policy Advisory Group will be issued to the key stakeholders and uploaded on to the council's website

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Independent Review into the possible Future Market Management Models for Seven Sisters Market

Foreword

Cllr Charles Adje, Cllr Mike Hakata, Cllr Makbule Gunes, Cllr Preston Tabois, Cllr John Bevan
Members of the Wards Corner Policy Advisory Group (PAG)

Markets can be a critical component of any town centre, supporting local enterprise and boosting employment. Markets provide many benefits for communities and a positive impact on the character of an area as well as promoting social and cultural cohesion. Whilst the building fabric at Wards Corner is in desperate need of renewal the question of whether a market will exist on the site has been settled. The question is not whether there will be a market but what kind of market it will be. This is the question at the heart of this report. Its purpose is to explore a range of management options available and gauge which would be most viable taking into consideration both the need for renewal and the need to ensure that markets' Licenced Traders and landowners can be co-producers in the market's future.

The Wards Corner Policy Advisory Group was established to review a way forward to the longstanding discussions regarding the management of the Seven Sisters Market at Wards Corner. This review responds to this Council's commitment that we want the Seven Sisters Market, which includes the Latin Village, to be the best it can possibly be and recognise the social value that it brings to Haringey.

Our Borough Plan has made a clear commitment to Community Wealth Building and our Business Engagement Pledge reinforces the way we want to engage with our local

stakeholder on key issues that concerns them. That is why, even though the Council itself has no ownership or management role in the market, we recognise that the status quo is not working for all parties and we are committed to engaging with all the key stakeholders to find a sustainable solution for the future management and operation of the market that enables this important trading community to thrive in the future.

The Policy Advisory Group would like to thank Roger Austin. This independent review has greatly benefited from his experience and approach in helping to start to rebuild the support and trust from key stakeholders who took part in its engagement phase. They include the markets' Licenced Traders, Market Asset Management, Grainger Plc, Transport for London, the Mayor of London, the Assembly Member for Enfield and Haringey, Council Officers and Councilors. We would like to thank them all for their involvement in the development of this review.

The Policy Advisory Groups' recommendation is for a Partnership Model will provide the right governance oversight from the all key stakeholders, which crucially include the Licenced Traders themselves. This we hope will provide a strategic blueprint of how, whatever form the final physical regeneration project takes, the Licenced Traders, landowners and other key stakeholders can all work together to co-produce an outcome that works for everyone.

Chair and Members of the Wards Corner Policy Advisory Group

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2. Executive Summary

2.1.1 The scope of this independent review commissioned by the Wards Corner Policy Advisory Group (PAG) was to assess the possible future management models for Seven Sisters Market

2.1.2 There was a synergy across all the key stakeholders to ensure the success of the market, the small businesses that make it up and the communities it serves. Though there is a difference of opinion across the stakeholders (including between some of the existing traders) about where the market should be located (existing or redeveloped site), this review did not focus on this issue or on the other reviews that have been commissioned or undertaken by the Council during 2019.

2.1.3 The recommendations from this review were formed in part by the criteria agreed by PAG at the start of the commission and through engagement with the key stakeholders who all have an interest in the market and its future success. It is for the key stakeholders to decide and agree which recommendations in this report they wish to develop further and/or implement.

2.1.4 Whilst the response rate was lower than expected in relation to selection of the preferred model(s) by some of the Licenced Traders, it is my opinion the recommended Partnership Model will help to deliver a set of benefits and more importantly assurances that all the stakeholders are seeking. These vary from a transparent governance and decision making process, a set of strong policies and a comprehensive strategy for the market, to a robust financial model that will ensure it thrives and continues for decades to come. All the documents during the review process were issued in both English and Spanish, including some of the correspondence. A translator was also provided during the engagement phase to facilitate discussions with the Licenced Traders.

2.1.5 The management and operational vehicle that is being recommended by the review for Seven Sisters Market is the Partnership Model. This is a hybrid model that combines the benefits of an operator model with an extra layer of oversight from the key stakeholders. Owing to the recent history and some of the divisions that have been created by the regeneration proposals for the existing market site, there is a real need for all the key stakeholders to work collaboratively and be part of the solution as opposed to being on the fringes. Based on the particular circumstances Seven Sisters Market finds itself in relating to redevelopment proposal for the existing market site, the legal challenges that have been brought against the Planning and CPO decisions and, the divisions these have caused between some Licenced Traders and between some key stakeholders, it is vitally important for the key stakeholders to come together and develop the model further to suit their combined requirements and aspirations.

2.1.6 Apart from the Operator Model, the Partnership Model , can be implemented within required timescales and could be applied to any of the possible market locations, including the current Wards Corner venue. This hybrid brings with it the expertise, knowledge base and resources that good operators with a proven track record can provide. Coupled with the additional oversight from the Board this will result in a highly effective solution that will address most of the key stakeholders' issues, priorities and aspirations.

2.1.7 The other top scoring models could be developed should these be preferred by the key stakeholders. This review is designed to provide a steer on a viable and realistic possible way forward but recognises that other models have many benefits too. However, whilst these have not been discounted, they do not seem applicable based on some of the parameters that were established at the start of review, namely timescales for their set up and implementation. Apart from the Operator model the other four models would take at least 12 months' planning before they could start to operate.

2.1.8 Along with the Partnership model, other recommendations have been made as part of this review in relation to the market and its current and future operation. It is acknowledged that these recommendations will require approval from some of the key stakeholders in order to be delivered.

2.1.9 Finally, it is hoped that this review is accepted for what it set out to achieve; that is finding a model that would support the market and its Licenced Traders by providing a solution which meets the ambitions of the key stakeholders and those that have come to rely on it as not just a place of commerce, but, also a social space where interactions form a vital component of its unique offer within UK

3. Scope of review

3.1 Outline scope of the review and why it was commissioned

3.1.1 The review was commissioned by the London Borough of Haringey on behalf of the Wards Corner Policy Advisory Group (see Appendix 1) to assist the council and its key stakeholders to better understand the range of possible future management models for Seven Sisters Market that could be considered for the future operation of the market.

3.1.2 The scope of the review is not to make recommendations based on any particular building, rather that these models can be implemented in whichever premises the market is located in (see Appendix 1). However, the existing premises and two planning permissions (Apex House and 231-259 High Road) have been used to guide discussions with key stakeholders.

3.1.3 The review process and the final report was overseen by the Wards Corner Policy Advisory Group (PAG). A Terms of Reference (see Appendix 1) was agreed by PAG Members and published on the council's website along with other documents pertaining to the review.

3.1.4 A set of criteria that was agreed by PAG Members and published on the Council's website (see Appendix 2). This criteria will be used to evaluate the relevance of a selection of management models and be used to identify, in part, which models have the most validity in respects to the ambitions of the key stakeholders and the opportunities available to them (buildings, funding, support etc.) to help develop and facilitate these. The initial proposal was to develop a set of sub criteria with the key stakeholders, but it became apparent that this would not be the focus of the engagement and would not add further value in the determining and scoring of the various market models.

3.1.5 The independent consultant reported to PAG Members at key stages during the commission. However, the reporting process was undertaken to aide their understanding of the outcomes of the various discussions taking place with key stakeholders and to receive a draft report outlining the possible options for the future management of Seven Sisters Market. The draft report is to allow PAG Members to review, pose questions and seek clarification from the independent consultant in respects to the report's contents and recommendations. All key stakeholders were issued the draft report on 17th December 2019 and given the same opportunity to review, question and seek clarification from the independent consultant. Following the review by the key stakeholders, the report *may* be amended if the independent consultant feels the further relevant points relating to the management models and recommendations should be addressed by the report. All responses to the draft by key stakeholders have been recorded and appended to this final report. The amendments to the report or any comments that the independent consultant chooses not to include will be documented in

Appendix 8. The final report will be published on the Council's Wards Corner webpage.

3.1.6 All key stakeholders were invited to partake in the review. The key stakeholders are identified in section 6 of this report. Discussions with key stakeholders were recorded but will not be made public owing to various sensitivities surrounding the market. This was important to gaining trust and confidence so more in-depth discussions could be had and the perspective of the key stakeholders on several matters could be understood.

3.2 How this review is designed to be used by the key stakeholders to help inform the way forward and make decisions

3.2.1 The intention of the review and the primary purpose as to why it was commissioned was to assist all the key stakeholders in understating the most viable management options for Seven Sisters Market. The review provides recommendations which could be used by the key stakeholders to further develop the models for either piloting or implementation.

3.2.2 Initially the focus of the review was to provide a short list of options for further development by the key stakeholders. This could still happen and a decision on the proposed way forward is for the key stakeholders to make. However, the review has recommended a model that could deliver the outcomes (see scoring criteria) the key stakeholders are seeking within realistic timeframes. It is also a more pragmatic solution that would address the concerns raised by the key stakeholders, namely in respects to strong and transparent governance and market management, independence to minimise conflicts of interest and oversight of the implementation and delivery of the model and strategy for the market.

3.2.3 The independent consultant is fully aware of the complexities of implementing any model, especially owing to the fact that there are various legal and commercial constraints that need to be overcome before a model can be introduced. However, the short list of models has been recommended based on the willingness of all the key stakeholders to find the right solution for Seven Sisters Market.

3.2.4 In order for any management model to be further developed and implemented, the key stakeholders will be required to work together in an open, transparent and collaborative manner. This is essential for the process to deliver the results that most key stakeholders want to see; that is a successful market that is well managed, profitable and serves its communities (both local and wider). There is a definite need to build trust and cooperation to ensure that the best possible outcome can be achieved.

3.2.5 To reiterate, these models are not linked to any specific development, rather the three locations outlined in the Terms of Reference (existing location, temporary

location being Apex House and the permanent location being the redeveloped Wards Corner building if it proceeds). This is beyond the scope of influence this commission has. The commission is designed to provide a realistic set of options that the key stakeholders could select from, further refine, test and/or implement in the existing or future sites. What is important though is for all stakeholders to work up the preferred models with no specific site in mind in order to get the best results. The independent consultant is completely aware of the passion, commercial and social drivers that the various stakeholders have in respect to Seven Sisters Market, development and the wider regeneration ambitions for the Tottenham area. However these factors should not cloud judgements around particular models or prohibit certain discussions taking place between all stakeholders. This is essential if the best management model for Seven Sisters Market is to be collectively agreed upon and implemented.

3.2.6 It should be noted that lead in time required for the development and implementation of any of the models outlined in Appendix 4, including the recommended Partnership Model, will take at least eight months before it would be operational. Both the Partnership and Market Operator models are the only two that could be implemented within eight months.

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4. Background

4.1.1 General

There have been a number of commitments made to Seven Sisters Market that reflect the planning permission for the redevelopment of the current market site. The s106 commitments were revised in 2017 to reflect concerns being raised primarily by the Licenced Traders about safeguarding the market's future. The s106 helped to bolster these legal commitments and provide more certainty on some issues relating to traders and their businesses.

4.1.2 The relevant s106 terms in relation to this review include (also see appendix 7):

a) The fixed rental costs for a five year period;
b) The additional discounts that would be applied if the redevelopment would commence. This includes:
- three months' rent free at Apex House (temporary site); and,
- a 30% discount on the first 18 months' rental payments (permanent site)

c) The relocation costs being met by Grainger the provision of non-demountable fixtures and fittings and relocation and fitting of all demountable fixture and fittings;
d) The commitment by Grainger to meet the costs of a Market Facilitator to support the Licenced Traders with any proposed move to Apex House and to the permanent new Wards Corner site for market; and,
e) The units' sizes in terms of their floor space will be comparable with the average size of the current units at Wards Corner.

4.1.3 There is an additional commitment from the Mayor of London to provide grant funding via Transport for London totalling £284,500 for the relocation assessment and business support for Licenced Traders if the redevelopment of Ward Corner is to proceed. Detailed outputs and outcomes of how this funding should be spent have yet to be established.

4.1.4 There have been a number of reviews that have taken place in respect to Seven Sisters Market over the last 12 months. These have been commissioned and/or initiated by the Council. These include:

a) A review of the s106 conditions and the monitoring of these;
b) A review of the needs of the market facilitator role that will be commissioned and managed by Grainger as part of a s106 obligation; and,
c) A review by the Housing and Regeneration Overview and Scrutiny Committee on the process and decisions relating to Wards Corner.

There may have been other reviews or investigations that the consultant was not made aware of, but those listed above are more relevant to this review. However, the commission was not to review the outcomes of these reviews, not least because they were commissioned and/or reported during the same period. Therefore, there was limited opportunity to assess and digest the

recommendations made by these reviews, but this should not impact on the validity of the recommendations outlined in this review as this is a distinct and somewhat standalone piece of work with a clearly defined scope.

4.1.5 However, there may be an interrelationship between all four reviews and their recommendations that will influence the next steps in relation to the market and its future management. The consultant did receive information from key stakeholders pertaining to evidence provided at or to these other reviews. However, prior to publication the consultant has not been privy to the reports or recommendations of these reviews and vice versa. This is to ensure the probity and transparency of all the reviews is not compromised nor influenced by another.

4.2 Lease arrangements

4.2.1 The current lease between Market Asset Management (Seven Sisters) Ltd (MAM) and London Underground Limited (LUL) was agreed in September 2015. LUL is the freeholder of the current market building and LUL is a wholly owned subsidiary of Transport for London (TfL). Correspondence and engagement in relation to Seven Sisters Market has taken placed with officers from TfL who represent the interests of LUL. Grainger Seven Sisters Limited, a wholly owned subsidiary of Grainger PLC is the Guarantor for the rent and insurance, the repairing obligation (limited by a Schedule of Condition) and the reinstatement obligations at the end of the lease term.

4.2.2 The current lease between LUL and MAM is due to expire in September 2020. The complete details of the current lease are unknown and are not relevant to this review. However the lessee is fully responsible for the management and operation of the current market, including all the statutory requirements around Health and Safety and maintenance of the site, including the internal and external areas of the market and its 'car park'. The cost of the lease is circa £68,000 per year

4.2.3 It is relevant to note that previously a group of traders did approach TfL about the possibility of becoming the lessee in 2016. They developed a business case that outlined how they would meet the costs of the lease, but LUL agreed to renew the lease to MAM. The reasons for this decision were explained by TfL, namely that across its estate, rather than chasing speculative income, it tries to support existing tenants by giving them the opportunity to renew their lease. TfL also explained that any tenants across its estate must also be able to demonstrate the required financial and operational standing.

4.2.4 The proposed lease arrangements for Apex House are unknown. The consultant has only been advised that draft Heads of Terms have been discussed between Grainger and MAM. However, Grainger has confirmed that no lease agreement for Apex House has been finalised nor has any decision been made in respect to the lease or the lessee for Apex House. There is a view that, should the market

move from Apex House, the leaseholder will then secure the lease for the permanent market if Wards Corner is redeveloped.

4.2.5 The cost of the lease between the market operator and Grainger for the first five years for both Apex House and the permanent site for the market are unknown. It is assumed the cost of the lease for these sites will be based on the combined total income the market could attract on an annual basis (minus the discounts listed in the s106) less operator deductions/ costs. Based on 100% occupancy, Grainger has confirmed that this is estimated at £1,870,730 (excluding VAT) over the five-year period (i.e. average of £374k per annum). Grainger has confirmed that they are willing to consider a turnover rent for the market operator lease of 20% of annual income (i.e. circa £75k per annum), as a starting point for the first 5 years of the market trading. This assumption is based on the fact that there would be very little opportunity for the lessee to make further income over and above what is listed in the s106 and owing to the permitted size of market in both locations. Once the terms of the lease have been negotiated and agreed with the market operator, it is recommended that all the Licenced Traders are advised by the market operator as to the mechanism they will adopt for any rent reviews post the first five years of trading. This will at least allow all the Licenced Traders enough time to start to prepare for any increase and incorporate this into their business plans.

4.2.6 Grainger estimate that the fit-out costs for both Apex House and the permanent home are at £110 per square foot for ground floor space and, £65 per square foot at mezzanine level (this is only applicable to Apex House). The total cost of the fit out for both locations based on a total floor space of 23,742 square feet is £2.46 million.

4.3 Market Licences

4.3.1 There are currently 58 units (excluding the car wash in the car park) that are leased to 35 Licenced Traders. Some traders have more than one unit but the majority just occupy one. It should be noted that while Seven Sisters Market is called a market, it does not operate under a licencing legislation like other indoor and outdoor markets. Traders are granted a licence to occupy and trade by MAM.This is a property transaction as opposed to a licensing arrangement.

4.3.2 The licence has a set of conditions that traders are obligated to comply with, similar to the conditions of a street trading licence. Whilst traders of licenced units are effectively tenants (they have enclosed units that do not need to be removed or dismantled outside trading hours), they do not benefit from protection that is usually afforded to tenancies that fall within 1954 Landlord and Tenancy Act and/or street market legislation. Traders' licences are renewable annually, though the operator reserves the right not to renew the licence. They are not required to provide a reason for this and, this cannot be challenged by the Licenced Trader.

4.3.3 Currently there are no defined rental costs per unit or size of unit. Traders, depending on their licence arrangements with MAM, pay different amounts. Some of this relates to historic arrangements prior to MAM taking on the Licenced and therefore regularising this may prove difficult. However, there seems to be no set fee or formula used for the calculation rental costs of units or the leasing of floor space at the market.

4.3.4 A number of obligations are passed on to the Licenced Holders by MAM. This includes complying with Health and Safety requirements. MAM are responsible for managing and maintaining the communal and external areas (market signage etc.) of the market. In some cases it is not clear what is deemed communal and what is deemed commercial (i.e. within the remit of the Licenced Trader).

4.3.5 Some Licenced Traders have sub-let units to occupiers that are not directly licenced to MAM. According to some traders this is stifling the success of the market by not attracting new occupiers selling the types of commodities that would help to improve the range and make it a better shopping destination. Therefore the evolution of the market and its offer may be impacted by this approach with potential new traders missing out on opportunities.

4.3.6 The selling of units is not permitted as part of the licence conditions. There have also been some cases where Licenced Traders have sold their licence and units and have not consulted MAM. Anecdotally, it was relayed that in some circumstances licences have been sold for tens of thousands of pounds. MAM state in these circumstances they are in a difficult position as they have not been involved in the 'transaction' and say they take a pragmatic approach by offering the incoming occupiers a licence. Some traders see this activity as having a detrimental impact on the market and that greater controls need to be put in place to prevent this happening.

5. Evaluation Criteria

5.1 Evaluation criteria and why it was selected

5.1.1 The review into the possible market models for Seven Sisters Market were assessed based on the criteria agreed by the Wards Corner Policy Advisory Group. This criteria will be used to evaluate the effectiveness of the various management and operational models for Seven Sisters Market. The detail behind the criteria is appended to this review (see Appendix 2).

5.1.2 The criteria was weighted with 70% attributed to the Management and Operational effectiveness of the models and 30% to the Social Value that the models could deliver. The justification for the weighting of the two principle criteria sets are listed below:

a) Management and Operation

In order to establish a strong foundation for any market it is essential the right management and operation model is put in place to allow this to happen. Without this the market will find it difficult to develop and grow to its full potential and good management structure and policies are the bedrock of any successful market. The principle function of a market is to provide opportunities for Licenced Holders to trade successfully and grow their businesses and provide a place where people can come and shop and enjoy the experience. This is one of the reasons why the weighting accounts 70% of the overall score.

b) Social Value

Similar to public spaces, markets are places that bring people together. If properly managed and operated, they can provide a number of additional benefits over and above their core function. The social benefits that markets can facilitate, be it encouraging entrepreneurship, creating training and skills opportunities, or a space for community activities, are additional factors which make markets successful places and interesting destinations. The social value and wider benefits a market can deliver should be encouraged wherever possible. It is recognised that social value is harder to measure or predict, especially when there is no defined strategy in place to support it. However, the emphasis is that going forward the market should look to provide further value beyond that which is just commercial. This seems to echo what Licenced Traders themselves say and is perhaps more pertinent when it caters primarily but not exclusively to a South American demographic that may be underrepresented in terms of retail and leisure activity in London. This is why the weighting accounts for 30% of the overall score.

5.1.3 A traffic light grading is used as a visual guide to represent the scoring for each criteria listed in Appendix 2. Based on the agreed criteria, models that scored two thirds or more should be considered for further development by the key stakeholders. The scoring rationale that sits behind each score is appended to this note. See appendix 4.

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6. Key Stakeholder Engagement

6.1 Who we have engaged and why

6.1.1 In accordance with the Terms of Reference it was agreed by the members of the Wards Corner Policy Advisory Group (PAG) that the review should prioritise the key stakeholders. Key stakeholders were defined as having a direct involvement or influence in the market and its future. Members of the PAG and some key stakeholders did suggest that the engagement should involve the local Seven Sisters community and shoppers/visitors to the market. However owing to the scope of the commission and the original timescales for reporting this was not possible. In order for feedback to be representative more resources would have been required to publicise the review. Likewise, the focus of the review is on future management models and it is unlikely that neither the local community nor shoppers/visitors will have a particular view or interest in this specific topic.

6.1.2 The majority of information relating to the background of Seven Sisters Market is publicly accessible. The information recorded during discussions with key stakeholders that was confidential due to commercial or personal reasons will not be made public as part of this report. This approach was essential in order to gain the trust of key stakeholders and get them to be communicate openly during the review.

6.1.3 It could be argued that further engagement with other stakeholders, such as the local community, shoppers to the market etc., could or should have taken place to understand how Seven Sisters Market is seen and regarded by the local community and the people that use it regularly. However, owing to the remit and initial timescales for this review this was not possible.

6.1.4 The key stakeholders included the following:

1. Seven Sisters Traders – 35 Licenced Traders
2. Members of the Wards Corner Policy Advisory Group:
   Cllr Charles Adje (Chair) and Cabinet Member for Finance and Strategic Regeneration
   Cllr John Beven, Northumberland Park Ward Member
   Cllr Makbule Gunes, Tottenham Green Ward Member and Deputy Cabinet Member for Women and Equalities
   Cllr Mike Hakata, St Ann's Ward Member
   Cllr Preston Tabios, Tottenham Green Ward Member
3. Elspeth Miller, Head of Property Management, Transport for London: Freeholder of the Ward Corner Building including the market
4. Joanna Daly, Senior Property Manager, Transport for London: as above

5. Jonathan Kiddle, Senior Development Manager, Grainger Plc: Freeholder for Apex House, Development Partner (TfL) for the Wards Corner site and Guarantor for the Market Asset Management lease
6. Jonathan Owen, Director, Market Asset Management Ltd: Current lessee and operator of Seven Sisters Market
7. James Murray, Deputy Mayor for Housing and Residential Development, Greater London Authority
8. Jules Pipe – Deputy Mayor for Planning, Regeneration and Skills, Greater London Authority
9. David Lammy MP - MP for Tottenham
10. Joanne McCartney – London Assembly Member for Enfield and Haringey
11. London Borough of Haringey:
    Peter O' Brien, Assistant Director of Regeneration
    Toussainte Reba, Area Regeneration Manager (Tottenham)
    Keith Trotter, Tottenham Town Centre Growth Manager
    Steve Carr, Interim Assistant Director of Economic Development, Growth and Strategic Property
    Emma Williamson, Assistant Director, Planning
    Fortune Gumbo, Team Leader, Planning Enforcement
    Neil Taylor, CPO Project Manager
    Joanna Kromidias, Senior Property and Regeneration Lawyer.

6.1.5 The consultant undertaking this review has met with all the key stakeholders listed above, except for the local MP for Tottenham and the London Assembly Member for Enfield and Haringey. Whilst engagement with all the key stakeholders would have been preferable, the local MP and the Assembly Member may be more interested in responding to the draft final report as opposed to partaking in the review itself. A full response was received from London Assembly Member for Enfield and Haringey and was followed up by a subsequent discussion with the independent consultant on the contents of the draft report (see Appendix 8).

6.1.6 The review does not focus on claims against any one individual or organisations across the key stakeholder group. This is because no claims could be substantiated and it is not the remit of this review to investigate particular incidences or issues between the key stakeholders. However, the background and recent history experienced by the stakeholder groups is useful in helping to better understand the context of the current management model and its overall effectiveness.

6.1.7 All the documents during the review process were issued in both English and Spanish, including some of the correspondence. A translator was also provided during the engagement phase to facilitate discussions with the Licenced Traders.

6.2 Key Stakeholder Synergies

6.2.1 Some synergies were identified across all the key stakeholders who took part in the engagement phase of the review. They all want Seven Sisters Market to remain as part of the local Tottenham offer and agreed that it is a positive addition to the existing high street offer. Stakeholders recognised that the Licenced Traders and their businesses contribute to the local economy of the area. There was also a recognition that the market plays an important role in supporting small businesses to develop and grow. All stakeholders felt that the market has always been an important place where immigrant populations to the UK have been able to set up businesses, trading in products and services that reflect these communities. They recognised that the market was a focal point predominately for the Latin American community and that effective management and promotion are key factors to its future success.

6.3 Licenced Traders:

6.3.1 Licenced Traders were contacted by the consultant to partake in an in-depth interview to discuss a range of topics relating to their business, the current market and its management, their understanding of the proposals for Apex House and their aspirations for the future. The estimated cost of taking a unit at Apex House was discussed to get the Licenced Traders' understanding of its affordability based on existing rates. Much of this information will remain confidential but the key themes that emerged are appended to this report (see appendix 5).

6.3.2 The consultant met with 23 of the 35 Licenced Traders and one trader that was sub-letting from a Licenced Trader. On occasion some campaigners or professionals representing some traders would attend these meetings.

6.3.3 The interviews with Licenced Traders revealed that there are two distinct perspectives in respects to the market and the future. One group is optimistic and relatively positive about a potential move to Apex House, whilst the other group sees the value in making the existing premises a success. Whilst these differences have caused some tension within the trader community, all have a common shared agenda to make their business and the market as successful as they can possibly be.

6.3.4 Of the 23 Licenced Traders that the consultant met, 14 were supportive of a move to Apex House, whilst six were not supportive and wanted to remain in the existing location, and another three were undecided. The latter were amenable to the move but this would be based on receiving a set of assurances that ranged from ensuring the market was sufficiently promoted to, ensuring their customers knew where the market was located, to understanding which unit they would likely get.

6.3.5 The interviews did reveal some common themes across all the traders that responded. Namely they were concerned by the length of time and the approach taken by the existing operator to resolve some long-standing issues regarding the internal and external maintenance of the market. They felt that there has been a distinct lack of investment to improve the look and feel of the current market and this was having a negative impact on footfall. Some did recognise that the current leaseholder had invested in making improvements, namely to the electricity supply to traders' units.

6.3.6 The majority of the traders interviewed believed that either the management or investment in the current market was lacking. It should be noted that the use of the term 'management' for the purposes relates how issues and priorities are managed and not the on-site staff and management team. There were concerns and frustrations relayed around the lack of general maintenance of the communal areas and facilities (i.e. traders toilets), lack of promotion and marketing of the market and its offer, the health and safety management and general personal safety owing to anti-social behaviour, especially in the rear car park and at the front of the market building.

6.3.7 The most prominent opinion expressed by the Licenced Traders was the level of anti-social behaviour and general feeling of safety. Many said this was the one overriding issue that has not been sufficiently dealt with and this was having a detrimental impact on trade and impression of the market. It should be noted this was also seen as an issue outside the market which is not in the control of the existing market operator. The car park was seen as a particular problem and traders felt proactive management and security was needed to address these issues.

6.3.8 These issues have resulted in a general feeling from Licenced Traders that the current operator is more interested in making money from the traders than investing in the market to make it a success. It should be noted that some Licenced Traders did not have any issues with the market management staff, but they did with the way the building was managed, maintained and promoted.

6.3.9 The Licenced Traders were supportive of the suggestion to co-design and co-produce a dedicated market strategy for Seven Sisters. There was a feeling that this was currently lacking and they believed that having some form of influence over the future management and operation of the market was important, especially as this will directly impact (positively) on the success of their businesses. The Licenced Traders on the whole think that the market operation and their businesses would benefit from there being an agreed approach to the management of the market, as this would help to eliminate some of the issues they have been experiencing which they feel are detrimental to trade and the perception of the market. An agreed approach to management should encapsulates the development of a dedicated market strategy that sits alongside a set of policies and guidelines. Licenced Traders are keen to help shape how the market should be managed to ensure all parties benefit from this commercial

relationship. So it would include a range of factors from opening hours/days, marketing and promotion, commodity mix, licence conditions, dispute resolution, process for termination, appeals etc.

6.4 Market Operator

6.4.1 Market Asset Management (Seven Sisters) Ltd (MAM) are the business owner and leaseholder of the current market. They are responsible for the entire management and operation of the market. MAM stated that they purchased the business and lease from the previous tenant with the expectation that the existing building would be redeveloped and, that they and the Licenced Traders would be temporarily relocated to Apex House. MAM have taken a long term approach (25 years) to the leasing of the market and stated that the S106 obligations placed some onerous conditions that would need to be taken into consideration when assessing the future viability from their perspective. This is despite there being no guarantee they would secure a lease for Apex House or Wards Corner if it was to be redeveloped. Grainger and MAM have both confirmed that apart from Heads of Terms being discussed, no agreement on any future lease has been agreed.

6.4.2 The current lease with LUL is due to expire in September 2020. The review assumes that projected income from existing Licenced Traders is estimated to be in excess of £250,000 per annum and, the lease costs charged by TfL to MAM are approximately £63,000. MAM recently announced an increase in rental charges for traders. It should be noted that there has been no increase in unit rental costs since MAM took over the lease and some traders that are in arrears for non-payment of Licenced fees. It is unclear what the costs associated with the management and operation of the market are as these were not provided by MAM.

6.4.3 MAM highlighted that they have started to work up proposals in relation to design and financing for any move to Apex House and the permanent relocation should the redevelopment of Wards Corner progress. They state that they will comply with all obligations listed in the s106 that relate to the lessee. They confirmed that only Licenced Traders that hold valid licence to occupy a unit in Seven Sisters Market will be relocated to Apex House. If there are any unit vacancies following the six-month notification of the relocation to Apex House from Grainger, then MAM will consider relocating some occupiers of units that are currently sub-letting from Licenced Traders.

6.4.4 There is no standard rental calculation or formula used by MAM for the licensing of units within the market. Some of this is historic and commercial rates between the two parties have been inherited by the previous lease holder. More recently, MAM notified all Licenced Traders of an increase in their weekly rental fees providing one week's-notice. This raised concern with some traders about the

handling of the increase and other key stakeholders have had to intervene to negotiate different terms with MAM. Following discussions with TfL, the GLA and the Council, MAM agreed to postpone the "overdue RPI-calculated rent increases" which they state would have covered increases in the cost of utilities and their staffing. Instead MAM has agreed to absorb these costs. Since then MAM have agreed not to implement any further licence fee increases prior to the end of their current lease which is due to expire in September 2020. MAM state Licenced Traders now benefit from a discretionary 20% discount on their Licenced fee as they have not elected to charge traders VAT.

6.4.5 MAM outlined a number of existing issues they face in respects to the current building as well as the licence arrangements with the traders. They highlighted the investment they have made to improve the building and the market, in particular in relation to health and safety issues as this is an ongoing concern. They stated that non-compliance by Licenced Traders in respect to health and safety conditions are also dealt with. They did highlight that through the licence conditions they manage risks by passing down responsibility, where appropriate, to traders to resolve issues in accordance with their own obligations. Therefore there is a chain of responsibility from MAM to its traders.

6.4.6 From MAM's perspective the main issues relate to ensuring the conditions outlined in the licence are complied with. MAM state that most Licenced Traders are not complying with their obligations under either the licence conditions or Health and Safety legislation. MAM has outlined that to date no electrical safety or fire safety or water management testing certification has been received and that unlawful sub-lettings and unapproved use of the mezzanine floor above stalls are commonplace, in breach of Health and Safety legislation and licence conditions. It is this that MAM claims are the primary sources of contention between the business owners and some of the Licenced Traders. There are some fairly long-standing, well documented issues between some of the existing traders and the market management team that are subject to previous investigations. Whilst these particular incidents are not the subject of this review there does seem to be a lack of transparency about the conditions both Licenced Traders and MAM are obligated to deliver. MAM highlighted there is one set of standard conditions for all traders and they say applied equally to all traders. They state they are entitled to suspend or terminate licences in accordance with licences conditions and statutory obligations. They maintain that the Council's Environmental Health and Licensing teams "regularly attend site and issue closure notices". MAM maintain these actions are taken against Licence Licenced Traders and not themselves "in recognition of the Company's (MAM) ongoing effort to remedy such breaches.

6.4.7 MAM did highlight the ongoing issues relating to the unsafe electrical supplies and these have been largely addressed. They inherited a number of issues relating to

the health and safety of the market from the previous lease holder and maintain they have invested in rectifying these issues to make the market safer for its tenants and customers. This was confirmed in discussions with some traders who feel this situation has greatly improved. However, beyond these statutory health and safety requirements, the general opinion is most of improvements have been undertaken by individual traders themselves. This predominately relates to their own units, as one would expect, but the communal areas require something of a facelift. MAM has advised that by and large such works by Licenced Traders have not been authorised by the business owner and they claim most are of poor quality and fail to meet statutory electrical and fire safety standards.

6.4.8 Traders also raised the issue of poor maintenance and response times to resolving issues by MAM. Traders mentioned that improvements to the flooring in the communal spaces has been a topic of debate for nearly three years. MAM say they meet all H&S-related repairs without increasing rents or passing on these costs to Licenced Traders. They do maintain that for any cosmetic improvements they will seek a contribution from Licenced Traders for these works. It unclear how MAM has facilitated this process or whether Licenced Traders feel it is a joint responsibility to meet these costs. However, in similar situations tenants would usually be charged a service charge or meet these cyclical maintenance costs through the rental for of their units.

6.4.9 Maintenance of facilities such as the toilets, which sometimes are vandalised or damaged, have not been rectified within reasonable timeframes according to some Licenced Traders. Whilst vandalism and damage should not be the sole requirement of MAM to rectify and resolve, it seems that a process has not been put in place to manage this type of situation. For example, the toilets are solely for the use of traders and market staff, yet traders have said that the code for the facilities is known and used by non-traders during opening hours. Licenced Traders suspect it is non-traders that are causing the vandalism but that MAM is not taking measures to prevent this. Some traders say that they prefer to use facilities outside the market and therefore feel they are paying for a service that provides few benefits. MAM maintain there are full service contracts in place for janitorial services, refuse disposal, pest control, fire alarm maintenance and extinguisher provision.

6.4.10 There was a concern from some Licenced Traders that the sub-letting of units seems to take place with MAM doing very little to prevent or stop this even though it is not permitted. MAM estimate that amongst the 37 legitimate licensees, 12 have unlawfully sublet either their ground floor or the mezzanine floor to occupiers. That represents an estimated 18 units out of 58 that they state are unlawfully occupied. MAM recently reported that all suspected instances of illegal sub-letting they have been identified to TfL. MAM is obliged under the terms of its lease from London Underground Limited (LUL) to notify TfL and

remedy all breaches of the lease terms which include unlawful sub-lettings. MAM were requested by TfL to develop a plan to address the sub-letting issues identified and advised how to approach it (i.e. draft correspondence, a structured action plan and a programme of implementation). TfL confirmed at the time this report was published (January 2020) nothing had been received from MAM.

6.4.11 There are seemingly issues around the accessibility of the mezzanines in terms of building standards and regulations. MAM relayed that the use of the mezzanines is authorised for dry storage only and such use is included in the rent payable for the unit. MAM stated many of these mezzanines were unapproved alterations to the market done by some of the Licenced Traders (existing or previous) under the previous leaseholder and that they are pursuing a number of ongoing enforcement proceedings. MAM estimate that 30 of the mezzanines are being used for purposes other than storage with some of them being occupied by unlawful sub-lettings and some by lawful licensees in breach of their licence terms. Some Licenced Traders have been issued with reminders and individual notices confirming the prohibition on subletting and unauthorised alterations and use of the mezzanine since MAMSSL acquired the business in September 2015. Despite this, traders did not raise this as an impending issue they were facing and seemingly continue to pay MAM for the use of these spaces. It seems little can be done to make these safe and useable spaces for both the tenants and/or customers owing to the make-up of the building (i.e. ceiling heights).

6.4.12 There have been a few occasions when Licenced Traders have sold their units without the consent of MAM. This activity is prohibited but MAM relayed they generally accommodate these 'new tenants' if the 'purchaser' has a "good standing" and does not change the approved retail use of the unit. It's not clear how they determine whether Licenced Traders have a "good standing" but this approach has frustrated some Licenced Traders.

6.4.13 In respects to the anti-social behaviour (ASB) issues it is important to recognise that measures such as CCTV have been put in place by MAM. However, most traders interviewed felt more should be done to improve situations where there is control (i.e. on private land such as inside the market and within the car park). It is not clear what level of assistance the has received from other organisations such as the police and council to support their efforts to reduce ASB, but their statement to the Housing and Regeneration Scrutiny Committee did not highlight this to be a particular issue, nor was it an issue raised in discussions between the MAM and the independent advisor conducting the review. It's clear from discussions with other key stakeholders this is an ongoing issue and it may require a multi-stakeholder approach to resolve or inhibit this activity in or around the market'. However, MAM state ASB (in a number of forms) has been greatly reduced with better security lights, CCTV and the car park gates. They also state evidence is regularly provided to the MET Police.

6.4.14 There was a unified view from traders that more should be done to promote the market. The general feeling was that the signage outside the market could be greatly improved to make the market more visible and welcoming. If you were passing the market or coming out of the tube station (two entrances opposite the market) it would be fairly easy to miss it. The hoarding that has been decorated with the market logo has been defaced with graffiti and stickering and has not been cleaned or maintained. Coupled with this, the market website is very basic, outdated in terms of information and does not feature any of the traders who are located within the market. This seems to be a real missed opportunity and traders have stated that issues such as these give off the impression that the market is either closing or not worth visiting. It would seem that at a time where the market is going through some degree of turmoil and uncertainty owing to the potential redevelopment of the building and the recent High Court challenge against the Compulsory Purchase Order (CPO), promoting the market and its businesses would be essential. Unlike investing in the building, which may eventually be demolished, investing in the promotion of the market and its offer is something that would be beneficial regardless of whether the market stays in its current location or relocates temporarily to Apex House. One could argue that owing to the current situation the market finds itself in, investment in marketing and promotion through better street signage, a modest facelift and a better and more informative website and social media would be a commercially astute thing to be doing. MAM have maintained the proposals to better promote the market were regularly raised at Steering Group meetings but rejected by Traders representatives.

6.5 Transport for London

6.5.1 London Underground Limited (LUL) is the freeholder of the current market building. LUL is wholly owned subsidiary of Transport for London (TfL). Its property connection to the area is primarily in relation to the Tube as Seven Sisters station is located below the market with two of its main entrances positioned on the footway adjacent to the Wards Corner building. Correspondence and engagement in relation to Seven Sisters Market has taken placed with officers from TfL who represent the interests of LUL.

6.5.2 In September 2015, TfL leased part of the building (including the market) to Market Asset Management (Seven Sisters) Ltd (MAM). MAM had acquired an interest in the previous lease from the former tenant. MAM is a privately-owned retail business which manages and operates the market. Grainger Seven Sisters Limited, a wholly owned subsidiary of Grainger PLC is the guarantor for the performance of some of MAM's covenants in the lease to TfL.

6.5.3 Like any other tenant on the TfL portfolio, MAM are able to operate their business as they considered appropriate. On acquiring its lease, MAM indicated to TfL that it felt the need to 'regularise a lot of situations' including health and safety issues at the market. TfL accepted this as part of the role MAM wanted to perform. TfL also recognised that in some cases the relationships between some traders and MAM were strained. MAM has recruited additional staff (including Spanish speaking employees) which has helped to improve some of the on-site relationships.

6.5.4 TfL does not commission MAM to manage a market on its behalf. There is no service contract between MAM and TfL – running markets is not part of TfL's core role. The responsibility for the management of the market rests entirely with MAM.

6.5.5 A small group of Licence Licenced Traders did submit a proposal to TfL in respects to securing the lease for the market. Traders maintain that they offered TfL a higher price for the lease (circa £100K compared to the tender price of £60K). TfL rejected this option, largely because MAM was a sitting tenant (having bought its interest from the previous tenant in a private transaction). TfL has explained that, across its estate, rather than chasing speculative income, it tries to support existing tenants by giving them the opportunity to renew their lease. TfL also explained that any tenants across its estate must also be able to demonstrate the required financial and operational standing. This could have been an opportunity to develop a better relationship between TfL and the Licenced Traders and the potential of a future lease arrangement, be it in the existing building or another. However, a decision was reached by TfL to maintain the continuity of business and respect the commitment MAM has made by acquiring the lease from the previous tenant.

6.5.6 There have been some well documented incidents between the Directors of MAM and some of the Licenced Traders. These have been fully investigated by TfL and whilst wrongdoing was found on one occasion, the action taken by TfL to remedy this was not regarded as proportionate by the Licenced Traders who were directly affected. TfL is of the view that many of the issues raised were contractual matters between MAM and the Licenced Traders. TfL states that it has objectively assessed the issues and shared the outcome of its investigations. The fact remains that the action taken has caused, in part, divisions between the three parties to deepen.

6.5.7 TfL has publicly stated that Wards Corner building (LUL Freehold) has come to the end of its economic life. This means it would not be financially viable for TfL to invest in refurbishing the market or the surrounding buildings it owns based on the likely return. Whilst not stated, the existing building in terms of the use of land and air space is not efficient and therefore there is an opportunity to densify the

site to maximise its potential. TfL stated that it supported economic and social regeneration and the wider ambitions of the Council in relation to Tottenham.

6.5.8 TfL has stated that whilst finding a solution for the site and the market is clearly important, its primary focus is to protect its strategic asset, which is the Victoria Line and Seven Sisters Tube station that sit beneath the Wards Corner Building. TfL said that Grainger Plc is an experienced developer that had been appointed as the long leaseholder to develop a new housing and retail (including the new venue for the market) scheme for the site. Seven Sisters Regeneration Limited (subsidiary of Grainger Plc) has entered into a Development Agreement with LUL. TfL was clear that its primary role is to protect its infrastructure and meet its best value obligations in the management of its estate. With this in mind, TfL has agreed – subject to certain conditions being fulfilled – to sell the building to Grainger on a long lease of 250 years. In the lease, Grainger has made commitments to design and build the new market to exacting standard which protect the station underneath.

6.5.9 TfL stated there was no 'Plan B' in place as its preferred solution is the Grainger scheme. The reason given by TfL was the existence of the CPO and the Council's promotion of it. TfL confirmed that it was aware of the Community Plan planning permission and said it would consider its position if Grainger decided not to proceed with the approved scheme.

6.5.10 One of the key concerns raised by TfL is the level of anti-social behaviour (ASB) that takes place in and around the market. Like the Licenced Traders, TfL recognises that the market and the surrounding area seems to be a target for this activity. TfL believes that it is a problem that would be difficult to resolve without significant investment, including on-site security. It is clear that this is an issue as many Licenced Traders stated that one of their priorities was better security to reduce the level of ASB being attracted into the market building and the car park at the rear, which is operated by MAM but lies outside of TfL's ownership.

6.6 Grainger Plc

6.6.1 Grainger Plc are the long-leaseholder of Apex House which they purchased from the Haringey Council in September 2016 on a 250 year lease. Grainger are also the majority freeholder for the Wards Corner site, within which London Underground Limited (LUL) is the freeholder of the property which is the current location for the existing market. Grainger have a contract in place to acquire a long lease of 250 years from LUL. If the redevelopment of the site proceeds, Grainger aim to re-provide a permanent home for the market, new retail and housing. Grainger were awarded the contract for the development from London Borough of Haringey in 2004 and signed a Conditional Development Agreement with the Council in 2007.

6.6.2 Grainger state they are committed to providing a vibrant new market and working with the existing Licenced Traders. It should be noted that whilst they are the guarantor for Market Asset Management's lease from LUL, they have no involvement in the management of the existing market. They are not involved in either the operational or strategic direction of the current market as the redevelopment of the site is and has been on hold pending the outcome of the legal process relating to the CPO.

6.6.3 Grainger have stated they do not want to be actively involved in the future management arrangements as they have no experience in operating markets. Rather they would like to offer a lease of up to 25-years to a company/organisation that would be able to deliver a successful market working closely with the Licenced Traders. This stance is not unusual for a large property owner and it is important to note that Grainger has been trying to encourage as many traders as possible to partake in discussions. There is a group of Licenced Traders who are supportive of the proposals and have been working with Grainger to highlight (mainly through social media) the benefits this will provide for the market and their businesses.

6.6.4 Grainger did set up and run the Future of Seven Sisters Steering Group which involved the council, the current operator and representatives from the Licenced Traders. These representatives reflected both traders that were for and against the redevelopment of the existing site. The group was set up to discuss operational and strategic matters relating to the existing market and the future temporary and permanent locations. However the last meeting of the steering group was December 2018.The Terms of Reference were presented at the first steering group and its principle objectives were listed as:

- *Establish a conducive relationship between Grainger and representatives of the market*
- *Provide an opportunity for representatives of the market traders to collectively input into the temporary relocation process on behalf of* ***all*** *market traders in Seven Sisters Indoor Market*
- *Provide representatives of the market traders with an opportunity to collectively agree and input into the design and layout of the new market on behalf of* ***all*** *market traders in an open and transparent forum*
- *Report on progress of the Seven Sisters Regeneration project by Grainger to market representatives and consult on relevant market related issues as appropriate; and,*
- *Provide an opportunity for representatives of the market traders to discuss management and maintenance issues with market management*

6.6.5 As part of their planning permission, Grainger have a number of obligations listed in the Section 106 document. These obligations were increased and more provisions were put in place for the market following the second planning permission that was granted. The first planning permission was overturned by Judicial Review following the successful challenge in 2009. These additional provisions are designed to safeguard the market, its future and that of its existing Licenced Traders. Further safeguards were secured in a variation of the S106 agreement in 2017 (current planning permission). The S106 secured capped unit rental cost for five years. Despite this, there are still concerns from some Licenced Traders who fear that following this period the rental costs could increase making it difficult or unaffordable to remain trading at the market.

6.6.6 Grainger have relayed that they expect the cumulative five year rental income at 90% occupancy to be £1.68 million, and at 100% occupancy £1.87 million. This allows for any discounts that are outlined in the s106, including the first three months' rent free at Apex House and, a 30% discount for the first 18 months at the permanent location for the market if the redevelopment proceeds. They also estimate the fit-out costs will be approximately £110 per square foot (23,742 sq. ft.), meaning a total capital cost of approximately £2.46 million across both the temporary and the permanent site. Grainger are willing to consider a turnover rent and other options during the first five years. It will be important to soft market test this with operators to ensure the affordability and attractiveness of the total package on offer.

6.6.7 After the first five years and the rental cap on units, Grainger have stated it is not within their interests to increase the cost of the lease to the point where the market would suffer and therefore traders' businesses. If Grainger could provide greater certainty and visibility on the lease arrangements, including the lease review mechanism, post the first five years this would provide an opportunity for Licenced Traders to better understand the medium term obligations they will need to plan for. Understandably, this may be hard for Grainger to provide at this stage, but certainly some possible scenarios would be useful.

6.6.8 Grainger are responsible for the letting of the contract for the Market Facilitator role. They were in the middle of progressing with this appointment but were asked to put this on hold to allow the council to undertake a review of the S106 obligations, including the one relating to the Market Facilitator. The council liaised with Licenced Traders to understand whether their requirements were fully being met in respects to the brief and scope for this contract. The council issued a questionnaire and met with Licenced Traders to better understand their views. The outcome and recommendations of this review have not been shared with the consultant, nor how this has been included into the final specification for the recruitment of a Market Facilitator taken place.

6.6.9 Despite their investment, it seems on the face of it that communication with a number of Licenced Traders has not been that effective. When Licenced Traders were interviewed as part of the engagement phase of the review, a number of them stated that they were not aware of some key details around the fixed rental costs, discounts and relocation obligations. It seems that the effectiveness of the Seven Sisters Steering Group and the communication outside of this was not as clear or effective as it could have been in helping some of the Licenced Traders understand of what had been agreed.

6.6.10 Grainger have stated that they are not prepared to meet any additional costs over and above those stated in the s106 obligations. They have also stated that the mezzanine levels that many units currently have will not be re-provided, but that the ground floor space will be the same as in the existing units. Licenced Traders have raised concerns about this especially, as this space is currently used as part of their business operation (i.e. storage, preparation or back office space). However, is important to note here that the mezzanines have been created without building regulations approval or landlord's consent.

6.7 Greater London Authority

6.7.1 The Greater London Authority (GLA) stated they wanted to support the market and the key stakeholders in finding a solution, but saw their role as a facilitator from the fringes as opposed to actively involved. They stated the importance and role that markets have to play in supporting small businesses, local communities and high streets. They referenced the studies they have commissioned that highlight the different approaches that have been taken to the management of markets across London.

6.7.2 The GLA stated that they were supportive of a management solution that involved the council or one that would allow traders to have a greater say in the decision making about the market. The consultant did outline that other management models were being considered and that it was important to assess all applicable options. The GLA agreed with this approach but do see a council run market as one of their preferred solutions.

6.7.3 The GLA stated they were keen to understand the recommendations of this review and how their support could help to deliver them, especially in terms of the Mayoral funding that has been allocated to the market (£284.5K). This funding, which would be channelled through TfL, is to be used for a feasibility study into the possible relocation (£55K) and appropriate financial assistance and business support programme for Licenced Traders (£229.5K). This funding is conditional however on the redevelopment of the current Wards Corner site.

6.7.4 The GLA stated they were keen to see the market remain a vibrant shopping and social place and would not be supportive of it evolving into a more chain-based offer. It was important for it to keep its independent traders as this is what makes the London offer so special. Their two priorities included the need for a 'roadmap' to a viable solution that Licenced Traders could trust and that whatever was agreed was delivered and not diluted further down the line.

6.8 Haringey Council

6.8.1 The consultant met with a range of officers from Planning, Planning Enforcement, Regeneration, Property, Legal and Finance in respects to getting a greater understanding of the background to the market from the council's perspective and some of the decisions that have been made in the past. Officers were very clear as to their remit in the review and were keen to reiterate that this report was commissioned by the Policy Advisory Group (PAG) and that their involvement was to assist with any queries.

6.8.2 The majority of the meetings provided some useful background and clarification in respects to past decisions or relevant legal information pertaining to the review (i.e. S106 Agreement). However, most of the interactions with officers were to provide updates on the development of the review. Officers respected the requirement for the review to remain independent and impartial.

6.8.3 The Chief Planning Officer confirmed that the market had protected status as it was listed as an Asset of Community Value. Whilst this only provides limited protection if the asset was to be sold (which is unlikely given its connection to the strategic transport infrastructure of the Victoria Line), the officer confirmed that any change of use from market to another use would require planning permission. As the market is classed as *sui generis*, a change of use to another use class would need, as part of a full planning application evidence to prove that, amongst other things, a market was no longer viable owing to the lack of demand, rather than the cost of the floor space or land values. This in itself provides protection for this use and some degree of assurance for Licenced Traders.

6.9 Wards Corner Policy Advisory Group

6.9.1 This review was commissioned and overseen by the Policy Advisory Group consisting initially of six councillors and then five. The five councillors listed in section 6.1.4 have been involved during the last eight months. Meetings that have taken place have only involved councillors and the consultant. The consultant updated PAG Members on progress and the discussions with the key stakeholders.

6.9.2 This review will be endorsed by PAG Members. Like with all key stakeholders, where they disagree with any recommendations these will be documented and a response will be provided by the consultant. This schedule of responses is appended to this report and provides an audit.

6.9.3 PAG Members all want to see the best possible outcome for the market. While PAG Members have debated the pros and cons of the models as well as their preferred solutions for the market, they were unable to reach a firm consensus on either. Two of the three members feel that the council should support the market but are not best placed to run and manage it. This is based on their experience of the current and past management of the council's property portfolio and the fact that Haringey currently licences but does not run or manage any markets. Based on these two factors they feel the council should continue to broker a solution but not be part of the solution itself. The remaining three PAG members saw that the council should play a more hands-on role in the future of the market. This included support for being part of the solution by either taking over the lease or supporting the Licenced Traders to develop to the point where they could take on the lease and run the market (i.e. Cooperative Model). This could be done through a transition from a council run market initially (short term) to Trader run market (medium to long term), through business support and training.

6.9.4 PAG Members were interested in organising site visits to other markets in London to witness how they operate. They were keen to get a better understanding of what other local authorities and market operators do to support their markets and the traders, as well as hear from those who run social enterprise markets like Brixton Station Road which is run and managed by its traders.

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7. Management Models

7.1.1 A total of 12 possible management models for Seven Sisters Market were evaluated and scored against the criteria agreed by the Wards Corner Policy Advisory Group. The scoring of these models and the accompanying scoring rationale are appended to this review (see appendix 4).

7.1.2 Based on the evaluation a total of six models scored more than two thirds of the total weighted score. Based on the agreed criteria, any models that scored two thirds or more should be considered for further development by the key stakeholders. The table below details the six top-scoring models.

Models	Management and Operation			Total Score	Weighted Score	Social Value			Total Score	Weighted Score	Total Weighted Score
Total	40%	40%	20%	100%	70%	40%	30%	30%	100%	30%	100%
Social Enterprise	30%	35%	15%	80%	56%	35%	25%	25%	85%	26%	82%
Cooperative	35%	30%	10%	75%	53%	35%	25%	25%	85%	26%	78%
Partnership	20%	35%	20%	75%	53%	35%	25%	25%	85%	26%	78%
Market Operator	20%	30%	20%	70%	49%	25%	15%	25%	65%	20%	69%
Arms-Length	20%	30%	15%	65%	46%	30%	20%	25%	75%	23%	68%
Local Authority	30%	30%	10%	70%	49%	20%	20%	20%	60%	18%	67%

7.1.3 The top scoring market management models were tested with the Key Stakeholders during September and October 2019. Key Stakeholders were asked to review the scoring and the scoring rationale and select the model(s) that they preferred regardless of market venue. This is because all the models could be applied to any location. The only key stakeholder that was not asked to respond to this stage of the review was the current operator owing to the potential conflict of interest. Both the Local MP and the London Assembly Member did not partake in the review. However the Local MP's office did provide a copy of a statement that was issued to the Housing and Regeneration Scrutiny Panel relating to the review into Wards Corner.

7.1.4 The table below illustrates the preferred model(s) as selected by the key stakeholders. These are based on the table above. It should be noted that two Licenced Traders stated their preferred model was a Mutual (see section 7.2) but this model did not form part of the overall evaluation for the reasons outlined in 7.2.4 and 7.2.5.

7.1.5 Key Stakeholders were told to use the scoring purely as a guide and that they could select any of the top six models. Some stakeholders rated their preferences in priority order, whilst others selected a model but did not choose to prioritise

them. This was because for some groups there was no overall consensus so they found it difficult to prioritise.

Key Stakeholder	Preferred Model(s)
Wards Corner Policy Advisory Group (made up of five councillors) – the group selected four models they were interested in but did not prioritise these	Social Enterprise Cooperative Partnership Local Authority
Grainger	1. Operator 2. Partnership 3. Social Enterprise
Transport for London	Partnership
Greater London Authority	See 7.1.6
Licenced Traders	• Seven voted for the Partnership model • One voted for Local Authority model • Three voted for the Mutual model (see 7.2)
Market Asset Management	n/a (see 7.1.3)

7.1.6 The response from the GLA to their preferred management model is:

7.1.7 *The Mayor is committed to doing all he can to support a vibrant and thriving market at Seven Sisters and supporting London's markets more widely. Ensuring strong and effective leadership from all parties is vital to ensuring the market continues to succeed. The preferred management model must therefore have broad stakeholder support and strong governance in order to be successful. The GLA will support the transition to the preferred model, working collaboratively with all stakeholders to ensure that it meets the diverse needs of London's neighbourhoods.*

7.1.8 The GLA therefore has no particular preference and believes it is for the other key stakeholders to establish their preferred model for Seven Sisters Market. The GLA will then support this transition process by collaborating with the other key stakeholders. The GLA were asked to elaborate on how they could support the process. Their response was that any support would be influenced by a range of factors and these would be determined at the time and once the preferred management model was selected by the key stakeholders.

7.1.9 TfL responded to say that their preferred model was the Partnership Model. There was a concern that the options presented would require considerable time to set up. However, they felt that the Partnership model would provide a basis for strong and effective leadership from all parties to ensure the market continues to succeed. They felt that in terms of moving forward, this model could be the most appropriate as it offers the opportunity to put in place a governance structure whilst allowing Licenced Traders to be an integral part in formulating its objectives. TfL did state that the current lease is due to expire in September 2020,

and therefore implementing a preferred option must begin as soon as possible to avoid any unnecessary transition period. In terms of the possible redevelopment of Ward Corner, TfL state they will do all they can to support the transition to the preferred model and work collaboratively with all key stakeholders to ensure the market remains a safe, inclusive venue for the whole community.

7.1.10 Grainger stated that their preferred model was the Operator led model. Owing to it being an established model with a proven track record, they believe this would provide greatest degree of assurance for the market and the Licenced Traders. They also felt from their perspective is likely to be the most financially secure in terms of any lease arrangement. However, they recognised that the Partnership model, whilst untested, would provide an opportunity to utilise their preference (market operator model) but provide an extra layer of governance and oversight that they thought might be relevant to Seven Sisters. Their concern was whether this arrangement would be attractive to potential operators if tendered. Finally, they were also interested in the Social Enterprise model but wanted a greater understanding of how this could possibly work. They recognised that this model would take longer to set up and establish itself and noted this option was not as widespread as the operator and local authority run models.

7.1.11 The Wards Corner Policy Advisory Group were unable to select a preferred model. Some Members were more interested in the Cooperative and Social Enterprise models as they felt this would provide more opportunities for the Licenced Traders to run and manage the market that they found to be an attractive proposition. Another Member felt the Council should be more involved in the management of the market going forward, whilst two Members thought the Council did not have the expertise or track record to deliver a successful market, especially as they do not manage any in the borough. Generally, Members were interested in the possibilities the Partnership model could deliver for the market and its Licenced Traders. They agreed this was a better option than the operator led model as provided more security for Licenced Traders through its governance and oversight arrangements. As a result, they selected four of the six top scoring models and have stated they may refine their choice once they better understand the recommendations and the feedback from the other key stakeholders.

7.1.12 Three Licenced Traders relayed that their preferred model was the Mutual option that was not evaluated or presented to the other key stakeholders (see section 7.2 for more details). Seven Licenced Traders stated that the Partnership model was their preference as it provided an extra layer of oversight on all aspects of the management of the market and allowed traders to be properly represented at the Board. They felt it was important that traders have a voice and voting rights going forward (see 7.4.12). Currently traders have no voting rights. Some were originally interested in the Cooperative model as concept of all the Licenced Traders having a stake in the management of the market was appealing to them. However, they felt there were potentially too many conflicts of interest that could make this unfeasible and therefore discounted it. Finally, one Licenced Trader was supportive of the Local Authority model as they regarded the Council as an

organisation that was open to greater scrutiny and one they could trust to run and manage the market in the best interests of all the traders.

7.1.13 The models were presented to officers of the council for their information only. This was because they were unable to influence the process through selecting their preferred models. Their role in the review is to understand the outcomes and recommendations in relation to future management models for Seven Sisters Market. It is understood that officers from the council did undertake some high-level financial modelling relating to the Local Authority run model.

7.1.14 Response rate from Licenced Traders in their selection their preferred models was lower than expected. Traders may have been slightly overwhelmed by the level of detail provided to them on the top scoring models but this may not be an appropriate time for some of them to make such a decision, especially when it is not clear on what the future holds in the short term in respects to the market and its location, let alone medium (5 years) to long term (beyond 5 years). Potentially, at this stage some Licenced Traders may require more answers or clarity on some of the outstanding fundamental questions before they decide which model would be best suited to their needs going forward. These questions include:

a) Where will the market be located - its current location or Apex House?
b) What will the process be for selecting units if traders were to move to Apex House?
c) What other costs will they incur for any move over above those detailed in the S106 agreement i.e. will they need to buy new operational equipment?
d) What happens beyond the five years when the 'safeguards' around rental costs are lifted?

7.1.15 All traders stated they wanted to be involved in the development of a strategy for Seven Sisters Market. They felt that they were best placed to advise and develop a set of solutions owing to their experiences. Therefore, some Licenced Traders may want to first identify and agree the priorities for Seven Sisters Market to then allow them to decide which management model could best achieve these ambitions. Therefore, at this stage they may be less interested in the model (output) and more interested in ensuring a successful market and business (outcome). So potentially for some, selecting a model prior to developing an agreed strategy for the market is the wrong way to progress and could be a reason as to why there has been a lower response rate compared to the number of traders that were interviewed during the research stage of the review.

7.1.16 Coupled with this, there have been a number of reviews on different issues and matters relating to the market and some of the past, including some past decisions by the Local Planning Authority and the Secretary of State. It became evident that some Licenced Traders were understandably confused by all the reviews that were happening in parallel to each other on specific matters relating to the market. Whilst the remits of all the reviews were different, it may have been that some traders were fatigued by the level of engagement and

consultation that was taking place over this period and therefore were reluctant to be proactively involved.

7.1.17 Many of these questions will be answered once the market facilitator is appointed by Grainger but it seems that some of these fundamental points should have been clarified so they could have been discussed and tested with traders in order for them to identify the models they felt best suited their needs and that of the market.

7.2 Mutual Model

7.2.1 Post the evaluation of the 12 models, the Mutual Model was proposed by two trustees of the West Green Road and Seven Sisters Development Trust and later promoted by three members of the Traders Association, two of which were the same two trustees. The Mutual Model that was proposed is non-profit and could be financed in a number of ways including crowd funding investment, community shares, social investors, bonds, through to grants donations, loans and trading or even a combination of a number of them.

7.2.2 The Traders Association met on 26th September to discuss the Mutual Model and expressed the following aspirations. It is not clear how many Licenced Traders expressed these views and clarification was sought from the two Trustees:

a) A democratic organisation that also incorporates residents, suppliers, customers, neighbours etc. following the principles of the International Cooperative Alliance
b) An administrative body for all Traders to be able to make decisions, implement and invest in the market with full control over all issues
c) To take back control of the situation [market] and not relying on transient Market Operators and/or Public or Private Owners.

7.2.3 It was highlighted that there are similarities between the Mutual Model and the Cooperative Model, and the Mutual Model could deliver the benefits some of the Licenced Traders are seeking such as self-management, democratically elected, similar voting rights (one member, one vote) and reinvestment of any profits into the market and/or community projects.

7.2.4 They state that 'traders are not keen on just running or operating a market. Taking back control means for the Traders to have it as their own without encumbrances'. They see the tenure of the land and the ownership of the market as two separate purchases. The basis of a Mutual model is to provide an opportunity for a community to take control, usually through the purchasing of an asset that is under threat. The example given was of a community in Plymouth purchasing a public house that was under threat of closure. Neither is the market under threat of closure nor is the freehold for sale. A long lease could be purchased for any of the possible market locations, including the existing, but this would be a tendered opportunity. It is for the freeholders to decide which model

they would want to adopt for the leasing arrangement for the market and so far they have indicated that models along the lines of a Cooperative (and therefore one can assume a Mutual) would not be seen as their preference for Seven Sisters Market.

7.2.5 Currently, the three Licenced Traders that favour the Mutual Model are also supporters of the Community Plan and therefore these two *may* be intrinsically linked, whereas the top scoring models could be applied and implemented to any building-based scenario. Also, the emphasis for promoting a Mutual model seems to be predicated on the ambition of some of the Licenced Traders and the local community to take back control and essentially secure the freehold or at least the long lease of the entire building, including the market. Therefore this would rely on the current freeholder (TfL) entering into this agreement, whereas their approach is that the current development has come to the 'end of its economic life'. As a result they state that the viability around any future investment by TfL in the current building is unlikely as it cannot be justified financially. It is not clear over what period of time this relates to but their position on this matter has remained unchanged since the start of the legal challenges and one can assume this will continue.

7.2.6 Whilst this review is not concerned or influenced by the current planning permissions (for both schemes) or regeneration it is aware of the statement that has been made by TfL to Licenced Traders and other key stakeholders. As the purpose of the review is to propose the models that can be implemented regardless of the location (as per the agreed criteria), it seems *for now* that the Mutual Model is not applicable to *all* the possible market locations outlined in the Terms of Reference.

7.2.7 There is also a view that with current divisions between some of the Licenced Traders, any model at this stage should concentrate on delivering benefits for the traders and their businesses in order to ensure a successful market. Based on some of the improvements Licenced Traders want to see for the market, getting the basics right first before widening scope seems essential. A model that provides an opportunity for a number of interests to be involved in the governance and management of the market that a Mutual Model proposes would mean that voting rights will extend beyond the traders and key stakeholders and this could complicate matters. This means a range of extra views, ambitions and potentially conflicting agendas could come into play on what is already a divisive issue amongst some Licenced Traders.

7.2.8 Owing to the complex nature of the current situation, the uncertainty around the financing of this model and given the fact that it would open up the opportunity to others, at this stage the consultant could not recommend that a Mutual Model be shortlisted for further consideration. This is not to say it doesn't have validity, but it's unlikely to be supported by some of the existing Licenced Traders for a range of reasons. Should the Wards Corner redevelopment not proceed owing to

a successful legal challenge to the Compulsory Purchase Order (CPO) then the opportunity may arise that would make this model feasible.

7.3 Recommended Market Management Model

7.3.1 The initial scope of the review was to identify the top scoring models based on a set of criteria agreed with Wards Corner Policy Advisory Group. It was originally anticipated that the review would identify two or three possible models that could be further explored, developed and co-designed with the key stakeholders so that one could eventually be implemented. The development would be supported through the appointment of a Market Facilitator by Grainger.

7.3.2 However, it became apparent towards the end of the review that some Licenced Traders were unable to select a preferred option. The reasons for this probably stem from the fact that there is fatigue from some Licenced Traders as to the length of the uncertainty that surrounds the market and its future location. The fate of the current building and the future location for the market is still unknown as the recent decision by the High Court may be appealed. Therefore, it could be argued that some Licenced Traders are unlikely to engage in any decision making relating to the future management models until the legal process has run its course.

7.3.3 I have based my recommendation on the feedback and aspirations from all key stakeholders during the engagement and model selection phases of the review, as well as on the scoring reflecting the criteria agreed by PAG and, the practicalities of implementing a model in the timescales outlined in the Terms of Reference. The timescales included are:

a) Pre-August 2020 in the current location -though this could be extended depending on legal process and/or decisions relating to the development agreement
b) From August 2020 which is the target date for the completion of Apex House and the relocation of temporary market location
c) From 2023 depending on if and when the new development for Wards Corner completed.

7.3.4 To reiterate, this review was always predicated on the fact that a model could be applicable to any location regardless of other circumstances. This review and its recommendations is not about promoting any particular building or development proposals. This is about finding the right solution that is pragmatic, financially sustainable and implementable within the stated timescales.

7.3.5 My recommendation to the Wards Corner Policy Advisory Group and the other key stakeholders is that the Partnership Model would be the most appropriate model to be taken forward in at least the short to medium term. The key

stakeholders should start preparing now to put in place a programme to allow the tender process to commence and a new lease and contract to be in place in time for either a move to Apex House (August 2020) or the expiry of the existing lease (September 2020). The seven justifications listed below should be considered by the Key Stakeholders and if taken forward should be adopted for at least the current and temporary market locations.

7.3.6 The reasons for this recommendation are:

i) It draws on the vast experience that market operators have in running and managing successful markets that will benefit the Licenced Traders, freeholder, other leaseholders, the local community and visitors/shoppers to Seven Sisters Market;
ii) It provides an extra layer of governance and accountability and ensures all key stakeholders take a more proactive role in the oversight of the market and its management to ensure its success. This is currently lacking with the existing market with many key stakeholders relying on others to resolve issues and find solutions to some fairly long-standing issues and factors that are impacting on the success of the market and traders' businesses;
iii) It allows Licenced Traders to influence decisions through voting rights on matters that impact or affect the market and businesses that operate from within it;
iv) It provides independence and reduces any conflicts of interest across all key stakeholders;
v) It will draw on the immediate capacity and resources that a market operator has to deliver the outputs and eventual outcomes the key stakeholders collectively agree on during the development of a dedicated strategy for Seven Sisters Market;
vi) It is likely to be more financially viable with greater access to funding that will be required for both the existing location and any future locations; and,
vii) It could be implemented in the timescales outlined in the Terms of Reference agreed by the Policy Advisory Group.

7.4 Further Considerations

7.4.1 Below is a list of further considerations that need to be understood and developed in relation to the recommendation proposed by this independent review.

7.4.2 *Financial Model*

Whilst the financial models are likely to be different for both the current and temporary market, it is likely that financial support will be required from Transport for London as the freeholder for the current market site if this was to be retained subject to a successful legal challenge. This is because there has been a lack of investment in the market for many years. It should be noted this pre-dates the current lease holder and operator.

7.4.3 Likewise if the market was to move to Apex House for a temporary period (up to three years) then financing for the fit-out of the market over and above the conditions set out in S106 agreement is likely to require further financial support from Grainger. The fit-out costs are estimated at £1.2 million for Apex House and this would expose any SME business to financial risks that could not be recouped, owing to the rental caps placed on the leaseholder. In short, the capital costs are too high for such a short period of time and any return on investment is unlikely to be fully recouped for many years after the rental cap listed in S106 agreement is removed. This situation would impact on all models and therefore any organisation or company that takes on the management of the market.

7.4.4 *Market Strategy*

It is essential that a strong and transparent set of policies and guidelines are developed for Seven Sisters Market by the key stakeholders. This is to ensure cross party ownership for future management and operation of the market regardless of which management model is eventually agreed upon and adopted. Whilst all the key stakeholders maintain they are keen to find a solution, they all need to actively contribute so that accountability extends beyond the usual two-party relationships when it comes to managing a market. Currently this is split either between the Market Operator and the Licenced Traders or the Market Operator (day to day management and operation) and Transport for London (lease agreement). Through the Partnership Model and the development of a dedicated market strategy for Seven Sisters Market all the key stakeholders will form part of the solution.

7.4.5 All Licenced Traders that were interviewed regardless of their position on the redevelopment stated that there was a need for a dedicated market strategy to be developed and agreed to ensure the future success of the market. There is no current market strategy in place for Seven Sisters Market and nor was it an outcome from the previous scope for the Market Facilitation role that Quarterbridge were contracted to deliver. This decision resulted in a direct conflict of interest and it is an example of the poor oversight and governance arrangements associated with the Market. The development of a comprehensive strategy that is co-designed and produced by all the key stakeholders, including the individual Licenced Holders, should be progressed as a matter of urgency. This should form part of scope for the Market Facilitator role that Grainger are responsible for appointing.

7.4.6 The strategy would help to identify the synergies across the key stakeholders and should draw on current and past experience, case studies from other successfully run indoor markets such as Tooting Market in order to develop a strong set of policies, guidelines and a commercial and social framework that would then be used to:

a) Form the specification for the tender opportunity for the Partnership model seeking an experienced operator that will work with key stakeholders to ensure the strategy is fully implemented; and,

b) monitor the success of the strategy and its implementation by the Partnership Board. The most important elements of the strategy should be prioritised, whilst the remaining should be implemented in phases based on a pre-defined programme of milestones that is agreed by the Partnership Board at the Award of Contract stage.

7.4.7 Any proposed changes to the approved strategy would need to be evidenced to prove that elements were either not functioning as intended or no longer relevant. It is important this is proven and agreed by the Partnership Board prior to any changes to the approved strategy. Depending on the proposed changes and their impact, consultation with the wider stakeholders would need to take place. This is vital to ensure continued buy-in, accountability and support for the overall strategy from key stakeholders, especially the Licenced Traders.

7.4.8 *Programme*

The timescale for the implementation of this model is dependent on a number of factors, not least the existing lease arrangements with the current market operator. This is due to expire in September 2020 and whilst the independent consultant is not privy to the terms of the agreement, it is likely that either one of the following two scenarios will happen:

a) The existing lease expires and the market remains in its current location and therefore Transport for London will need to tender the opportunity; or,

b) the redevelopment of Wards Corner proceeds and the market moves to its temporary location (Apex House) meaning a lease will need to be marketed by Grainger. The earliest this could be in operation is August 2020.

7.4.9 Taking both scenarios into consideration and the fact that there is approximately eight to nine months available (from the time of publication of this report in January 2020) it would be possible to procure and award the contract for the Partnership model within these timescales on the proviso of the following:

1. That all the key stakeholders agree to move forward with this model.. The appointment of the Market Facilitator by Grainger should help to secure further support for the Partnership Model during the development of the Market Strategy for Seven Sisters;
2. The agreement of a selection process and establishment of the Partnership Board by May 2020. The individual organisation or group (i.e. Licenced Traders) will decide the selection of who represents each key stakeholder group. Market Facilitator could facilitate the selection of the Trader representatives that sit on the Partnership Board through a ballot process. (see 7.4.16);
3. Three months is allowed for the development and approval of the market strategy for Seven Sisters Market prior to commencing the procurement;
4. That the tender documents (Lease Terms, Instructions to Tender) for the procurement of an operator are drafted and agreed in parallel to the development of the market's strategy;

5. That the procurement notice and formal process begins in early April and lasts no longer than three months, including the Award of Contract.
6. That any maintenance and health and safety issues (current location) are identified so a costed action plan and implementation programme can be established and agreed. With the second scenario, any fit out for Apex House is managed, implemented and financed by Grainger following the conclusion and approval of the market strategy.
7. The selection process for all units for all Licenced Traders wishing to relocate to Apex House is agreed and the notice to relocate is issued within the legal timeframes should the redevelopment proceed; and,
8. That the contract mobilisation of the new operator/leaseholder is no longer than two months - this could be written into the contract terms at the procurement stage.

7.4.10 *Procurement Process*

All stages of the procurement process, including any pre-qualification stage, should be open and transparent and involve the Partnership Board. A selection of possible operators should be discussed and agreed by the Partnership Board prior to issuing the Contract Notice. This will mean a long list of operators that can be researched and vetted prior to the formal process commencing and should allow all stakeholders, including the Licenced Traders, to input and be involved in the shortlisting process.

7.4.11 This approach is not unusual for many types of projects led by the public and private sector where there is strong interest in finding a solution and a history of mistrust in the way previous processes or projects have been handled or delivered. It would therefore be pertinent to involve the full range of key stakeholders (excluding the current operator owing to a conflict in interest and competition rules) in this stage of the project. This will also help to promote greater understanding and appreciation of each other's perspectives at this early but crucial phase, as it will help to set parameters, expectations and find solutions to issues that should achieve the best possible outcome from the procurement process.

7.4.12 Board Arrangements

7.4.13 The Partnership Board should be set up and have representation from all the key stakeholders. The Market Operator is not a key stakeholder but the delivery agent that reports to the Board on progress relating to the approved market strategy that is agreed by all the key stakeholders prior to the lease opportunity being tendered.

7.4.14 The Market Operators' role is deliver the agree market strategy developed by the key stakeholders. They will be required to report into the Board on the progress being made in relation to the delivery of the strategy and the outputs it promotes. However, their role as the 'market expert' is to advise the Board of any changes they feel are necessary to the agreed strategy, policies and guidelines and provide the rationale and justifications for this. It is important to note that the market strategy will not be a static document, but will need to evolve to effectively

address unforeseen issues and challenges, some of which may be external influences (i.e. reduction high street footfall, changing consumer habits, online shopping etc). Therefore, the Market Operator will play a strategic role in advising the Board and whilst they are categorised as a 'Delivery Agent', this should not be mistaken with the fact that they *will play a pivotal* role in ensuring the future success of the market, along with the Licenced Traders. Therefore, they will have a strategic role but in terms transparent governance it will be the Board Members who will approve any changes to the strategy etc on consideration of the advice and evidence presented by the Market Operator. The support the Board will provide the Market Operator and vice versa is one of the strengths of the Partnership Model.

7.4.15 It is vital that the market strategy, policies and guidelines around issues such as dispute resolution or change control are approved by the key stakeholders and form part of the tender documents and final contract with the market operator.

7.4.16 The Partnership Model consists of a contractual relationship between the Freeholder and the leaseholder (in this case a Market Operator) with oversight from a Partnership Board made up of key stakeholders. The role of the Board is to ensure the agreed market strategy, guidelines and polices are being delivered. Apart from the Freeholder, the members of Partnership Board have no involvement in the lease arrangements between the Freeholder and the Market Operator. Therefore, the property transaction and the terms of the lease sit outside the scope and role of the Partnership Board.

7.4.17 The legal status of the Partnership Model will be defined only by the contractual arrangements (specification) between the Freeholder and the leaseholder (Market Operator). This would include the delivery of the agreed specification as defined by the market strategy, policies and guidelines agreed by the key stakeholders. The Partnership Board made up of the key stakeholders will have oversight to ensure the relevant outputs and outcomes (outlined in the specification) for the day-to-day and strategic management of the market are being delivered. The Board members, bar the Freeholder, would not have any financial or legal liabilities in relation to the lease and contractual agreements between the Freeholder and the Leaseholder.

7.4.18 The freeholder will need to ensure that the lease arrangements support the delivery of the market strategy and that both the lease and contract for the market operator are complementary with no conflicting legal obligations. Both documents should be reviewed to ensure one does not have precedence over the other. This could jeopardise the success of the market and mean the operator is unable to deliver on all its obligations.

7.4.19 In terms of the make-up of the board the recommendations are as follows:

Key Stakeholder	No. of Representative
Grainger Freeholder and/or Leaseholder	2 representatives
Transport for London Freeholder	1 representative
Greater London Authority	1 representative
Haringey Council	2 representatives 1 senior officer and 1 Councillor (local Ward Cllr or relevant Cabinet Member)
Licenced Traders =	3 representatives See formula below

7.4.20 Licenced Trader Formula

All representatives should be elected by the 35 Licence Licenced Traders. This should be done as part of a secret ballot that is overseen and verified by an independent body. Licenced Traders who are interested in the role must put themselves forward and explain why they should be elected to represent all the traders from Seven Sisters Market. A standard template for nominations should be developed.

7.4.21 The formula for trader representatives is based on one representative for every 10 Licenced Traders. The level of trader representation on the board should be no less than three.

7.4.22 Administering of the Board

It is suggested like most boards, the Partnership meet every three months once it is fully established. There may be a requirement to meet more frequently in the early stages but this should be no more than every eight weeks.

7.4.23 The operator administers the board and provides all the necessary papers based on the agreed agenda items. They should develop and agree a dashboard which provides the key stakeholders with information they want to measure and monitor. This could be regarding footfall, promotional activity, shopper profiles etc. Any metrics should relate to the approved market strategy and should not be overly onerous and time consuming for the operator to monitor and record. There should also be agenda items that relate to the investment strategy and financial reporting so the board have sight of the financial performance of the operator, which will help to expose if there are any issues with the resilience of the market and its offer. The Board may also want to agree a set of social value outcomes that the market should prioritise. These will need to be developed prior to the tender for the lease, or provide scope to include once the lease is in place.

7.4.24 All board papers and notes, actions and resolutions of meetings should be shared with all stakeholders, prior to and/or post the quarterly meetings.

7.5 Top Scoring Model Analysis

For more detail on the scoring assessment see Appendix 4.

7.5.1 Cooperative Model

Whilst a Cooperative style model would allow traders greater control and influence over the management of the market, right now this option does not seem like a viable solution. The divisions between some of the traders over the future location of the market and a feeling from others that there are too many competing agendas at play would be problematic in the planning and setting up of a cooperative. Traders' primary focus is to run their business and the resources that will be required to establish and manage a cooperative may distract them from doing this. Coupled with this, the level of experience may not be available to them right now to support this ambition. However, there is real potential for this model to be developed with the Licenced Traders over the next 12 -36 months. This would give enough time for Key Stakeholders to plan and prepare for its implementation if this was a model that they were interested in exploring further.

7.5.2 Local Authority

The council is not currently adequately set up to run and manage markets. In order to do this, they would need to recruit a team of experienced market professionals to help establish a team that would be specifically responsible for Seven Sisters Market. Councils that run markets do this with varying degrees of success. Many concentrate on their regulatory function as opposed to market development. Owing to its history, there would need to be more of a focus on both the regulatory and development elements in order to address some of the issues Licenced Traders are experiencing.

The timescales for recruiting a team at best would take up to six months. Councils are notoriously bureaucratic when it comes to recruiting and setting up new teams. This process alone would create significant risks in relation to the timetable outlined in Terms of Reference (see appendix 1). Also the London Markets Board recognise the positive role councils can play in managing markets, but there is a sense that whilst some do this well others are just not sufficiently equipped or resourced to support markets and traders in the way that a market operator can.

This is not to say the council could not reverse the trend and run or manage the market successfully with careful planning and recruitment but this would require a lengthy approval process that will be open to scrutiny and challenge. Along with the legal and conveyancing process, it is more than likely that more time will be needed than is available to implement this model in a managed way. It should be noted that, in the recent past, councillors have expressed an interest in taking over the management of the market and this statement was supported by the GLA.

7.5.3 Arms-Length

Similarly, to the reasons given above, the Arms-Length Model could not be set up and operational by August or September 2020. This is likely to take longer to form than the Local Authority run model, but out of the two, this should be the

preference due to the dedicated resources it would provide that would deliver more benefits for the Licenced Traders, the community who use the market and the freeholder. As this model would be wholly owned by the council it would provide greater financial security for the freeholder. This means in theory it has a robust financial set up that is likely to be appealing to any freeholder wishing to grant a 25 year lease. This, combined with dedicated resources, makes it a strong contender but it's uncertain if the council would want to go as far as setting up a new company.

7.5.4 Social Enterprise

Whilst this was the top scoring model, the majority of social enterprise markets are either weekly or monthly. However, there are some successful social enterprises (or Community Interest Companies) that run markets seven days a week like Brixton Station Road Market. This model has a lot of benefits in terms of reinvestment of profits and usually a strong emphasis on social value. The social value model is also one that is likely to be trader-focused as they will ultimately determine the success of the market.

This and the Cooperative models tend to have the same commercial approach (i.e. non-for-profit) but the two elements that make the Social Enterprise more attractive is its stronger emphasis on and delivery of social value outputs as well as being operationally independent from its traders, meaning less conflicts of interest are likely to arise. The other advantage is that usually it is able to raise finance more easily than cooperatives as they tend to have a stronger focus on delivery of outputs probably owing to the fact there is a lower number of employees (1.4m versus 17 million). This correlates with statistics which show that there are 100,000 social enterprises in the UK whereas there are only 7,000 registered cooperatives.

Whilst the Social Enterprise could deliver a range of benefits for the market and the communities it serves, like with some of the other models, this would take a while to set up and it's unlikely this model could be operational by late summer 2020. However, it certainly has validity and if there was more time, this review would have jointly recommended both this and the Partnership model to be considered in more detail by the key stakeholders.

7.5.5 Operator

The Operator Model is one of the most successful delivery models and perhaps now the most prevalent of all in the UK today. However, most of the daily markets are probably still run and managed by local authorities. But this is changing and with cuts to council services, many new markets are operator led. The quality of operators in terms of management and the development of markets can vary.

This model would be the simplest to implement based on the time available and the expertise and knowledge base of this sector. However, owing to the issues raised by Licenced Traders in particular this model on its own is unlikely to receive or provide the assurances some traders and key stakeholders are seeking.

Therefore, this model would not be suitable to the particular circumstances and therefore not appropriate at this current time.

The added benefits of the Partnership model over the Operator model is the level of governance and oversight which is so important based on the engagement with Licenced Traders and some of the other Key Stakeholders. Alongside this, the Partnership model is more than likely to pursue and deliver the social value priorities the key stakeholders may want to implement owing to their involvement in the management of the market.

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8. Recommendations

8.1 This section outlines the recommendations that have been developed following the conclusion of the engagement and research phases of this review. It is for the key stakeholders to decide and agree which recommendations in this report they wish to develop further and/or implement. All recommendations should ideally be progressed but owing to the range of interests across the key stakeholders this may not be possible. Therefore, they have been prioritised to help the key stakeholders focus on the most important elements that will deliver the best results during the next stage of the process.

8.2 It will be up to the Key Stakeholders to consider the recommendations and agree which ones they wish to develop and take forward. Once this is known there will be a requirement to identify the key stakeholder(s) who is best placed to lead on each recommendation. It is important that any leads actively collaborate and consult other key stakeholders before any decisions are made.

8.3 The programme is demanding and will require the key stakeholders to decide which elements of the recommendations (that relate to the programme) they wish to proceed with. Once this is established the key stakeholders should assign leads to each recommendation, though it is envisaged that many of these will be led and managed by the Market Facilitator in collaboration with the key stakeholders

8.4 The existing operator, Market Asset Management (MAM), is regarded as a key stakeholder for the purposes of this review. In terms of taking forward any of the management models, it is recommended that the other stakeholders work together to further develop the one that most appeals to them. The reason for this is that market operators will have their own set of commercial and organisational parameters they work within, and this will vary from operator to operator. Also involving MAM at this stage could create a conflict of interest if the model that was progressed was either the Partnership or Operator led.

8.5 It is recommended that the key stakeholders seek the expertise from a range of sources to advise and guide them during this process. This role could be performed by the Market Facilitator and the stakeholders have a unique opportunity to use this resource to support the process going forward.

8.6 Recommendations that should be progressed immediately include:

a) Redefining the list of key stakeholders relating to Seven Sisters Market to include the following only: the Licenced Traders, the Council, the freeholders (Grainger and Transport for London) and Greater London Authority. The review is recommending that the existing market operator is not defined as a key stakeholder and is categorised as a delivery agent. As such the Delivery Agent should not be involved in the future discussions on the development of the market management models owing to:
    - A conflict of interest for any future lease arrangement; and,

- Being privy to information that may place them in a more advantageous position for any future lease arrangement/negotiation with Transport for London and/or Grainger.

b) The drafting and approval of a Key Stakeholder MoU/Charter outlining the commitments and who will deliver these. The key stakeholders should develop a Memorandum of Understanding and outline their commitments to work collaboratively in the best interest of the market. The Market Facilitator should support this process and act as an independent advisor and arbiter (if required) to ensure a realistic set of commitments from across the key stakeholder organisations and groups (i.e. Licenced Traders) are made.
c) Ideally seek the support of more than half (18) of Licenced Traders for the Partnership model and progress with its development. This ambition should not delay the appointment of the Market Facilitator if the Key Stakeholders agree to move forward with the development of the Partnership Model.
d) That early discussions take place with Transport for London and Grainger to ensure their support and commitment to working with the key stakeholders to implement the Partnership Model regardless of the market venue.
e) A commitment to resolve issues relating to the current market, including an action plan to resolve issues relating to outstanding maintenance, promotion and marketing, anti-social behaviour/security and any outstanding health and safety issues to ensure compliance.
f) Appoint the Market Facilitation role (funded by Grainger as part of the s106 obligations) to support the development of the Partnership Model. Their role and remit should be clearly defined in the contract specification and this should be agreed by all key stakeholders prior to commissioning. The role of facilitator is to broker collaboration across the key stakeholders and remain independent.
g) A panel of key stakeholders, including Licenced Traders should be involved in the evaluation and selection of the Market Facilitator to ensure maximum buy-in and support for the process. Whilst the scope of the review is to provide a series of recommendations on the future management model(s) for Seven Sisters Market, both the management model and the appointment of the Market Facilitator are interrelated especially during the development phase (pre tendering of the new lease). There is a real opportunity to ensure that the appointment of the Market Facilitator supports the smooth transition to a Partnership model and delivers a set of outcomes that the key stakeholders want to see
h) That Grainger communicates in writing to all traders outlining the relevant obligations in the S106 relating to any possible move to Apex House, as well as any additional support they may provide but are not legally obliged to do so.
i) All information regarding the market is clearly communicated to the key stakeholders at the same time, appreciating language and cultural requirements of some of them. There was feedback from Licensed Traders that they found some information hard to digest or confusing.
j) Grainger to soft market test this with operators the affordability and attractiveness of lease and the total package on offer, including any other commercial options i.e. turnover rent for the first five years.

k) The Wards Corner Policy Advisory Group continues to receive updates from the appointed Market Facilitator and challenges where required. There is a need for continued oversight until the new model is operational and the Partnership Board is in place.
l) That a series of Key Stakeholder workshops are organised in preparation for the development of a comprehensive market strategy for Seven Sisters market (see 8.5a).
m) Explore the option for a social value lease for the market beyond the first five years. This would require the support of Grainger and/or Transport for London and is something that could be championed and promoted by the council and the GLA.
n) The selling or sub-letting of units is not permitted.

8.7 The following recommendations should be progressed and implemented in the next 12 months:

a) The market strategy for Seven Sisters Market is fully developed, consulted upon and agreed by the Key Stakeholders (including at least two thirds of the Licenced Traders) by the end of April 2020. This should include a robust and transparent set of guidelines and policies, as well as outlining in detail the outputs and outcomes Key Stakeholders expect from the Partnership Model and its delivery agent (an operator).
b) That TfL and Grainger Plc involve all the key stakeholders in the pre-qualification, evaluation and selection of the operator for the Partnership Model.
c) A new lease is tendered for the current location if it is likely to extend beyond the current expiry date (September 2020). This process should commence as soon as the outcome of any legal process is known.
d) That the lease for Apex House is tendered and that Partnership Model is adopted as the management model for Seven Sisters Market if the relocation proceeds.
e) That Licenced Traders set up a traders association that is open to all traders regardless of their position relating to the options for the existing or proposed market sites. It is advised that clear Terms of Reference are established and agreed by all traders. It is important there is a process in which the representatives can update all the Licenced Traders on any outcomes/resolutions from Board as well as an opportunity for Licenced Traders to raise and debate issues and agree on what should be escalated to the Board for consideration.
f) To proactively facilitate discussion on the *possible* move to Apex House, including the logistics relating to any relocation, the criteria for unit selection and the confirmed rental costs of the units over the five-year period based on unit size. This information is required by the Licenced Traders to allow them to plan, invest and grow their businesses.
g) That the rental review period and mechanism for lease beyond year five (up to 25 years) is outlined by Grainger for discussion with the Key Stakeholders. It is recommended that this is fixed or improved through negotiation, so Licenced Traders have some degree of certainty to help plan their business. The economic and social value of markets provide stronger justifications for a different lease approach to be adopted by Grainger.
h) That Grainger outline the financial model for Apex House and permanent location for the market, including how the fit out costs estimated at £2.4 million will be met. This

should be made clear to Licenced Traders, including the possible implications of how and whom will meet these costs in the medium term (first five years) and then after five years, especially if it is likely these costs will be recouped through future rental charges to Licenced Traders. The businesses need to understand any future cost implications and plan for these.

i) That Trader licences reflect the terms of lease renewals and therefore are granted for longer than one year. Currently the leaseholder can terminate the licences with only 28 days' notice for no particular reason meaning that Licence Traders do not enjoy any security of tenure.

j) That the Mayoral funding totalling £284.5K is ring-fenced for business support initiatives or grant funding opportunities to support current and future Licenced Traders, including financial support for capital assets, namely equipment. The spend profile and detailed terms should be developed in the next six months and these discussions should be led by the Market Facilitator in consultation with Greater London Authority (GLA).

k) That measures are put in place to adequately address Licenced Traders concerns by improving safety and reducing the level of anti-social behaviour inside the market.

l) To rebuild trust amongst the Key Stakeholders so that a more collaborative working relationship can be established. There may be a requirement for mediation between traders themselves to help to repair relationships.

9. Conclusions

9.1 Despite the low number of responses from Licenced Traders in respects to their preferred model, the review was not necessarily going to conclude a favourite across all the key stakeholders. This was due to a range of reasons and this outcome was not the sole intention of the review. The review was to identify and shortlist the most viable models that could be further developed by the key stakeholders. This has been achieved and now provides a framework and strategy to move forward to the next stage.

9.2 The review into the possible management models for Seven Sisters Market concluded that there were six models that all have validity and could be developed further for implementation, regardless of the location of the market. An alternative model (Mutual) was also proposed by three Licenced Traders as they believe it would put them in a better position to 'take back control' of the market. Whilst this ambition is unsurprising given the campaign these traders have led against the redevelopment of the Wards Corner building, this model is unlikely to be favoured some of the other key stakeholders, including a group of existing Licenced Traders. Also, this proposal seems to be connected to the current venue only and not the other locations this review also covers.

9.3 Out of the six top scoring models, my recommendation would be for the Partnership Model to be developed further by the key stakeholders and implemented. The reason for this is that it is a pragmatic solution that will deliver a number of benefits but also has a number of safeguards primarily for the Licenced Traders. Essentially all the key stakeholders want the market to be successful, but it's the Licenced Traders that have the most to gain from the implementation of the model that most suits their requirements and aspirations. Both these factors will vary and owing to the low response rate from traders as to their preferred model this would require further testing during the development phase. However, I am confident that more traders will see the benefits a Partnership Model will generate for the market and their businesses.

9.4 The recommendation is based on existing Key Stakeholder resources, the engagement process, the need to provide a management solution that works for both the short term and long term, the need for robust governance arrangements to protect the range of interests including those of individual Licenced Traders and utilising part of a proven model (operator) to deliver a set of outcomes specified by the key stakeholders is the rationale for promoting this model for Seven Sisters Market.

9.5 There is a desire from the key stakeholders to put in place a new management model for Seven Sisters Market either prior to any move to Apex House (August 2020) or once the current lease expires (September 2020). The planning, development and implementation of this model could be achieved within these timescales. If more time was available, there may have been an opportunity to develop and consider another model such as the Social Enterprise or Cooperative Models. Either of these (or the

Mutual Model) could be considered later down the line if key stakeholders come together and agree that one of these would be a valid option to explore further. One of the key factors that may prevent another model being considered in the future is the capital cost of fit-out that the leaseholder will need to take into account regarding either site location. Both of these may be cost prohibitive and therefore any model that is implemented would need to remain in place for at least 8 years to recoup any capital costs.

9.6 Whilst the Partnership model is untested a similar approach was promoted in a study by Cross River Partnership and Sustainable Urban Markets study. Despite this, it's effectively a hybrid of the operator led model but with an extra layer of governance providing more accountability across the key stakeholders group who all state they want the market to be a success for the traders, the community it serves as well as being an integral part of the high street offer in Tottenham. This extra layer of accountability should also be reassuring for the operator and it's likely this opportunity will be an attractive proposition for an established and highly reputable operator with a strong track record in managing and delivering successful markets.

9.7 Finally, it was evident that two fundamental issues could stifle the future success of Seven Sisters Market:

a) The first was the difference in opinion between Licenced Traders about the future of the market. This primarily relates to where the market would be best located to ensure its continued success. There is a group that are supportive of the move to Apex House and the eventual return to the redeveloped Wards Corner, and another set of traders that were interested in the possibilities proposed by the Community Plan. This difference of opinion about the market's future and its location seems to be one of the major stumbling blocks for traders, preventing them from working together to achieve the best possible outcome for the market and their businesses. This seems a real shame, especially as I was told anecdotally that pre-2009, traders worked together to ensure their best interests were represented. Hopefully there will be a desire to get back to this and perhaps once the final location for Seven Sisters Market is agreed, relationships can start to repair.

b) The second issue relates to the breakdown of a productive and collaborative working relationship across the key stakeholders, namely the freeholder (TfL), long leaseholder (Grainger), the council and the Licenced Traders. The need for these key stakeholders to *all* come together and collaborate is essential to support the market's future success. Without adopting an open and collaborative approach to the market, the traders and their businesses, the communities that use and rely on the market as a place to shop but also interact, could suffer. It is hoped that the outcome of this review and the shortlist of management options will help to foster greater understanding and a willingness to come up with the right solutions for the market, regardless of the location or venue for Seven Sisters Market.

Latin Accommodations

Appendices

Appendix 1: Terms of Reference
Appendix 2: Model Scoring Criteria and Weighting
Appendix 3: Market Model Type Table
Appendix 4: Market Model Scoring Assessment
Appendix 5: Key Licenced Trader themes
Appendix 6: Case Studies (Top scoring models)
Appendix 7: Licenced Trader (S106) commitments
Appendix 8: Licenced Trader Questionnaire
Appendix 9: Schedule of Key Stakeholder comments to Draft Report (17/12/2019) and Independent Consultant response

Appendix 1: Terms of Reference - Wards Corner Policy Advisory Group

Purpose / Role of the Group

The Policy Advisory Group has been set up to look at the Cabinet's policy towards resolving the numerous issues surrounding Wards Corner.

In the first instance, the Group's purpose will be to:

1) Explore options for the future management of the Seven Sisters Market at Wards Corner; and,
2) For the Cabinet Member for Strategic Regeneration to present the findings in a report to be presented at Cabinet Advisory Board (CAB).

The report is not a decision-making report and is for CAB to note. The report is expected to take a minimum of 10 weeks and a maximum of 4 months to complete.

The Group will consider the management options for the Market over three distinct timeframes:

- The short term: anytime from now until the market moves to its temporary location at Apex House (expected in August 2020);
- The medium term: while the temporary market operates from Apex House (anticipated to be from August 2020 until August 2023); and
- The longer term: upon the move to the new permanent market building at Wards Corner (anticipated to be from August 2023.

Key consideration

The Group takes place alongside a number of other processes and must take care to steer clear of issues being considered elsewhere. This includes:

- The Wards Corner CPO Decision; and,
- The Housing and Regeneration Scrutiny Panel review into Wards Corner which is taking place from February 2019.

Membership

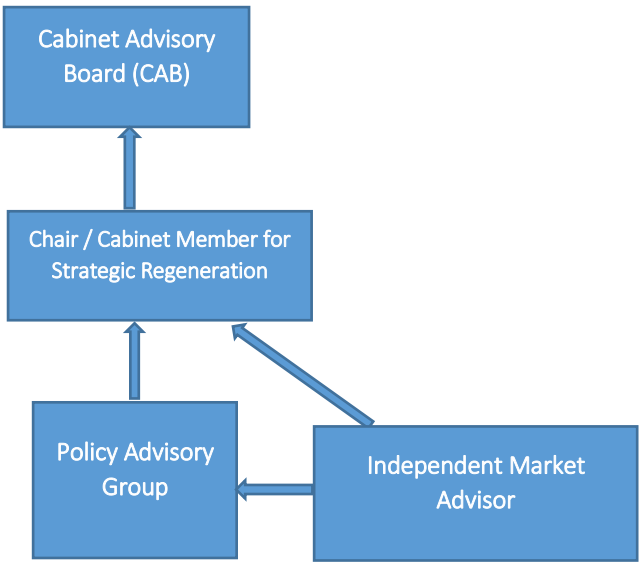
Individual Group members should consider any conflicts of interest and seek legal advice as required.

- Cllr Charles Adje, Cabinet Member for Strategic Regeneration, Chair of PAG
- Cllr John Bevan, Northumberland Park Ward Member
- Cllr Makbule Gunes, Tottenham Green Ward Member, Deputy Cabinet Member for Women and Equalities
- Cllr Mike Hakata, St Ann's Ward Member
- Cllr Preston Tabois, Tottenham Green Ward Member

Accountability

The Group is not a decision-making body. The group will make recommendations regarding options for the future management of Seven Sisters Market, which will be presented by the Cabinet Member for Strategic Regeneration, the Chair, and may be considered by CAB.

Any recommendations for a decision that may arise as a result of the report will be subject to Cabinet and (if necessary) Full Council decision.



Undertaking the Review

An independent advisor will be commissioned to support the Group in order to assess the options for the management of the market.

<u>The options will be assessed against a set of criteria.</u>

The independent advisor will be tasked with putting together the set of criteria to be agreed with the Group, the Landowner/Developer, Seven Sisters Market Traders and relevant Council departments.

The group will consider the following issues in order to inform their recommendations:

- Social value of the market for Haringey;
- Impact on traders;
- Operation and management options;
- Ownership options;
- Financial costs;
- Legal implications including clarity on the legislation the Seven Sisters Market building falls under;
- Resource and organisational implications; and,
- Viability of the market and the long term risks.

There may be some documents provided for the purpose of the review that should be treated as confidential.

Format of Reporting

The independent markets advisor will produce a draft report following discussion with the Group, relevant officers, and a small number of focus group sessions with Traders and the Developer (Grainger) at a minimum.

Opportunity will be provided for Members to review a draft of the report and to ask questions of the independent advisor. A final report will be then prepared for consideration by the Chair who will write the foreword.

Working Method / Ways of Working

The group will be chaired by the Cabinet Member for Strategic Regeneration who will have ultimate responsibility for producing the report and reporting to CAB.

The bulk of the review will be undertaken by the independent advisor.

The independent advisor will review any relevant legal briefings required for the development of management options for Ward Corner.

Meetings

The Group meetings will be held by the Chair. The Chair with the assistance of the Independent Market Advisor will review group members' diaries and agree the frequency of meetings which will be scheduled by the advisor after agreement with the Chair.

Sharing of Information and resources (including confidential materials)

Considerable input may be required from Legal, Finance, Environment, Property, Building Control and Regeneration Services primarily as well as the Democratic Services.

All information shared with the Group is for the purposes of the Group making its recommendations only.

The draft report and any recommendations will be issued to the Cabinet Member for Strategic Regeneration and the Policy Advisory Group for their consideration.

The report will also be issued to the key stakeholders in draft format for their consideration and comment. Following this, the report will be finalised and will be made publically available. The Cabinet Member for Strategic Regeneration will then present the report to CAB for consideration. .

Appendix 2: Model Criteria and Weighting

Below is the criteria for evaluating the various market models for management and operation of Seven Sisters Market.

Weighting Justification

Below details the justification for the weighting for the two principle criteria sets that will be used to evaluate the effectiveness of the various management and operational models for Seven Sisters Market.

Management and Operation

In order to establish a strong foundation to allow a market to flourish and be successful, it is essential the right management and operation model is put in place to allow this to happen. Without this the market will find it difficult to develop and grow to its full potential. Both of these elements are the bedrock of any good market. This is why the weighting accounts for two thirds of the overall score.

Social Value

Similar to public spaces, markets are places that draw people together. If properly managed and operated, they can provide a number of additional benefits over and above their core function. The social benefits that markets can facilitate, be it encouraging entrepreneurship, creating training and skills opportunities, or a space for community activities, are additional factors which make markets successful places and interesting destinations. The social value and wider benefits a market can deliver should be encouraged wherever possible. This is why the weighting accounts for nearly a third of the overall score.

A) Management and Operation *Total Weighting 70%*		
Criteria	Description	Total Score
1. A model that is affordable and self-financing.	The model needs to be affordable for both the leaseholder and the licenced street traders. It should not need to rely on subsidy or support and therefore needs to be self-financing to meet all the associated costs with the management and operation of the market.	40%
2. A model that has an effective management and operation structure at its core with robust governance and transparent decision making.	The model should demonstrate that it has a robust management and operation structure to support the market and its licenced traders. It needs to be resourced accordingly if it is going to be effective and have clearly defined governance arrangements, including decision making that is transparent, accountable and can be justified.	40%
3. A model that can be implemented within the specified timeframes based on resources and capability available.	A model needs to be practical in terms of its implementation and needs to be compliant to any legal or legislative requirements. The resources and capability/experience of the team need to be in place in order for the model to deliver successful outcomes for the leaseholder and its licenced traders.	20%
B) Social Value *Total Weighing 30%*		
Criteria	Description	Total Score
4. A model that facilitates entrepreneurship, business support and growth.	The model should demonstrate that it can support entrepreneurship and promote and facilitate business support for traders to help their businesses grow and be more successful. Some model types lend themselves more naturally to this than others, but most models can be tailored to deliver these outcomes.	40%

5. A model that supports social value by providing opportunities for local people.	Some models will focus more on delivering social benefits for local communities than others. This is largely to do with how they have been set up and governed. Not all models will be capable of facilitating opportunities, but those that can will require a strong set of governance and monitoring to ensure that any community objectives that are set are realistic and being delivered.	30%
6. A model that supports and contributes positively to the place and its offer.	The social value of markets is widely documented but some markets are more outward facing. Models that help to better integrate communities and support the local offer, as well as ones that are well managed and curated will help to positively contribute to a place. The ethos and management structures of some models are more likely to adopt this approach, recognising the strength that can be gained from creating a market that has strong local connections and a loyal community of shoppers.	30%

A traffic light grading will be used as a visual guide to represent the scoring for each criteria listed above. The scoring that sits behind the each colour grading will be made available to key stakeholders so they can fully understand how this was reached.

Colour	Grading	Description
Green	Pass	*A pass will result in a score that is more than two thirds of the overall score for each criteria*
Amber	Satisfactory	*A satisfactory will result in a score that is more than a third and less than two thirds of the overall score for each criteria*
Red	Fail	*A fail will result in a score that is less than a third of the overall score for each criteria*

Appendix 3: Market Management Models

Below is a list of 12 different management models that have been considered for Seven Sisters Market. All models have their benefits and drawbacks and these are evaluated in the table below. The models have then been scored based on the pre-defined criteria for this review in the next chapter. The models that have ranked the highest are considered to be the most viable for Seven Sisters Market and are recommended to be develop further by the key stakeholders.

There may be other models that would be applicable owing to the unique situation of Seven Sisters Market. The fact that it's defined as a market but operates outside a statutory licensing system means there may be other market or property-based models that could be considered. However, it is considered that these models can be applied to both situations (i.e. licenced and lease arrangement) going forward and applicable to all property scenarios (i.e. existing and proposed).

Model Type	Pros	Cons
Local Authority *Most common of all market models and operations in the UK especially for daily markets. Council-run markets can suffer from the lack of focus relating to their development and offer in favour of more regulatory control. However, council-run markets tend to be more affordable for the end user (trader) compared to most other models and support wider policy objectives such as place making and Public Health.*	• Generates revenue stream for the local authority • Non-profit making and cost neutral • All income generated to be reinvested in the market operation • Accountability • Able to link to wider policy/strategic goals for Seven Sisters/Tottenham • More likely to secure external grant funding to support future opportunities • Greater accountability and more transparent decision making – both at officer and Committee levels • Stability in terms of management and operation • Secure licence/tenancies for traders and freeholder • Support from some traders for the council to take over the management of the market, especially because it would be an independent body	• Bureaucratic and elongated decision making • Generally Local Authorities take more of a regulatory approach to markets as opposed to a market development approach to support the traders and vitality of the place • Lack of capital to invest/competing priorities for bids and service funding • Haringey currently does not run or manage any markets • Market policy would be required and the development of a robust and realistic market strategy for Seven Sisters • Relation and trust would need rebuilding between the council and some traders • Council has no legal or statutory right to take over the management of the market. This would require negotiation with the freeholder (Grainger).

Market Operator *Second most common model for market operations in the UK. Majority of these markets are not daily and tend to trade at peak times of the week and in high footfall/spend areas. The benefit of the market operator model is usually a dedicated team of experts with the drive to make it a commercial success for their traders and the business.*	• Reduced bureaucracy and streamlined decision making • Focused on core business of developing and promoting the market to drive footfall and attract traders • Right operators will bring significant experience to running and managing markets • Access to capital investment and investors • Success orientated to drive profits of operator and its tenants/Licenced holder • Greater flexibility to reinvest profits back into the market • Can flex and grow operation depending on future requirements • Well run and managed • Generally takes a medium to long-term approach to grow and establish the market as part of company business plan	• Less accountability and/or transparent decision making • Driven by profit so potential to lack of interest or coordination with wider social/policy issues • Less security or safeguards for traders • Cost for end user (trader) tends to be higher than with other models • Less security if business model fails for traders and local area • Profits can sometimes dictate offer and/or service levels and this can lead to mistrust between traders and operator • Markets can lose their character and feel that made them popular to the local residents and shoppers
Trader Managed *Less common model found in the UK. However there are very successful trader-run markets operating, though longevity can be an issue. This model can be extremely cost effective for traders and deliver larger profits if effectively managed.*	• Reduced bureaucracy • Cost efficient especially in terms of running costs • If constituted can be democratically run and operated • Traders focus on the core business to grow the demand and profitability of their businesses which in turn benefits the marker • Can provide a platform for an increased sense of communal ownership and willingness to go further to make the market a success • Generally will ensure a good range of commodities and not increase competition unnecessarily	• Lack of independent decision making can cause conflict of interest and mistrust amongst traders • Lack of capital investment or access to capital investment • Sometimes lack process and robust governance procedures • Tend to be uncommon model as fraught with difficulties in terms of set up, management and governance • Often traders may lack time and wider management skills necessary to effectively manage the market as well as their own businesses • Often lacks a guarantor and therefore not attractive models for freeholders

		• May lack interest, time, expertise or coordination with wider social/policy issues
Freeholder Managed *This is not a common model but owing to the particular circumstances this should not be discounted. This model has the potential to deliver local and wider benefits for all the key stakeholders as the freeholder is a principle financier and takes a long-term view and approach to its investments, place making and management of an area.*	• Access to capital and revenue funding • Full control over asset and tenant mix so can curate the entire offer • Investing in the area so key benefactor in ensuring the future success of the market and its traders • Many freeholders manage their estates and secure tenancies based on overall business objectives which are usually framed by market and area requirements • Property as opposed to a licensing arrangement so should be well versed in managing tenants, buildings and operations • Formalises arrangements between freeholder and traders (i.e. tenancy agreements) • Develops a relationship with the traders, local community and key stakeholders such as the local authority, the GLA and TfL • Well-resourced and could bring in in-house expertise to support the management and operation of the market • Large marketing and promotional influence and dedicated budget for the area to attract footfall, residential sales and new tenants to the area	• Not common for private sector freeholder to run and manage a market, but not unusual • Trust across the entire trader community is essential • Potential financial risk in terms of variable income if traders rescind their licences/tenancy agreements • Potential for conflict of interest if there is no clear governance agreed from the on-set
Cooperative *Not very common model in the UK but embraces the latest ethos around*	• The cooperative can involve multiple stakeholders with an interest in making the market a success, including the traders, freeholder and council	• There are not many cooperative models for market management in operation • Can be time consuming to set up and establish as

community wealth-building, creating and benefiting from being involved in the management and operation of a market. The market would be owned and managed by the market traders, primarily for their collective benefit. The essence of this model is about adding value through commodity range, contributing to the local economy and a willingness to work with other local agencies.	• Generally non for profit. Any profits reinvested in the market or other social value initiatives such as training, mentorship etc. • Innovative approach that is likely to attract a lot of attention and potential blueprint for other markets • Model designed to ensure all stakeholders that form the cooperative are invested in making the market a success • One of the models that is likely to deliver more social benefits for its stakeholders and others i.e. local community	governance and legal aspects of the cooperative must be agreed across a number of parties • Access to capital investment can be more difficult to secure compared to other models • Requires strong governance from the on-set and may need to be reviewed and updated to ensure the model and its stakeholders remain invested in making the model work • Model more susceptible to failing if cooperative partners fall away or leave
Arms-Length *Effectively outsourcing the services to a company that is wholly owned by another organisation or parent company. In this arrangement the arms-length company is commissioned to run the service and is the delivery agent for the parent company or organisation. This especially allows public authorities to have greater flexibility, generate income and profit to support and effectively sustain a service in relation to any evolving demands.*	• Good model if there is no in-house expertise, but the council or freeholder want to retain strategic and operational control of the market • Less bureaucracy, more streamlined processes and accountable/transparent decision making • Model focussed on the core businesses and its benefactors i.e. traders • Access to public or private capital and revenue for initial set-up costs • Likely to be more cost efficient as required to make a profit or at least cover its costs in full • Reinvest profits back into the market and not elsewhere • Standalone organisation so less interference from parent organisation • Flexible in terms of operation and adapting to external influences	• Outsourcing services to arms-length companies can be time consuming and expensive to establish • Political interference may reduce the effectiveness of this model. Strong governance arrangements needed. • Perception this is not truly independent as associated with parent organisation • Without strong governance arrangements of the outset, accountability and transparency of decision making can be bought into question by stakeholders i.e. traders

Partnership *This model promotes the day-to-day management of the market to a third party. However, the strategic management and oversight of the market is delegated to a multi-stakeholder board that could comprise of the local council, the freeholder, the leaseholder, the third party operator, trader and community representatives. Requires a strong set of governance and an agreed market strategy from the on-set. A unique model that is untested in the UK but one that has potential to add value and resolve sensitive situations democratically.*	• All stakeholders can determine their level of involvement from the on-set. • Accountability and responsibility for the management and success of the market is spread across a number of organisations and groups • Democratic in terms of equal voting rights on all strategic decisions that affect the operation, management and success of the market • The traders' interests are represented on the board, so they have a greater level of ownership • More likely to link into the wider community and local and strategic ambitions for the town centre • Annual AGM and quarterly reporting to board • Performance indicators based on the agreed market strategy are monitored • Not overly onerous or time consuming for key stakeholders • Agreement at board level on how profits should be reinvested • Model is capable of delivering social benefits • Opportunities to access a variety of different funds • Strong governance arrangements will ensure success of model • New and innovative method of running a London market	• Untested model and may be the first of its kind in the UK • Requires all key stakeholders to actively participate • Stakeholder mix on the board could lead to disagreement and a lack of consensus stifling the effectiveness of the model • There may be a reduced pool of potential applicants willing to be a third-party operator as potential to maximise their profits could be reduced • Could be bureaucratic and time consuming to set up • Political interference is a possibility - this would need to be managed by a strong set of governance agreed by all key stakeholders
Joint Venture *This model relates to an organisation such as a local authority retaining the strategic*	• Good model if there is no in-house expertise, but the council or freeholder want to retain strategic control of the market • Potential to improve the management capacity and	• Can be time consuming to establish and expensive • Costs are passed on and profit is required to sustain the model. This could result

management of a market but outsourcing the operational management to a private sector partner. This is usually adopted when the local authority lacks the in-house capacity and expertise to effectively manage a market and where external capital investment is likely to be required.	capability of the operation to external organisations with expertise and dedicated resources • Model can deliver economies of scale if properly established with governance clearly defined • Opportunity to better link enterprise to local providers to deliver • Access to public and private capital and revenue	in it being more expensive for the end user i.e. traders • Merging both public and private sector requirements can be more challenging, elongating the set-up process and adding to cost. • Political interference may reduce the effectiveness of this model. Strong governance arrangements needed • Like any service contract they can be inflexible if change or adaptation is required, potentially adding on cost to the end users
Social Enterprise *This model runs the market as a business with a specific ethical focus. However, this is just one benefit delivered by this model as opposed to the primary purpose of the business. Usually a Community Interest Company (CIC) would be set up for this type of model. This model is especially suitable where a market is engrained within a specific locality or community. Suitable for markets that do not generate large profits but do want to add value through maximising the local economic, social, and environmental benefits for communities.*	• Non for profit model meaning that any surplus income is reinvested in the market or the delivery of agreed social benefits for stakeholders • Success is not solely driven or determined by profits to shareholders but through delivery of wider non-monetary value • General commitment to trading ethically and generating wider social benefits through trading activity • Cost efficient for end user (trader) • Model is more likely to be embedded within local community and help to deliver its aspirations for an area • Access to public and private capital and revenue • Ability to set up monitoring arrangements against a set of KPI's in relation to funding. This could be monitored and evaluated by local authority and/or freeholder or another independent organisation	• May lack experience and expertise in managing complex market portfolios with a number of stakeholders i.e. freeholder, local authority etc. • May have difficulty in attracting capital and revenue to set up and establish business • There are only a few markets that use this model • Potentially high risk for freeholder in terms of financial guarantees • Strong governance is required to ensure the framework of this model is not compromised

	funded by the CIC, freeholder and local authority • Can be more flexible and adapt to external pressures/ influencers to maintain viability of market	
Community Enterprise *This model is where the market business would be owned by, managed by and accountable to the local community. Its primary focus is to benefit the local community. With this local commitment, adding value through economic, social, and environmental outcomes is seen as being core to the business' operation alongside profitable trading.*	• Could link in with the community and any emerging Neighbourhood Plan for the Wards Corner and area • A model that would benefit the local community, create a sense of ownership and a core set of local customers • Potential to deliver wider social value as well as economic value for an area and its community • Generally non-for-profit so more cost effective for end users (i.e. traders and in turn local community) • Reinvest any profits back into the market or agreed community projects i.e. youth club	• Requires a mobilised and dedicated set of community representatives to oversee and manage the delivery • Community and traders may disagree on the strategy for the market which could create conflicts e.g. between a social value focussed community and the commercially focused traders • Not a common model for this type of market or one that is open at least six days of the week • Largely untested and therefore financial resilience is questionable • Unlikely to have easy access to capital and revenue funding, especially in the early stages
Voluntary Sector *A model that is usually applicable to markets that are occasional or one-off events. Requires planning and dedicated support from local volunteers, but if managed properly can be highly effective and successful in terms of providing benefits for local communities and traders.*	• Cost efficient as non for profit and operating costs are less as there should be no salaried employees • Builds stronger links between the local community and the market with a sense of community ownership • Social value opportunities for community training, mentoring etc. are likely to be more embedded in this model	• Relies on volunteers to run and manage the operation of the market, which would be time consuming • Likely to lack experience or ability to coordinate across volunteers • Lack of investment opportunities • Increased operational risk to freeholder and traders • Tends to be a model used for infrequent or one off, smaller scale community market events

Shared Management *This model is when one public authority contracts or partners with another to provide a service. Offers the opportunity to deliver economies of scale in the procurement of relevant goods and services such as management, staffing and equipment. This model supports the delivery of services that could improve the management, operation and offer as well as provide greater value for money.*	• This model provides a shared approach to the delivery of services that deliver greater value for money and help bridge an expertise and/or resources gap, including best practice and improving standards/level of service • Potential to make savings through reduced operating costs • Share back office systems, administration and market management support • Pool or share resources to facilitate shared training and support programmes for traders and employees • Potential to share and attract new traders • Access to public and private capital and revenue • Fresh start with new more experienced public authority with a strong track record could yield confidence and trust in traders	• Perception that one public authority is passing the responsibility on to another. For sensitive projects this may not be seen as reducing accountability of local authority • May prove difficult to secure a public sector/local authority to take on sensitive projects • Bureaucratic to set up and time consuming • Political inferences across one or both public authorities could impact on effectiveness of the model

Appendix 4: Market Model Assessment

The tables below highlight the scoring assessment using the agreed criteria for evaluating the various management and operating models for Seven Sisters Market. The scoring is justified and explained in the notes below and is based on the core functions of the various models and how they relate to this particular market.

Market Models

A total of 12 market management models were evaluated and scored based on the agreed criteria (see appendix 2). The evaluation revealed that six models scored more than 66% of the combined weighted scores and these were presented to the key stakeholders for their feedback. Each was requested to provide a steer on their preferred model(s) for Seven Sisters Market.

Models	Management and Operation			Total Score	Weighted Score	Social Value			Total Score	Weighted Score	Total Weighted Score	RAG
Total	40%	40%	20%	100%	70%	40%	30%	30%	100%	30%	100%	n/a
Social Enterprise	30%	35%	15%	80%	56%	35%	25%	25%	85%	26%	82%	Green
Cooperative	35%	30%	10%	75%	53%	35%	25%	25%	85%	26%	78%	Green
Partnership	20%	35%	20%	75%	53%	35%	25%	25%	85%	26%	78%	Green
Market Operator	20%	30%	20%	70%	49%	25%	15%	25%	65%	20%	69%	Green
Arms-Length	20%	30%	15%	65%	46%	30%	20%	25%	75%	23%	68%	Green
Local Authority	30%	30%	10%	70%	49%	20%	20%	20%	60%	18%	67%	Green
Joint Venture	20%	30%	10%	60%	42%	15%	15%	20%	50%	15%	57%	Amber
Freeholder Operated	30%	25%	10%	65%	46%	20%	5%	10%	35%	11%	56%	Amber
Shared Management	20%	30%	10%	60%	42%	20%	10%	10%	40%	12%	54%	Amber
Community Enterprise	15%	20%	10%	45%	32%	20%	30%	25%	75%	23%	54%	Amber
Trader Operated	30%	15%	5%	50%	35%	20%	10%	20%	50%	15%	50%	Amber
Voluntary	5%	5%	5%	15%	11%	10%	5%	10%	25%	8%	18%	Red

Scoring Notes

All the models can be tailored to a particular situation and therefore most have validity. However, the scoring and the analysis below helps to rate and establish the models that may be more applicable for Seven Sisters Market, the unique situation it finds itself in.

Local Authority	Market and Operation 1) London Borough of Haringey has no current budget to support the management of Seven Sisters Market. They would need to financially model the costs of the lease and their own operating costs in order to understand if this was affordable for the business. Under Licensing legislation local authorities are unable to make a profit on markets. In the case of Seven Sisters, which does not currently operate under licensing legislation, the freeholder may undertake a rental review every five years. Any increase in the cost of the lease would need to be passed on to the Licenced Traders or absorbed by the Council. 2) There are transparent governance arrangements in place for Member and Officer decisions. However, there are no current structure in place for markets as the Council does not run or manage any. It does licence markets, but these are run by private operators and not the Council itself. There is regulatory expertise within the Council, but it has no department specialising in Market or Retail Development to help set up, manage and run the market. 3) London Borough of Haringey have no dedicated Markets team so currently do not have the in-house expertise to take on the management of the market. The council does have a Property and Regeneration Team that could facilitate the setting up of a team to run and manage the market. Timescales required to set up and establish a team to run and manage the market would take at least 12 months to put in place. This does not include any conveyancing time required to agree the lease. Social Value 4) Traditionally Local Authority-run markets have not focussed on market development initiatives, tending to concentrate more on its regulatory and statutory function. However, the London Borough of Haringey will benefit from having resources that specialise in business support and town centre management. However, these resources they will usually be spread across a range of projects and council objectives, as opposed to being dedicated to support the market. 5) The London Borough of Haringey could link employment, apprenticeships and start-up business opportunities for local people, targeting and prioritising residents when units become available. 6) The London Borough of Haringey is in a good position both in terms of its policies and wider strategy for Tottenham and Seven Sisters to ensure the market and other investment opportunities are complementary i.e. linked to additional social housing and need for good quality food for low income families provided by market traders.

Market Operator	Management and Operation 1) Any operator would need to cover the costs of the lease, management (employees) and all operational costs. On top of this most operators would be required to make a profit to reinvest back into the business or pay shareholders. Apart from the first five years, there are no control measures in place to stop an operator increasing the costs of the licence. This could make it unaffordable for some existing Licenced Traders. Likewise, if the Freeholder decides to increase the lease costs at stipulated rent review periods, these costs would more than likely be passed on to the Licenced Traders by an operator. 2) Generally market operators have effective management structures in place to run and operate markets. Unlike local authorities they tend to be commercially driven and therefore will ensure any investment drives footfall and spend to the market. Operators will set up their own governance arrangements. Generally, like with most private sector companies, these are not regulated or audited. Depending on how operators set up and manage their business there may be no requirement to consult with traders on decisions relating to the management and operation of the market. 3) Generally operators are experienced and capable of running markets within existing teams. As the management of markets is the core business of any operator, they can usually mobilise quickly to commence the planning, resourcing and operation of a market. Owing to the sensitivities around the market, it could be a considerable risk for an operator to take on the lease, especially owing to the current state of the existing building and. the unknown lease values of future market venues. Social Value 4) Operators can be best placed support traders and help grow the profitability of their businesses as they generally have been traders themselves or worked within the sector. An operator relies on good traders to help attract footfall and spend to the market and, it is within their interests to support existing traders and attract new ones to the market to keep it relevant. The profitability of a commercial operation requires operators and traders to work collaboratively together to help grow the market and generate profit. 5) Operators can provide and facilitate social benefits for local people. Markets are largely seen as providing some form of social benefit for the communities they are located within. A number of operators do facilitate and support some form of community events programme. However, the core focus of an operator is to make a profit. Therefore their resources will be channelled into ensuring this happens. Providing specific opportunities for local people over and above a successful market may be more challenging for an operator.

	6) A well run and managed market that caters to the local community in terms of the offer will positively contribute to the local area. There are many examples where privately run markets are seen as a focal point for a high street or town centre. However, equally one that is not well managed can have a negative impact on the perceptions of an area.
Trader Managed	Management and Operation 1) Markets operated by traders are likely to want to keep all running costs associated with managing and operating the market low. This model will benefit from a shared ambition to run and manage the market as a business and maximise their profits. Traders will generally work together in the best interests of the market and wherever possible are unlikely to pass on any running costs to their own individual businesses. 2) Traders can and often do collaborate. But it is not untypical for there to be differences of opinion between traders on how a market should be managed and operated. Therefore strong governance arrangements are required to avoid any ambiguity. However, even when this is in place finding resolutions in relation to disputes can be difficult to solve and this can cause mistrust amongst traders. Conflicts of interest can arise and therefore a trader's association may be required to oversee decision making where agreement cannot be met. 3) This usually requires the setting up of a non for profit traders association and would need to be legally constituted owing to the lease arrangements that are likely to be required by any freeholders or leaseholders. This would require at least six to 12 months to set up. There would be a need to provide financial confidence to a leaseholder/freeholder that this was a reliable and robust association with rigorous processes in place to manage the operation of the market. Social Value 4) This model could facilitate traders to support one another and encourage entrepreneurship. Traders are more likely to focus on growing their business to ensure that it is profitable. Time and effort is likely to be also focused on the promotion of the market to attract footfall and spend. Traditionally most traders lack the skill and expertise in marketing and promotion of their business but this can easily be learned and adopted. 5) Using resources to put in place structures and deliver social benefits is time consuming and is likely to be limited owing to their primary function i.e. running the market and their own business. It is unlikely this model would deliver wider social benefits beyond employment. However smaller markets of this size and nature tend to generate very few additional employment opportunities as operating costs are minimised wherever possible.

	6) Trader-run markets are likely to want to better integrate with the local area to attract regular custom. However, trader-run and managed markets will have less resources to concentrate wider initiatives and therefore the overall contribution beyond providing a great local market may be limited.
Freeholder Managed	Management and Operation 1) Out of all the stakeholders, the freeholder has the most financial control in determining the lease value of the market. Whilst this will be calculated based on their capital investment they will take a long-term view in relation to the return in their investment. This means they may have greater flexibility as owner of the capital asset and leaseholder tenant. However this is not a usual arrangement but one that should not be discounted on this factor alone. 2) The management and operation of a market by a freeholder is not common. Whilst they will have the capability to manage and maintain the building based on their core function as a property company, they will need to put structures in place for governance and decision-making arrangements. Governance and decision making may be less transparent and more likely to be driven by commercial interests. Owing to the size of the Seven Sisters Market and the associated annual income it is unlikely a freeholder would opt to run the market. Rather they would outsource this responsibility to a managing agent or a third party with particular knowledge and ~~in~~ experience in retail or market management. They are likely to want the management arrangements to be well resourced especially if the market is part of a wider mixed used development offer. 3) This model is likely to require the recruitment and/or formation of a team to oversee the development and management of the market. It could be that a freeholder opts to sub-contract some or all the services to a specialist provider. It is likely this process would take between eight and 12 months to finalise before operating the market could commence. Social Value 4) This model is likely to focus on supporting the growth and resilience of the market. Different approaches to encouraging entrepreneurship by freeholders will mean some may provide more business support. Grainger, as part of the S106 agreement, will be meeting the costs of a market facilitator whose role will be to support Licenced Traders and provide additional business skills and acumen. Beyond this it is unclear if there would be further support for traders, but it is in the best interests of the freeholder to ensure there is a consistent income and that the value of their asset is maintained. 5) This model may deliver fewer social benefits for the local community especially post the redevelopment of both sites.

	Certainly the regeneration may deliver local benefits for the community in the way of more facilities and/or retail diversity, but freeholders are unlikely to maintain a concerted social value focus post the development of the sites. However, the market may allow the freeholder the opportunity to deliver more social benefits than those traditionally associated with development and regeneration i.e. construction jobs. 6) Freeholders depending on their business approach and ethos to place making can play a pivotal role in helping to shape a place that supports and benefits communities. The investment in the market by a freeholder, if sustained, could have a big influence on the perceptions of an area and help to create a new focal point for the town centre if managed and curated correctly and in collaboration with the licenced traders.
Cooperative	Management and Operation 1) This model is designed specifically for traders to share in the success that a profitable market could provide. Like with the Traders model, traders are likely to keep costs down in order to maximise profits. As members are also the owners, they have a vested interest in making the cooperative a success. 2) Cooperatives members are empowered to have a controlling stake in the business. There are many successful worker cooperatives in existence. Strong governance arrangements are required from the on-set and cooperatives have to be legally constituted. Democratic management is one of the cornerstones of cooperatives. To set up and constitute this, the traders would need to ensure that legal, fair, transparent and robust governance arrangements were in place. 3) The strength of a Cooperative is the formation of a collective of members with the same interest. In the case of Seven Sisters Market, this should be all the Licenced Traders. Owing to the current situation, this could take to establish as the levels of trust amongst some traders has diminished. Potentially this process would need to be initially facilitated by an independent body in order to gain support from all the current traders. Social Value 4) Cooperatives are a set of people with a common aim, usually focussed on the aspiration to jointly own and democratically control a business. Growing the business will be a key driver for cooperative members and like other socially focussed enterprises tend to focus on providing more opportunities and support for entrepreneurship. A cooperative's members also work together as opposed to in competition with one another. 5) Cooperatives can set aside some of their reserves to support local communities. Members will usually agree and vote on activities they wish to support. Therefore the traders could look to sponsor activities that provide welfare and support for the Latin American

	community in Haringey, or provide a crèche or community space/facilities for traders and their families. 6) Cooperatives, owing to their ethos, tend to be outward looking. The success of any market largely depends on its offer and how it appeals to the local population. Therefore there is no reason why a cooperative-run market would not positively contribute to the local community of Haringey.
Arms-Length	Management and Operation 1) This model is likely to be more affordable if the cost of the lease is *only* passed on from the freeholder or public body to the arms-length company. If any additional costs are passed on then this model would become more expensive to run and operate. ~~and~~ This would have a knock-on effect on affordability and sustainability of the model. However, outsourcing services to arms-length companies can be time consuming and expensive to establish but, this model would allow a public body to make a profit which could be reinvested in the market. 2) A board and AGM could be established where key decisions are taken and communicated to relevant stakeholders linking it to company policy. A set of policies would need to be established for such a model in order to ensure there is no ambiguity around decision making. 3) Whilst it can be time consuming to set up an arms-length company, it helps to separate organisations with an interest in ensuring the success of the market. This means dedicated resources will be ring-fenced to support the market and its operation, rather than spread across multiple projects. The added benefit of an arms-length company is there are less elongated compliance measures required to make decisions and they can operate more flexibly than public bodies. Social Value 4) There is real opportunity to embed the social values of the local authority into an arms-length company. The added benefit of this model is that dedicated resources could be allocated to further this objective. Unlike the local authority model, this model can apply its resources to work with the traders to establish programmes around business support to help them grow. It could also have a policy around supporting and fostering new start-ups. 5) This model could ensure that as part of its objectives it understands the local needs and develops opportunities that respond to and addresses these needs. Traditionally markets are good local employers. The set-up of an arms-length could focus on employing local people to run and manage the market, alongside prioritising local residents for any units that become available in the future.

	6) This model could help to better integrate the market with the local Haringey/Seven Sisters offer. It is more likely to respond to future needs and trends around shopping and leisure, and better understand the requirements of the local customer base to provide services and facilities that are relevant to the community.
Partnership	Management and Operations 1) The Partnership model would usually appoint a market operator as the delivery partner for the market management and operation. However, this model can be tailored and there could be other delivery agents that are better suited to an individual market and its requirements. In the case of Seven Sisters Market and following on from the engagement with traders, it would be more appropriate to appoint an operator to be the delivery agent on behalf of the Partnership. The set up and establishment of Partnership would be more straight-forward and less expensive than the arms-length model. There would be additional operating costs associated with an operator and they would more than likely want to make a profit. However for a market of this size and given the fact that the units are not demountable, these costs should be less than a traditional market where on-site staffing tends to be higher. The costs associated with the involvement of the other partners - freeholder, leaseholder (if not the operator), council and traders – who sit on the board should be fairly low as they would only meet once a quarter to oversee the performance of the market against an agreed market strategy. 2) The governance around this model is one of the most equitable and transparent. This is because all the local key stakeholders that have a stake in making the market a success would have equal voting rights on all decisions and disputes that impact on the operation, management and overall strategy. An agreed market strategy and governance should be developed and approved by all key stakeholders. 3) The model could be established and implemented within 12 months. This model would be unique (no markets in London operate using this model) and potentially will help to address some of the long standing issues and tensions between the stakeholder groups. Resources would be required to set it up and initially this should be through an independent advisor or facilitator. This will help to ensure an equitable and fair process during the development stage and prior adoption and implementation. Social Value 4) This model is likely to promote and foster business support for traders. This is because the end user (the traders) are key to the success of the market, along with the appointed delivery agent. This model is more likely to benefit from resources and/or advice from the other stakeholders that sit on the board. This means the model could be better linked to external opportunities such as

	grant funding or employment and training programmes run by the Council and others. 5) This model, owing to its formation (multi-stakeholder), could develop a set objectives that meet needs and provide additional social value. The performance of these objectives could be monitored by the board, and there is more opportunity to lever in additional support and funding from the stakeholders for particular projects or initiatives (i.e. crèche, community centre etc.). 6) This model is likely to want to better understand the needs and requirements of the local community. Licenced Traders are likely to be the main benefactors,-so any strategy developed by the Partnership that responds to the-requirements of the local community should meet with their support.
Joint Venture and Shared Management	Management and Operation 1) The affordability of these models is bought more into question than the arms-length model. This is because essentially these models are contracted out rather than being wholly owned by the local authority. Therefore the costs passed on to the end users (traders) are likely to be higher, potentially making these models more unaffordable. It is unlikely that the shared services model would generate greater financial returns for the traders as most local authorities do not place emphasis or resources on the market development initiatives and tend to be more regulatory focussed. With a Joint Venture, the costs could vary depending on the size and resources attributed to the contacts by the private sector provider. 2) Both these models could incorporate transparent governance arrangements to support decision making and the effective management and operation of the market. When services are subcontracted out by local authorities, there can be commercially sensitive information that cannot be shared with stakeholders. Generally this causes a sense of mistrust and potentially would exacerbate any existing tensions between some key stakeholders. 3) Both of these models, especially the shared management model, could be time consuming to set up and establish. Owing to the sensitivity around the market and the legal process connected to the possible redevelopment of the existing site, it's probably unlikely that there would be much interest from other local authorities or private sector companies. This means these models have considerable delivery risk attached to them. Social Value 4) Like the Local Authority model, the shared management model is likely to concentrate more on the regulatory and management functions than on social value. Also outsourcing social value objectives from one local authority to another could be problematic in terms of delivery. The Joint Venture model could support business growth but they are likely to attribute more costs

	to the value of the contract in order to facilitate and deliver this on behalf of the local authority. This is because they will want to minimise financial risks through the pricing of the contract and therefore the emphasis support the traders may be less important. 5) Both models are probably likely to place less importance on the delivery of social value that support the local community, even if there is a contractual obligation. Social value by its very nature is difficult to resource and deliver through service contracts and is unlikely to be the priority of the other key stakeholders, who will be more interested in ensuring the market is well managed and has a high turnover of consumers. 6) These models are likely to contribute to the overall offer of the place. The Joint Venture model will probably be more focused on the commercial success of the market as part of the local offer, whereas the shared management role is likely to concentrate more on the management and operation of the market and will be less commercial orientated.
Social Enterprise	Management and Operation 1) Social Enterprises are non-for-profit organisations; however they can make profits to reinvest in the business or other agreed activities. They would generally operate to keep costs down where possible, but unlike a cooperative would not necessarily be run or wholly managed by the Licenced Traders themselves. The advantage of this model over the cooperative is that access to expertise is more available to set up, run and manage the business. 2) Social enterprise models have a robust governance structure in place. This would be no different for a market. Governance is usually agreed during the formation of the company and its policies and procedures are generally publicised to its stakeholders to ensue transparency. 3) The set up and mobilisation of a social enterprise to run and manage the market would take some time. This is mainly relating to financing which would need to be secured prior to, or shortly after, it is constituted. If the financial model is viable then access to finance may not to be too hard to come by. A social enterprise market that runs six days a week is likely to attract a lot of attention from potential grant funders which could help to support the initial running costs of the operation. Social Value 1) The benefit of this model is it is both business and socially focussed, meaning that it is likely to provide more business support opportunities to help traders develop and grow their businesses alongside supporting other community organisations or projects. 2) This model could be constituted so that it focuses in part on providing opportunities for local people, especially in terms of new trader vacancies and employment. It could also provide additional

	programmes around training and support or access to its facilities for community use or activities. 3) A social enterprise usually has a link or a connection to the local community it's situated in. As the market has been in Seven Sisters for over two decades, a social enterprise run market will undoubtedly contribute positively to the offer of the local area and high street.
Community Enterprise	Management and Operation 1) Community Enterprise are non-for-profit organisations. Their primary function is to serve the local community, providing a series of benefits that meet the community needs or aspirations. Costs could be lower with the community enterprise compared to a social enterprise, as whilst it runs as a business, there may be resources and expertise that are provided by the community at no cost to the business. Access to finance in relation to setting up and running the market using this model may be harder to come by. A demonstrable track record in managing and operating markets may be required to convince other key stakeholders, especially the freeholder who will want assurances around lease income. 2) The governance structure relating to the community enterprise is likely to be more complex and require a good degree of engagement and consultation with the community. There may be a lack of expertise in running and managing markets, but the advantage with Seven Sisters Market is that there are already links and working relationships with some members of the local community. 3) This model may be time-consuming to set up. Owing to the momentum around the Community Plan, local people may be mobilised ~~d~~ to set this up sooner, helping to expedite the process. For this model to be a real success and worthy of considering, there must be strong support from the local community for it to happen. This is especially important when applying for grant funding and being able to demonstrate this. Social Value 4) This model is unlikely to be as effective in business support, entrepreneurism and economic growth as a social enterprise. However, with the right level of resources and access to expertise, the model may be able to support and foster these objectives. 5) This model is likely to demonstrate the highest degree of social value for a local community based on its primary purpose. Its core function is to benefit the local community and should seek to employ or provide opportunities for local people. However, key to its success is running a market that can generate additional income for the local community. There is currently no community enterprise that runs a market for more than a couple of days a week. Therefore the demands on community resources and time

	are likely to mean that this model is not practical option for Seven Sisters Market. 6) This model, based on its primary purpose, should provide social value and benefits for the local community it is located within. However, this model may lack the resources and expertise required to truly have a big impact on the local area. This model would need to demonstrate its worth over other community initiatives which may be a higher priority in the Tottenham/Seven Sisters area, especially if they all require some grant funding support.
Voluntary	Management and Operation 1) It is very unlikely this model would be suitable for running a six day a week market. Also this model would not be financially set up to meet the lease costs for the market space and would have no access to funding or finance should it require it. 2) Volunteers would not be suitable solution to run and manage the market. From a practical perspective this would be high risk and would not be recommended. 3) The setting up of a voluntarily run and managed market would be time consuming and risky. The main risk would be to traders and their businesses but finding enough volunteers with experience to run and operate the market would difficult to secure. Social Value 4) A model run by volunteers is unlikely to yield positive results in terms of business support, entrepreneurship and growth. The coordination of these outcomes across a team of volunteers is unsustainable and unmanageable. 5) The Volunteer model is likely to offer opportunities for local people. However these are likely to be modest in terms of their impact and inconsistent in terms of the programming of activities. 6) Volunteer run markets are usually embedded in communities in some form as they are usually managed and support by local people. Nevertheless, markets run by volunteers are usually occasional and therefore their influence is limited.

Appendix 5: Licenced Trader – Key Themes

The table below outlines the key themes that were identified during the engagement with the Licenced Traders. A total of 23 of the 37 Licenced Traders engaged in this review.

Theme	Explanation
Traders Business	Generally Licenced Traders say their businesses are doing well. Most traders have developed a loyal customer base.
Anti-social behaviour	There is a general view that the market is a place that attracts anti-social behaviour. Some Licenced Traders stated this is putting off potential customers from visiting and spending at the market.
Promotion	Generally most traders think the existing management need to do more to actively promote and advertise the market. Licenced Traders stated that owing to the uncertainty around the market and its future location, customers and/or members of Latin American community think it is closing down.
Investment	There is a general view there has been a lack of investment in the market and that this is impacting on trade and perceptions of the market. There was a nervousness from some Licenced Traders that the existing management would move to Apex House.
Maintenance	Many Licenced Traders think the existing maintenance and management of the market is not to the standard they would like to see/or expect.
Possible relocation	Nearly two thirds (13) of 23 Licenced Traders that took part in the engagement phase of this review were supportive of a move to Apex House. Six were not supportive and three were undecided.
Rental costs	There is no consistent rental formula for units and there are variances in the amount of rent each Licenced Trader pays.
Future Rental Costs	Most Licenced Traders were of the view that they could meet the rental costs outlined in the s106. Traders have concerns about the rental costs once the s106 obligations cease (after 5 years). This makes it difficult for them to plan their business.
Equipment	There was concern from some Licenced Traders regarding additional costs they may need to meet for new equipment that was not covered by the s106 agreement.
Communication	A number of Licenced Traders did not seem to be fully informed on the s106 obligations that affect them. Currently there is a lack of information and a defined process for dealing with any move to Apex House, including the selection criteria for units.
Storage	Traders have concerns about the lack of storage space at Apex House. Many currently use their mezzanines as storage.
Food and beverage	Licenced Traders in food and beverage would like their own dining space as they currently have as opposed to a general dining space used by all customers which is being proposed for Apex House.
Management regime	Most were not supportive of existing Licenced Traders running and managing the market owing to potential conflicts of interest. Some traders were interested in taking over the management and operation of the market but they were in the minority.

Appendix 6: Case Studies (Top Scoring Models)

Local Authority Market

Most general markets that operate most days of the week and cater to a range of disposable incomes tend to be run and managed by local authorities. These markets are often the focal point for the town centre or places they are located in. Most tend to be outdoor markets, but there are a few indoor locations.

One such market is Queens Market on Green Street in the borough of Newham. The market is large with over 160 pitches and operates four days a week. Queens Market has a long history and has been a feature of Green Street for over 110 years. Its current location was established in the early 1980's when it became a covered market.

Queens Market services the local population which is predominately South Asian, but also has a number of produce traders that supply restaurants in the local area. It too was earmarked for redevelopment in 2009, but this planning permission did not progress. The London Borough of Newham Local Plan states that the market is a protected use and any redevelopment of the site would require it to be provided. Whilst it is a busy market and seen as one of the key assets in Green Street, the building has had a lack of investment. The council is looking to invest in improving the look, feel and function of the Market and recently received development funding from the Mayor of London's Good Growth Fund.

Market Operator

The majority of markets that are not local authority run tend to be run by market operators. Therefore, it is no surprise they are generally rated as some of the best and well-managed markets in the country. In fact, the majority of the top 12 rated markets in Time Out are all run by market operators.

One market that is not in the top 12 but probably has more relevance to Seven Sisters Market is Tooting Market in South London. An indoor market, it has a number of small businesses, from Caribbean grocers, small restaurants and other stores like a clothing repairs and alterations store, mobile phone and accessories stalls, a travel agent and a nail bar. It is curated by its tenants and this creates a nice variety in terms of its look and feel. The operator has secured a good range of traders that represent the local community and their needs. There is a nice mix of new entrepreneurs and more traditional traders.

The market has won many awards and its dedicated management team have helped to create one of the best loved local markets in London. The management team have worked tirelessly over the years to curate and grow this market, working closely with its traders to ensure its success. It started off in similar circumstances to Seven Sisters Market, but the operator has invested in the market to make it a successful hub for small businesses and it's now one of the main attractions in Tooting town centre.

Partnership Model

Currently there are no partnership models in existence in London. Seven Sisters Market has a number of interested parties that maintain they want the market to stay in the area and be one of the key retail and entertainment offers. This presents a unique opportunity to do something different and utilise a range of expertise and resources to develop it into a viable working model. It combines elements of all the top scoring models and ensures that all the key stakeholders have a role to play in making it a success.

This model will help to develop and grow the market in the best interests of the traders and the local community. If implemented this would be the first model of its kind in London and possibly the UK. As Seven Sisters finds itself in an unusual position, this model has the opportunity to repair and restore trust among the key stakeholders and ensures cross party responsibility for the management and operation of the market.

Cooperative

Britain's traditional and specialist markets are increasingly being run and managed by people who know the market industry the best. As councils and traditional operators have abandoned markets across the country, worker co-operative markets - those owned and run by stall holders - have often been stepping in to fill the void.

Research from Co-operatives UK has revealed that almost six out of ten people have bought from a street or indoor market in the last year. While over the last five year the National Market Traders Federation (NMTF), which represents more than 25,000 traders and market organisations, has seen a 24 percent drop in membership, co-operatively run markets have been steadily increasing.

This market only operates one day a week. This is primarily due to where it's located; it's likely to have a smaller catchment and therefore cannot sustain itself for more than one day a week. Traders operating businesses at Seven Sisters Market have proven that it is a successful and profitable market and therefore there is no reason why a Cooperative model could not be established to run six days a week.

Cottingham Market Traders Cooperative, East Yorkshire

This weekly market operates on a Thursday and has a capacity of up to 20 stalls. It is a general market that provides a range of commodities including food, household goods and fashion. The market was originally operated and managed by the local council. A Cooperative model was set up as the market was threatened with closure due to lack of public funding. Traders decided to act to save the market and applied to East Riding of Yorkshire Council for a licence. They have successfully run and managed the market since 1996.

Thame Market, Oxfordshire

A bustling weekly market established by a traders' Cooperative. The market has been run and managed under an agreement between traders and the town council since 1974. This co-operative agreement has resulted in establishing a successful market with relatively low rent, good level of spending footfall and strong demand for new traders. A positive working relationship has developed between the traders' Cooperative and the council which ultimately benefits both parties and the town centre.

Social Enterprise

Social Enterprise Markets are increasing due to the demand for markets but the reluctance of local authorities to take on more. Many operator run markets will tend to be located in places or operate on certain days of the week where/when they are likely to be more profitable, benefiting both the businesses and their traders.

Social enterprises are non-for-profit and therefore they tend to grow more organically and service a wide range of people. Whilst social enterprises have grown across the UK, the

markets sector is still a small proportion of an estimated 99,000 that are currently operating in the country today.

Two social enterprise markets that are well known and based in London are Broadway Market and Brixton Station Road Market.

Broadway Market

This market runs on a Saturday only and is extremely popular, drawing local shoppers and visitors from a wider catchment. It started in 2004 and is run and operated by Broadway Market Traders and Residents Association Community Interest Company (CIC). All the profits made by the CIC are reinvested into the local community, including charities and public sector services such as the primary school which is adjacent to the market. The school also supports the market by allowing the use of its playground for up to 45 stalls.

Brixton Station Road Market

Brixton Station Road is a daily market run and managed by Brixton Market Traders' Federation Community Interest Company (CIC). Like Broadway Market, all its profits are reinvested back into local community projects. It has a dedicated team of market experts that run and manage it. Their strategy is to have a theme on some days to create a point of difference and attract a wider audience. The market has over 80 traders, many of which have been successfully trading for many years. Despite being located across three streets, the management curate the market very well, meaning visitors and shoppers usually explore and browse all three that benefits traders and helps to keep churn low. The management and the traders are particularly good in promoting the market via social media platforms and the merchandising of products is done well and with the customer in mind.

Arms-Length

Glasgow City Council runs its wholesale and retail markets via an arms-length company. They established a limited liability partnership, though the council retains the ownership of the assets but has transferred the lease to the arms-length company. The Board of Directors of City Markets (Glasgow) consists of elected councillors and officers. Through this arrangement they have been able to provide dedicated resources to support the markets and their traders and have been successful in securing capital and grant funding to support various priorities and initiatives.

Appendix 7: S106 Trader Obligations for the Wards Corner Development

July 2012 Section 106 - Key Provisions

- A right for existing traders to be offered a lease or licence in the new market;
- Consultation with the traders over the new market's layout; and
- A temporary market to be established, and existing traders to be offered a unit in it, with a 3-month rent-free period.

July 2017 Section 106 Deed of Variation - Key Additional Provisions

- Temporary market to be located at Apex House;
- Free relocation (including installation of all non-demountable and demountable fixtures and fittings)to all traders who hold a licence from the market operator and who are trading in the market at the time when Grainger serves notice on the Council that the market will close (at least 6 months' prior notice will be provided);
- Grainger will ensure that the move to the temporary market is advertised to raise awareness about the proposed location. Grainger will then ensure that the temporary market is advertised once open to the public;
- All traders who are in the temporary market will be provided with 6 months prior notice of the closure of the temporary market and the opening of the new market;
- All traders who have been trading continuously in the temporary market for 3 months before Grainger submit details of the new market to the Council, will be offered a stall in the new market;
- The first three months in the temporary market will be rent free;
- In the new market, the licence fees for the first 18 months will be at a 30% discount against the agreed licence fee;
- Licence fees shall increase 2% per year for the duration of the temporary market and the first 30 months of the new market; and
- The licence fee will never increase more than once a year.

Appendix 8: Licenced Trader Questionnaire

These questions are designed to find out more about your business, market management and the *possible* relocation to Apex House.

They will help the independent advisor understand more about your business, your aspirations, concerns and priorities for the future management of Seven Sisters Market.

All information is completely confidentially and will not be publicly available. However your information will be recorded as an evidence base and will contribute to the development of the final independent report on the future management models for Seven Sisters Market.

You are requested to provide as much information as possible. These questions have been sent to you in advance to help you prepare for our one to one meeting. An independent interpreter will be made available if required.

A) Your Business

1. How good is business and trading?

   Good ☐ Average ☐ Bad ☐

   i) Please explain your selection and the reasons behind this; and

   ii) Tell us how you think it could be improved.

2. How do you think trading at Seven Sisters Market could be improved to make things even better for licence holders?

3. What is your weekly rental costs?

4. What are your weekly overhead costs including salaries?

5. How many people do you employ?

   Full time ☐ Part time ☐ Casual basis ☐

   Please explain your reasons why.

6. What do you think are the two main elements about your business that makes it successful?

7. Do you feel that your business with the right support could grow i.e. become more profitable and resilient? If so, what business support do you think you need?

8. Is your core customer base mainly from London's Latin American community?

9. Would you also like to attract others to visit and buy from you? If so, how do you think this could happen?

B) Market Management

10. What do you think is working well with the current management model and why?

11. What ideas do you have that would greatly improve the management of the market?

12. What would you top three priorities be for the future management regime for the market?

13. Would you like licenced traders to have a greater involvement in developing and co-designing the market strategy for Seven Sisters Market to attract more footfall, increase spend per head, raise the profile of the market etc?

14. In your opinion and from experience, which market should Seven Sisters try to emulate? Please explain your reasons why.

C) Apex House Relocation

15. Are you generally supportive of the move to Apex House? Please explain your reasons why in relation to your business only.

16. What are your two major concerns about the relocation to Apex House and why?

17. Have you been informed how much you will have to pay for your licence for the five years if you relocate to Apex House? If so, how much is it?

18. If the lease costs will be higher at Apex House, do you feel that your business will be able to sustain this?

    Yes ☐ No ☐

    Please explain your reasons why.

19. Have Grainger confirmed that your relocation and fit out costs will be met by them?

20. Would you like to be actively involved in the design, layout and fit out of your new trading premises should you choose to move to Apex House?

21. What business support do you need to help with the relocation to Apex House? Please explain your reasons why and how this will support your business to make the move.

Appendix 9
Schedule of Key Stakeholder comments to Draft Report (17/12/2019) and Independent Consultant response

The table below details the Key Stakeholders' responses to the draft report (dated 17th December 2019) into the review of the future management models for Seven Sisters Market. In accordance with the agreed Terms of Reference (see Appendix 1), the independent consultant has considered these comments in light of the scope of the review and has provided a response. Where the draft report has been amended this has been recorded for auditing purposes. Comments regarding the formatting and/or grammatical errors of the draft report have not been detailed in the table below.

Grainger Plc			
Paragraph	**Key Stakeholder response**	**Independent Consultant response**	**Amendment to Draft Report**
Executive Summary			
2.1.1	I wonder whether it's 'future' possible management models?	This is correct. The models outlined in the review relate to the future management of the market and not the existing arrangement. The existing lease for the market between Transport for London (TfL) and Market Asset Management (Seven Sisters) Ltd (MAM) is due to expire in September 2020.	Yes
2.1.4	You say the recommended model *will* help to deliver benefits. This is your opinion. I'm not sure it comes across as being your opinion.	Agree. The report has been updated to now state: '…it is my opinion the recommended model will help to deliver a set of benefits and more importantly assurances that all the stakeholders are seeking'.	Yes
2.1.5	You suggest the divisions in the market have been created by the regeneration. I believe they've always been there.	Based on the interviews with the Licenced Traders, the general view was that divisions between *some* groups of Licenced Traders have been exacerbated over the last 10 years. From discussions with Licenced Traders they were more united prior to 2009 in wanting to remain at the current Wards Corner site.	No

Paragraph	Key Stakeholder response	Independent Consultant response	Amendment to Draft Report
2.1.5	The use of 'particular circumstances' is rather vague. I appreciate this is the executive summary, but it doesn't explain what the circumstances are.	The report has been updated to elaborate further: 'Based on the particular circumstances Seven Sisters Market finds itself in relating to the redevelopment proposal for the existing market site, the legal challenges that have been brought against the Planning and CPO decisions, and the divisions these have caused between some Licenced Traders and between some key stakeholders, it is vitally important for the key stakeholders to come together and develop the model further to suit their combined requirements and aspirations.'	Yes
2.1.9	Your last word in this section is 'Tottenham'. I think the market is unique to the UK, not just this area of London.	Noted. There is currently a Latin American offer in Elephant and Castle, although this is under threat from development proposals in this part of London. However, I agree the combined offer of Seven Sisters Market is unique and unlike anywhere else in the UK. The text has been updated to reflect this.	No
Scope of the Review			
3.1.1	Commissioned by Members of London Borough of Haringey, rather than just London Borough of Haringey?	Report amended to: 'The review was commissioned by the London Borough of Haringey on behalf of the Wards Corner Policy Advisory Group (see Appendix 1) to assist the council and its key stakeholders to better understand the range of possible management models for Seven Sisters Market that could be considered for the future operation of the market.'	Yes
3.2.3	I don't think 'apparent' is needed. As far as I'm concerned all stakeholders are willing to find the right solution for the market.	Agree to remove the word 'apparent'. During the engagement with all the Key Stakeholders, they all wanted to find the right solution, despite there being some.	Yes

Paragraph	Key Stakeholder response	Independent Consultant response	Amendment to Draft Report
		differences as to what the best solution for the market is in terms of location and management model	
3.2.4	I think the concept of piloting a management model is impractical. What do you revert back to if the pilot doesn't work?	Any preferred model could be piloted if there is a willingness by the key stakeholders to do so. The concept of piloting is not impractical and the risks could be mitigated through the development of a market strategy co-designed by the Key Stakeholders. This along with an agreed set of management model guidelines and policies should form part of the tender opportunity for the lease. The draft report text related to the original view that a shortlist of possible models would be recommended for further development by the Key Stakeholders. The independent consultant is now proposing that the Partnership model is developed and implemented for Seven Sisters Market. This model could still be piloted and, if necessary, amended to address any unforeseen circumstances. If it was to be unsuccessful, the reasons for this would need to be analysed and this should inform the development and implementation of a future management model. The text has been amended to reflect the recommendation in section 7.3 (Recommended Market Management Model) to: 'In order for any management model to be further developed and implemented, the key stakeholders will be required to work together in an open, transparent and collaborative manner.'	Yes

Paragraph	Key Stakeholder response	Independent Consultant response	Amendment to Draft Report
3.2.5	I disagree that the preferred models need to be worked up with no site in mind. Your report lands on a recommended model. This should be worked up with the move to the temporary market in mind. From what your report says, this is what the majority of traders want to see.	The scope of the review was to understand the range of the management models and how they performed based on the agreed criteria and through engagement with the Key Stakeholders. The review was not designed to select a model for a particular location, though it was conscious of the possible locations (i.e. the existing site and possible future sites). I am confident that the recommended model would be applicable to all these sites and therefore I am proposing no changes to the draft report.	No
Background			
4.1.2 b	Needs to be clear that the 30% discount is at the new market, not temporary market	Agree. Text amended to: • three months' rent free at Apex House (*temporary site*); and, • a 30% discount on the first 18 months' rental payments (*permanent site*)	Yes
4.1.2 d	Grainger to meet the costs of the Market Facilitator to support the move to Apex House *and back to new market.*	Agree. Text amended to: 'The commitment by Grainger to meet the costs of a Market Facilitator to support the Licenced Traders with any proposed move to Apex House and to the permanent new Wards Corner site for market.'	Yes
4.2.1	London Underground Limited, a wholly owned subsidiary of TfL are the landlord of the lease.	Agree. Text amended to: 'The current lease between Market Asset Management (MAM) and London Underground Limited was agreed in September 2015.'	Yes
4.2.1	Your interpretation of the guarantor provisions is not correct. Grainger Seven Sisters guarantees the rent and insurance, the repairing obligation which is limited by a schedule of condition and the reinstatement	Agree. Text amended to: 'Grainger Seven Sisters Limited, a wholly owned subsidiary of Grainger PLC is the Guarantor for the rent and insurance, the	Yes

Paragraph	Key Stakeholder response	Independent Consultant response	Amendment to Draft Report
	obligations at the end of the term. We would have no ongoing responsibilities under the lease to London Underground if MAM no longer had the lease. This must be updated	repairing obligation (limited by a Schedule of Condition) and the reinstatement obligations at the end of the lease term.'	
4.2.2	You say the lease terms are unknown but you've said at 4.2.1. what you think the guarantor provisions are. This appears to be inconsistent.	The complete details of the current lease arrangements, albeit those relating to the period of the lease and the Guarantor terms, are unknown. Text amended to: 'The complete details of the current lease are unknown and are not relevant to this review.'	Yes
4.2.3	London Underground Ltd renewed Market Asset Management (Seven Sisters) Ltd lease. They did not grant them a new licence.	Text amended to: 'They developed a business case that outlined how they would meet the costs of the lease, but LUL agreed to renew the lease to MAM.'	Yes
4.3.6	Perhaps you can define the practice of trading licences as 'key money'.	The report explains the situation adequately around the unauthorised sale of licences by previous Licenced Traders.	No
Evaluation Criteria			
5.1.2 a	You mention two thirds in the last line, but it's 70%.	Agree. Text amended to: 'This is one of the reasons why the weighting accounts 70% of the overall score.' Change also made to 5.1.2 b to ensure consistency: 'This is one of the reasons why the weighting accounts 30% of the overall score.'	Yes

Paragraph	Key Stakeholder response	Independent Consultant response	Amendment to Draft Report
Key Stakeholder Engagement			
6.3.9	I'm not sure I understand what an 'agreed approach to the management of the market' is. It sounds a very idealistic wish. Can you expand on this? Is it simple things like hours of trading, or is more to do with more complex matters such as in what instances licences can be / are terminated for breaches?	Text updated to: 'The agreed approach to management encapsulates the development of a dedicated market strategy that sits alongside a set of policies and guidelines. Licenced Traders are keen to help shape how the market should be run and managed to ensure all parties benefit from this commercial relationship. So it would include a range of factors from opening hours, marketing and promotion, commodity mix, licence conditions, dispute resolution, process for termination, appeals etc.'	Yes
6.4.9	You state that Market Asset Management have not taken measures to prevent vandalism but you mention above that there is a code for the toilets. What else could they do?	Monitoring the situation and changing the access code would be some options. There is on-site management and this is something that requires a solution for the existing site and any future location.	No
6.4.10	You've said that lease terms are unknown at 4.2.2 but here you say Market Asset Management are obliged to do something under the lease.	See 4.2.2 above.	No
6.4.11	The previous leaseholder did not create the mezzanines. The mezzanines were created when they were the leaseholder by licence holders.	Texted updated to: 'MAM stated many of these mezzanines were unapproved alterations to the market done by *some of the Licenced Traders (existing or previous) under* the previous leaseholder and that they are pursuing a number of ongoing enforcement proceedings.'	Yes
6.4.11	I don't believe that traders do pay Market Asset Management for the upper space. Licence fees are meant to be based on the ground floor only.	The current report text was confirmed in correspondence with Market Asset Management.	No

Paragraph	Key Stakeholder response	Independent Consultant response	Amendment to Draft Report
6.1.4	You say that Market Asset Management have maintained proposals to promote the market were raised at the Steering Group but rejected by the group. This is my recollection.	Confirms report text.	No
6.5.1	Should be LUL not TFL.	Amended text to: 'London Underground Limited (LUL) is the freeholder of the current market building. LUL is wholly owned subsidiary of Transport for London (TfL).'	Yes
6.5.2	The previous tenant was a private individual, not a business.	Removed following text: Like with the previous tenant' so the sentence now reads: 'MAM is a privately-owned retail business which manages and operates the market.'	Yes
6.5.2	Grainger Seven Sisters Limited, a wholly owned subsidiary of Grainger plc is the guarantor.	Amended text to: 'Grainger Seven Sisters Limited, a wholly owned subsidiary of Grainger PLC is the guarantor for the performance of some of MAM's covenants in the lease to TfL.'	Yes
6.5.6	First sentence should say directors of Market Asset Management (MAM), not just MAM.	Text amended to: 'There have been some well documented incidents between the *Directors of* MAM and some of the Licenced Traders.'	Yes
6.5.6.	Should state: the action taken 'by TFL'.	Text amended to: 'These have been fully investigated by TfL and whilst wrongdoing was found on one occasion, the action taken *by TfL* to remedy this was not regarded as proportionate by the Licenced Traders who were directly affected.'	Yes
6.5.7	Should state: the Wards Corner building, not just Wards Corner.	Text amended to: 'TfL has publicly stated that Wards Corner *building* has come to the end of its economic life.'	Yes

Paragraph	Key Stakeholder response	Independent Consultant response	Amendment to Draft Report
6.5.8	Grainger will be building the whole development and not just the market to exacting standards.	Current draft text explains this reason for the appointment.	No
Management Models			
7.1.12	What issues do traders want voting rights for?	The Licenced Traders representatives that are elected to sit on the Partnership Board would get voting rights like all the other Key Stakeholders that are represented on the board. All Board Members will have rights to vote on any issues that raised with (i.e. Market Operator) or by the Board. Text has been updated to reference paragraph 7.4.12 (Board Arrangements).	Yes
7.2.4	Two separate purchases' – I'm not sure I understand what this means. Can you explain?	The two trustees of the West Green Road and Seven Sisters Development Trust regard the lease of the land and the ownership of the market as being two separate transactions. It is *assumed* by this they are referring to the possibility of securing the land as part of the Community Plan for development (one purchase) and/or securing the lease of the existing market in relation to the current site (another separate purchase). So they see a set of possible purchasing options going forward.	No
7.2.4	A Mutual model would not be a preferred option for Grainger.	Noted but no change to the text which is in relation to an alternative proposal to the models that were presented to all the Key Stakeholders.	No
7.3.5	I can't see how a partnership model could be taken forward in the short term. Why would MAM sign up to this?	Like with any model, this would require the negotiation and agreement of the relevant Key Stakeholders. However, the text may be somewhat misleading by stating: My recommendation to the Wards Corner Policy Advisory Group	Yes

Paragraph	Key Stakeholder response	Independent Consultant response	Amendment to Draft Report
		and the other key stakeholders is that the Partnership Model would be the most appropriate model to be taken forward in at least the short to medium term (i.e. from now until the initial five-to-six-year period has ended).	
		By 'now' it means putting in place a process to allow the tender process to commence and a new lease contract to be in place in time for either a move to Apex House (August 2020) or the expiry of the existing lease (September 2020). Text updated to: 'My recommendation to the Wards Corner Policy Advisory Group and the other Key Stakeholders is that the Partnership Model would be the most appropriate model to be taken forward in at least the short to medium term. The Key Stakeholders should start preparing now to put in place a programme to allow the tender process to commence and a new lease and contract to be in place in time for either a move to Apex House (August 2020) or the expiry of the existing lease (September 2020).'	
7.4.5	I disagree that there was a conflict of interest with MAM being operator and Quarterbridge being facilitator. How have you reached this conclusion?	This conclusion has been reached based on the fact that there were on-going issues between Market Asset Management and some of the existing Licenced Traders at the time of the appointment and up until late 2018. Grainger terminated the contract with Quarterbridge owing to the level of conflict and disputes between some of the Directors of Quarterbridge and	No

Paragraph	Key Stakeholder response	Independent Consultant response	Amendment to Draft Report
		some of the Licenced Traders. The term facilitator states: *A facilitator often helps a group of people to understand their common objectives and assists them to plan how to achieve these objectives; in doing so, the facilitator remains "neutral", meaning he/she does not take a particular position in the discussion.*	No
7.4.5	How do you envisage all stakeholders, including licence holders, developing a strategy? Who writes this / delivers it?	This should form part of the Market Facilitator role that Grainger are responsible for appointing. It should be led by the facilitator and co-designed with the Key Stakeholders. Text updated to (last sentence): 'The drafting and delivery of the market strategy should form part of the scope for the Market Facilitator role that Grainger are responsible for appointing.'	Yes
7.4.9	Point 1 - you'll struggle to get two thirds of traders to agree, let alone to an operational model. Gaining their agreement is impractical and will be seen by some as a way to slow down the process. Also, 2/3 isn't a majority.	Achieving buy-in and support for the Partnership Model from more than two thirds of the Licenced Traders should be the ambition. The Market Facilitator should play a pivotal role in working closely with the Licenced Traders so as to develop further support for this model during the development of the market strategy, guidelines and policies. Removed 'majority' reference. However, I note this may not be practical based on the current uncertainties. However, I think this should still be the ambition and I have not amended the recommendation in 8.7. Text updated to:	Yes

Paragraph	Key Stakeholder response	Independent Consultant response	Amendment to Draft Report
		1. That all the key stakeholders agree to move forward with this model. The appointment of the Market Facilitator by Grainger should help to secure further support for the Partnership Model during the development of the Market Strategy for Seven Sisters.' Note that recommendation 8.6 c has been updated to state: 'Ideally seek the support of more than half (18) of Licenced Traders for the Partnership model and progress with its development. This ambition should not delay the appointment of the Market Facilitator if the Key Stakeholders agree to move forward with the development of the Partnership Model.'	
7.4.9	Point 2 -who agrees the selection process?	Text updated to: 'The individual organisation or group (i.e. the Licenced Traders) will decide the selection of who represents each Key Stakeholder group. The Market Facilitator could facilitate the selection of the trader representatives that sit on the Partnership Board through a ballot process.'	Yes
7.4.20	To my mind it makes no sense for the operator to administer the board, if the board is designed to hold them to account. Grainger will be willing to administer the board, but for independence it may be best for the GLA, if they are willing to do so.	The Market Operator will be required to report on a range of operational matters that are of interest to the board. Therefore it makes more sense they administer the board i.e. prepare papers/ reports, take notes, update action tracker, agree agendas etc. However, it will be up to the Key Stakeholders to decide how they want the board to function and be managed/administered.	No

Paragraph	Key Stakeholder response	Independent Consultant response	Amendment to Draft Report
Recommendations			
8.4 b (now 8.6)	Who do you envisage drafts this?	Text update to include: 'The Key Stakeholders should develop a Memorandum of Understanding and outline their commitments to work collaboratively in the best interests of the market. The Market Facilitator should support this process and act as an independent advisor and arbiter (if required) to ensure a realistic set of commitments from across the Key Stakeholder organisations and groups (i.e. Licenced Traders) are made.'	Yes
8.4 c (now 8.6)	See my comment above, but what if traders didn't support?	See 7.4.9 above.	No
8.4 g (now 8.6)	Is commenting on the procurement of the Market Facilitator outside of your Terms of Reference?	Text update to include: 'Whilst the scope of the review is to provide a series of recommendations on the future management model(s) for Seven Sisters Market, both the management model and the appointment of the Market Facilitator are interrelated especially during the development phase (pre tendering of the new lease). There is a real opportunity to ensure that the appointment of the Market Facilitator supports the smooth transition to a Partnership model and delivers a set of outcomes that the Key Stakeholders want to see.'	Yes
8.5 b (now 8.7)	TfL aren't involved in the temporary market, so will not be involved in the selection of the operator.	This is in relation to the possibility that the redevelopment of the Wards Corner building may not proceed owing to the owing to the ongoing legal challenge.	No

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		However, if the market moves to Apex House this would assume that the redevelopment of Wards Corner building will proceed. As LUL are the Freeholder of the market section of the Wards Corner building, they may want to be involved in the process. This will be up to Key Stakeholders to decide and there is a view that TfL should play more of an active role in finding the right solution for the market.	
8.5 e (now 8.7)	I do not believe this is practical within the timescales.	The intention should be for the traders to come together and set up an association or group to ensure their interests are channelled via their representatives who sit on the Partnership Board. It is important that there is a process in which the representatives can update all the Licenced Traders on any outcomes/resolutions from the Board as well as an opportunity for Licenced Traders to raise and debate issues and agree on what should be escalated to the board for consideration. Text updated to include: 'It is important there is a process in which the representatives can update all the Licenced Traders on any outcomes/ resolutions from Board as well as an opportunity for Licenced Traders to raise and debate issues and agree on what should be escalated to the Board for consideration.'	Yes
8.5 h (now 8.7)	Are you asking here for Grainger to confirm who pays for fit out?	Yes. Text has been updated to include: 'This should be made clear to Licenced Traders, including the possible implications of how and whom will meet these costs in the medium term (first five years) and then after five years, especially if it is likely these costs will be recouped through	Yes

Paragraph	Key Stakeholder response	Independent Consultant response	Amendment to Draft Report
		future rental charges to Licenced Traders. The businesses need to understand any future cost implications and plan for these.'	
8.5 l (now 8.7)	I do not believe any operator will be willing to grant traders anything other than a licence. As landlord this is not something Grainger would support either.	This is not suggesting that Licenced Traders are granted an alternative to the existing licence (i.e. a lease), rather that there is more security than is currently offered whereby the leaseholder can terminate the licences with only 28 days' notice for no particular reason meaning that Licence Traders do not enjoy security of tenure. The question is could the licences mirror the lease review periods. Text updated to include: 'Currently the leaseholder can terminate the licences with only 28 days' notice for no particular reason meaning that Licenced Traders do not enjoy any security of tenure.'	Yes
Conclusions			
9.2	The traders have never had control of the market. How can you take back something you've never had?	Noted. Licenced Traders may get to the point where they want to have greater control in the management and operation of the market (i.e. Cooperative model). However, as stated in the report this would take some time to set up and owing to the current divisions between some Licenced Traders would not be appropriate to recommend in the short-to-medium term.	No

Deputy Mayor for Planning, Regeneration and Skills			
Paragraph	Key Stakeholder response	Independent Consultant response	Amendment to Draft Report
Contents of email			
1.0	Thank you for your email and for sharing the Seven Sisters Market draft report on potential management models. I understand you have liaised with officers at the GLA and TfL in the drafting of the report. The Mayor and I are committed to supporting London's vibrant street and covered markets. Markets are expressions of our diverse communities. As well as offering Londoners a broad range of economic, social, and environmental benefits, they also provide important opportunities for people from different backgrounds to come together. Given all of this, I support LB Haringey's commitment to work collaboratively in developing a management solution for Seven Sisters Market that safeguards its role in serving the local community and I look forward to hearing the outcome of the stakeholder consultation. I believe Transport for London will be in touch with you separately regarding the report. I am sure you will keep officers at the GLA updated with the progress in the New Year.	Comments noted.	No

London Assembly Member for Enfield and Haringey			
Paragraph	Key Stakeholder response	Independent Consultant response	Amendment to Draft Report
Contents of letter			
1.0	Thank you for allowing me to comment on the Draft Independent Review of Seven Sisters Market. This market is valued, serving not only the local area but in particular the Latin American community more widely. The aim, whichever management model is adopted, must be to ensure market is successful and the small businesses that are there can succeed and thrive well in to the future. Over the past 16 years I have raised issues on the trader's behalf with various stakeholders. Throughout this time, they have lived with great uncertainty as to their future, causing much distress and worry. I sincerely hope that this review can mark the beginning of a fresh start to all concerned. As noted in the review the traders are on licences which offer little security and (especially recently) have felt extremely vulnerable to any action from the current market operator which has led to a breakdown of trust. Most recently the market operator unexpectedly and with little notice announced a rent hike. After raising this with the Deputy Mayor for Transport and facilitating a meeting between the traders and TfL I am pleased this has been put	Comments and observations noted.	No

Paragraph	Key Stakeholder response	Independent Consultant response	Amendment to Draft Report
	on hold. They deserve better.		
2.0	The review has highlighted and addressed key concerns, namely: Transparency and good governance - this is essential to ensure trust and for traders to feel they are being treated fairly. There have been previous incidents where some traders have felt they have been treated unfairly and discriminately (substantiated by a subsequent TfL investigation); Co-design and co-produced strategy - this is essential as traders need to know they are part of decision-making process and their input is valuable. This has been a long-standing complaint with many traders feeling that their input and suggestions have been ignored - they know what their businesses need to succeed; Support from those who have influence over decisions - Grainger, the London Borough of Haringey and TfL need to support the market and traders going forward. A marketing strategy - this is essential to future financial stability. As the review notes the market has had little investment and is in a poor state of repair. Many people do not realise it is there as signage is poor and entrances unclear. This market could be a confident, thriving	Comments and observations noted.	No

Paragraph	Key Stakeholder response	Independent Consultant response	Amendment to Draft Report
	independent market, marked by its distinct Latin American traders, if given the right resources and support. Certainty for traders - the current s106 agreement allows for fixed rental costs for 5 year period. I support the review's suggestion that Grainger, the developer, could give "greater certainty and visibility on the lease arrangements", as this would allow traders to plan and invest with more certainty.		
Comments			
3.0	The review recommends a Partnership model "that combines the benefits of an operator model with an extra layer of oversight from the key stakeholders" and highlights the need for collaboration and common purpose. The review also sets out other options that could be implemented but concludes that other options would take at least 12 months to implement.	Noted. The Operator Model and the Partnership Model are the only two that could be implemented within the timescales outlined in the Terms of Reference (see Appendix 1).	No
4.0	I understand the reasons the review has come to this conclusion, especially given the criteria that was set. To work effectively there has to be a common purpose and good faith on all parties in order to rebuild trust and ensure collaborative working. I note the proposed makeup of the new Partnership Board gives 3 seats to traders (independently elected), as opposed to 6 seats to other interested stakeholders. I would ask that additional representation is considered for the traders. I would also ask that traders are not only involved in the shortlisting process	Noted. The suggested make-up of the board is based on ensuring that all Key Stakeholders have strong representation and voting rights. The purpose of the board is to ensure that the agreed market strategy is implemented and that there is compliance from the Market Operator with the agreed policies and guidelines developed by the Key Stakeholders'. It is up to the Key Stakeholders going forward to decide on the final number of seats held by each stakeholder on the board. There is a recommendation that all the Key Stakeholders are involved in the pre-qualification evaluation and the selection of	No

Paragraph	Key Stakeholder response	Independent Consultant response	Amendment to Draft Report
	for a new operator, but also in the final decision (this may be intended).	the Market Operator for the Partnership Model (see 8.5.b – now 8.7 b).	
	The review also notes that some traders have previously wanted to take over the lease and I have supported this aim in 2016 (when the lease was up for renewal) and again in 2018. I believe a co-operative/social enterprise model could work if the traders are given support to do this, and I note that the social enterprise model was the top scoring model from the review. I would ask the stakeholders to give this model serious consideration and investigate this option further - it may have the potential to avoid further acrimony and be the best option for rebuilding the trust that is required.	Noted. Based on the programme dates outlined in the Terms of Reference, the development and implementation of either the Cooperative or Social Enterprise Models would not meet these timescales. The report notes the need for trust to be rebuilt between some of the Licenced Traders and between some of the Key Stakeholders. This should happen first before the Key Stakeholders consider these two management models for the market.	No

London Borough of Haringey			
Paragraph	Key Stakeholder response	Independent Consultant response	Amendment to Draft Report
Scope of Review			
3.1.5	It is not clearer (sic) if a final report will be produced incorporating accepted amendments? Will identifying individual Stakeholder comments on the draft report raise any confidentiality or sensitivity issues?	Key Stakeholders were advised by email on 17/12/2019 that comments returned will be documented and a response provided. A schedule of responses will be appended to the final report and will highlight any changes that have been made to the original draft attached. Report updated to state: 'The amendments to the report or any comments that the independent consultant chooses not to include will be documented in Appendix 8.'	Yes
3.2.5	Is the review linked to Apex House and the new permanent market as per ToR's?	Noted. Report updated to state to reflect the specified locations in the Terms of Reference (ToR): 'To reiterate, these models are not linked to any specific development, rather the three locations outlined in the Terms of Reference (existing location, temporary location being Apex House and the permanent location being the redeveloped Wards Corner building if it proceeds)'.	Yes
Background			
4.1.4	There are no other ongoing reviews	Noted. Following text removed: 'There may have been other reviews or investigations that the consultant was not made aware of, but those listed above are more relevant to this review.'	Yes

Paragraph	Key Stakeholder response	Independent Consultant response	Amendment to Draft Report
4.2.2	Is this accurate? You make reference to the terms of the lease between LUL and MAM within paragraphs 4.2.1 and 4.2.2..	Noted. Texted updated to state: 'The current lease between LUL and MAM is due to expire in September 2020. The complete details of the current lease are unknown and are not relevant to this review.'	Yes
4.2.3	It is LUL who granted a lease (not a licence) to MAM	Noted. Text updated to reflect LUL and not TfL granted the lease.	Yes
4.2.4	The first sentence states that proposed lease arrangements for Apex House are unknown but this is contradicted in the second sentence which states that Heads of Terms have been discussed.	The text has been updated to clarify the points: 'The consultant has been only been advised that draft Heads of Terms have been discussed between Grainger and MAM. However, Grainger has confirmed that no lease agreement for Apex House has been finalised nor has any decision been made in respect to the lease or the lessee for Apex House.'	Yes
4.2.5	1- Is the lease to the operator? 2- Is the cost for the first five years of the lease referring to the new market? 3- The operator lease cost to Grainger will not simply be annual income. It will need to reflect operator management costs, profit and void allowances etc 4- Need to state the source of the figures i.e. Grainger	The text has been updated to state: 'The cost of the lease for the first five years for both Apex House and the permanent site for the market are unknown. It is assumed the cost of the lease for these sites will be similar to the combined total income the market could attract on an annual basis, minus the discounts listed in the s106. Based on 100% occupancy, Grainger has confirmed this totals £1,870,730 (excluding VAT) over the five-year period. This assumption is based on the fact that there would be very little opportunity for the lessee to make further income over and above what is listed in the s106 and owing to the permitted size of the market in both locations.'	Yes

Paragraph	Key Stakeholder response	Independent Consultant response	Amendment to Draft Report
		In relation to point 3 these are the Operators operating costs. This paragraph is referencing the lease costs only. Operating costs will vary from operator to operator.	
4.2.6	Need to add source	Text update to state: 'Grainger estimate that the fit-out costs for both Apex House and the permanent home are at £110 per square foot for ground floor space and £65 per square foot at mezzanine level (this is only applicable to Apex House).'	Yes
Key Stakeholder Engagement			
6.4.2	The current lease is with LUL and not TfL	Text updated to reflect this.	Yes
6.4.4.	Need to update referring to MAM's decision not to implement any licence fee increases.	Text updated to state: 'Since then MAM have agreed not to implement any further licence fee increases prior to the end of their current lease which is due to expire in September 2020'.	Yes
6.5.7	The TfL statement made reference to the Wards Corner building not Wards Corner.	Text updated to state: 'TfL has publicly stated that the Wards Corner building (TfL Freehold) has come to the end of its economic life'.	Yes
6.5.8	The developer is Seven Sisters Regeneration Limited. SSRL has entered into a Development Agreement with LUL	Text updated to reflect this: 'Seven Sisters Regeneration Limited (subsidiary of Grainger Plc) has entered into a Development Agreement with LUL'.	Yes
6.6	Has this section been checked for any commercially sensitive information?	All Key Stakeholders bar the Licenced Traders received a draft of their respective sections relating to the Key Stakeholder Engagement. This was issued prior to the draft report being circulated to Key Stakeholders for comment on 17/12/2019. Key Stakeholders had the opportunity to review and comment on the content to ensure accuracy and raise any concerns including confidentiality.	No

Paragraph	Key Stakeholder response	Independent Consultant response	Amendment to Draft Report
Management Models			
7.1.12	Are the voting rights referred to here, included in traders license agreements?	Text has been updated to state: 'Currently traders have no voting rights.'	Yes
7.3.5	Needs clarity on who is ultimately responsible for implementing the new management model and appointing the operator.	Noted. Text updated to include (paragraph 8.2): It will be up to the Key Stakeholders to consider the recommendations and agree which ones they wish to develop and take forward. Once this is known there will be a requirement to identify the key stakeholder(s) who is best placed to lead on each recommendation. It is important that any leads actively collaborate and consult other key stakeholders before any decisions are made. In terms of appointing the Market Operator the recommendation in 8.7 states that the Freeholder(s) should involve the key stakeholders in the section process.	Yes
7.4.20	Does the operator also acting as the Board's administrator create any conflict of interests?	Noted. The Market Operator will be required to report on a range of operational matters that are of interest to the board. Therefore it makes more sense they administer the board i.e. prepare papers/reports, take notes, update action tracker, agree agendas etc. However, it will be up to the Key Stakeholders to decide how they want to the board to function and be managed/administered.	No
Recommendations			
8.5 e (now 8.7)	Please provide additional information / clarity on the context for this.	The intention should be for the traders to come together and set up an association or group to ensure that their interests are	Yes

Paragraph	Key Stakeholder response	Independent Consultant response	Amendment to Draft Report
		channelled via their representatives who sit on the Partnership Board. Text updated to include: 'It is important that there is a process in which the representatives can update all the Licenced Traders on any outcomes/resolutions from the board as well as an opportunity for Licenced Traders to raise and debate issues and agree on what should be escalated to the board for consideration'.	

Licenced Traders – Received from one of the registered Licence Traders			
Paragraph	Key Stakeholder response	Independent Consultant response	Amendment to Draft Report
Management Models			
7.2.2	Minutes of the market tenants association meeting as expression of their aspiration communicate[d] to you by one of the officers.	Noted. The request for the number of Licenced Traders that attended was not provided.	No
7.2	The market model preferred by the traders, the mutual model, [as this] allows them to run the market themselves, which of course this is what all traders really want.	Three Licenced Traders voted for the Mutual Model (see section 7.1). As detailed in section 7.2, this model was not shortlisted for the reasons outlined.	No
7.2	Not accurate and not relevant to the management model evaluation.	Noted. The two trustees of the West Green Road and Seven Sisters Development Trust who promoted the Mutual Model where issued with the draft text for section 7.2 on 02/12/2019, prior to the issuing of the draft report to the Key Stakeholders on 17/12/2019. Apart from this comment, no further comments have been received in relation to this section of the report. The evaluation criteria was agreed at the start of the review (April 2019) and communicated to all Key Stakeholders, including the Licenced Traders. The Mutual Model was only presented to the independent consultant at the end of the engagement period on the six top scoring market management models.	No

Paragraph	Key Stakeholder response	Independent Consultant response	Amendment to Draft Report
Comments received in relation to the scope of this review			
1.0	It is imperative that the traders have the right to freely elect their own representatives from amongst their ranks, that they have equal rights to select and deselect the new market facilitator and the new market operator.	Noted. All the Key Stakeholders will be represented on the Partnership Board. It will be for Licenced Traders to elect their representatives through a democratic ballot. The Partnership Board should vote on any decisions relating to any changes to the agreed market strategy, policies and guidelines.	No
2.0	That no decision is taken without full and transparent consultation with the traders.	The recommendations outlined the need for Key Stakeholders to work together on the development of the market strategy, policies and guidelines in relation to the Partnership Model. The Market Facilitator should ensure that greater collaboration going forward. As outlined in the recommendations, all key stakeholders should be represented on the evaluation panel in relation to the appointment Market Facilitator and the Market Operator.	
3.0	No decision can be implemented without the trader's full backing. The terms/details going forward have to be further discussed.	The Partnership Board will be responsible for making any decisions in relation to changes to the agreed market strategy, policies and guidelines. All decisions by the Partnership Board should be recorded and communicated to all key stakeholders to ensure transparency.	
4.0	We hope for a brighter future, which if all future stakeholders honour the recommendations and our rights, it will be.	Noted.	No

Market Asset Management (Seven Sisters) Ltd			
Paragraph	Key Stakeholder response	Independent Consultant response	Amendment to Draft Report
Introduction			
1.0	This document is the initial response by Market Asset Management (Seven Sisters) Ltd ('MAMSSL') to the draft report commissioned by LB Haringey from Roger Austin of WorkingPlaces.co.uk regarding future management arrangements for Seven Sisters Market. That report was issued as a draft 16.12.2019 for comments from key stakeholders including MAMSSL. The following comments are copyright of the author and offered without prejudice and may be added-to in due course.	Noted. The report is now finalised and further representations will not be included. The Wards Corner Policy Advisory Group and the London Borough of Haringey will publish the final report on 17th January 2020.	No
2.0	MAMSSL is a private standalone SPV company which owns the business known as 'Seven Sisters Market' ('SSM') in Tottenham N15. The freehold owners of the building are London Underground Ltd ('LUL') from whom the Market premises are leased. LUL's managing agents are Transport for London ('TFL') and the developer who has secured planning permission for redevelopment of the so-called Wards Corner site of which the Market forms part is Grainger plc ('Grainger'). The local authority is the London Borough of Haringey ('the Council' or 'LBH').	Noted. The roles of the Key Stakeholders in relation to Seven Sisters Market is already detailed in the report.	No

Paragraph	Key Stakeholder response	Independent Consultant response	Amendment to Draft Report
3.0	Planning consent supported by a Compulsory Purchase Order has been secured by Grainger. The consent is subject to S.106 planning agreement imposed to protect the 38 or so businesses which occupy the Market. MAMSSL has committed to discharging the requirements of the S.106 which requires continuity of trade for the Traders and their reinstatement within the redeveloped Wards Corner site. MAMSSL proposes to provide a temporary Market on the adjacent Apex House site during the redevelopment and a new-build Market thereafter within the Wards Corner development. The S.106 imposes significant discounts on rents which can be charged in the temporary and permanent relocation Markets and offers a modest level of financial grant from the GLA to assist Traders with their relocation costs. MAMSSL has committed to delivering these arrangements thus enabling the S.106 to be discharged.	Noted. The S106 states that Licenced Traders trading at the time when Grainger Plc serves six months' closing notice to the council will be entitled to relocate to Apex House. Likewise, the Licenced Traders who are trading continuously for three months at Apex House will be entitled to relocate to the permanent home for the market if the current Wards Corner building is redeveloped. See Appendix 7.	No
4.0	A public inquiry has confirmed the validity of the CPO. This was challenged in the High Court by opponents to the redevelopment led by the so-called Wards Corner Coalition ('WCC') but this was rejected.	Noted. The Compulsory Purchase Order is not within the scope of this review, but the independent consultant was aware of the nature of the legal challenge and the outcome from the High Court decision. The independent consultant is also aware that a challenge has been lodged by appellants against the High Court decision.	No
Summary comments on report (draft)			
5.0	The core recommendation of the report is for the Council to assume control and management of the Market as part of partnership arrangement with Traders and others. MAMSSL	The report *does not* recommend that the Council assume control and management of the market. The recommendations made in Section 8 relate the recommended model being	Yes

Paragraph	Key Stakeholder response	Independent Consultant response	Amendment to Draft Report
	will be excluded from this arrangement. MAMSSL emphatically rejects the proposal as both unworkable and an inappropriate use of public monies which may result in a challenge that the Council has acted *ultra vires*. MAMSSL holds legal title to the assets, goodwill trademark and intellectual copyright of the business known as Seven Sisters Market and the Council does not possess statutory powers to acquire same except by negotiation at the taxpayers expense. MAMSSL has no desire to sell its business but does wish to continue developing it in accordance with the S.106.	proposed by this review outlined in section 7.3. The independent consultant is recommending that the Partnership Model is developed and implemented by the Key Stakeholders. The Partnership Model consists of a contractual relationship between the Freeholder and the leaseholder (in this case a Market Operator) with *oversight* from a Partnership Board made up of Key Stakeholders. The role of the board is to ensure that the agreed market strategy, guidelines and polices are being delivered. Apart from the Freeholder, the members of Partnership Board have no involvement in the lease arrangements between the Freeholder and the Market Operator. Therefore, the property transaction and the terms of the lease sit outside the scope and role of the Partnership Board. The independent consultant is fully aware that this would require the consent of the existing Freeholder(s) to implement this recommendation. This would be the same for any model, including the existing arrangement, if and when notice is served by Grainger Plc to close the current market and relocate to Apex House (temporary location), or if London Underground Limited were to tender the market opportunity once the existing lease expires in September 2020. The report has been updated to provide this additional information and clarity (see 7.4.15):	

Paragraph	Key Stakeholder response	Independent Consultant response	Amendment to Draft Report
		'The Partnership Model consists of a contractual relationship between the Freeholder and the leaseholder (in this case a Market Operator) with oversight from a Partnership Board made up of Key Stakeholders. The role of the board is to ensure the agreed market strategy, guidelines and polices are being delivered. Apart from the Freeholder, the members of Partnership Board have no involvement in the lease arrangements between the Freeholder and the Market Operator. Therefore, the property transaction and the terms of the lease sit outside the scope and role of the Partnership Board.'	
6.0	Para. 8.2 on page 48 of the draft report states: *'The existing operator, Market Asset Management (MAM), is regarded as a key stakeholder for the purposes of this review. In terms of taking forward any of the management models, it is recommended that the other stakeholders work together to further develop the one that most appeals to them. The reason for this is that market operators will have their own set of commercial and organisational parameters they work within, and this will vary from operator to operator. Also involving MAM at this stage could create a conflict of interest if the model that was progressed was either the Partnership or Operator led'.* Para. 7.4.16 on page 43 of the draft report restricts membership of the partnership board to nominees (sic) from Grainger, TfL, GLA and licenced Traders.	Noted and correct. Paragraph 7.4.16 (now paragraph 7.4.17) also includes the representation of the Council on the Partnership Board.	No

Paragraph	Key Stakeholder response	Independent Consultant response	Amendment to Draft Report
	Para. 7.4.13 on page 42 of the draft report confirms that the Market Operator would not have any involvement except as a delivery agent. *'The Partnership Board should be set up and have representation from all the key stakeholders. The Market Operator is not a key stakeholder but the delivery agent that reports to the Board on progress relating to the approved market strategy that is agreed by all the key stakeholders prior to the lease opportunity being tendered'.*		
7.0	We interpret the above as meaning three things (listed in 5.0): 1) The Council will be part of a partnership board which assumes control and management of the Market as part of partnership arrangement with Traders and others. 2) MAM would be excluded from the process of developing the management model because '*…involving MAM at this stage could create a conflict of interest if the model that was progressed was either the Partnership or Operator led'.* 3) Any ongoing involvement by MAM would be restricted to that of a delivery agent, not a member of the partnership board because '*The Market Operator is not a key stakeholder but the delivery agent….'*	1) See the independent consultant's response to 4.0 above. 2) Correct. Rationale is outlined in section 8.2 which states: 'The existing operator, Market Asset Management (MAM), is regarded as a Key Stakeholder for the purposes of this review. In terms of taking forward any of the management models, it is recommended that the other stakeholders work together to further develop the one that most appeals to them. The reason for this is that Market Operators will have their own set of commercial and organisational parameters that they work within, and this will vary from operator to operator. Also involving MAM at this stage could create a conflict of interest if the model that was progressed was either the Partnership or Operator led.' 3) The report proposes that the opportunity for any new lease relating to the market should be tendered to secure a	No

Paragraph	Key Stakeholder response	Independent Consultant response	Amendment to Draft Report
		reputable and experienced Market Operator to deliver the market strategy, policies and guidelines that are agreed by the Key Stakeholders. The appointed Market Operator will be the Delivery Agent and will be responsible for the day-to-day management of the market. They will be required to work with the Partnership Board to ensure the pre-agreed outputs and outcomes are delivered.	
8.0	MAMSSL emphatically disputes the underlying presumption that it is desirable for an as yet unidentified legal entity to acquire the business and a partnership board to assume management control. The research and sampling methods on which the report's recommendations are based are flawed and the findings not impartial.	The research and engagement of the Key Stakeholders, including 23 of 35 Licenced Traders, have led to these recommendations being proposed. A broad range of views, aspirations and issues were collated during the engagement with the Key Stakeholders. It is for the Key Stakeholders to decide and agree which recommendations in this report they wish to develop further and/or implement.	No
9.0	The report paints a general picture of mismanagement and dissatisfaction amongst Traders which is not the case. Insufficient emphasis has been given to the many Traders who continue to express support for the MAMSSL proposal. They made this evident in representations to the CPO Public Inquiry, to the Scrutiny Panel of LBH and to Mr Austin. MAMSSL is not aware if they have been invited to comment on the draft report.	The report highlights that 14 of the 23 Licenced Traders that were interviewed supported the possible move to Apex House and three were undecided (see 6.3.4). The report raises a number of well-documented issues in respects to the maintenance, promotion and safety which were either relayed in part or in full by the 23 Licence Traders that were interviewed. The report also stated that some Licenced Traders recognised the investment made by MAMSSL (see 6.3.5). Some of the conclusions were also drawn from the independent consultant's own observations.	No

Paragraph	Key Stakeholder response	Independent Consultant response	Amendment to Draft Report
		The Policy Advisory Group were aware of the review into Wards Corner being undertaken by the Housing and Regeneration Scrutiny Panel into Wards Corner and have access to this report and its recommendations which were published in October 2019.	
10	Although identified as a key stakeholder in the Market MAMSSL has not been invited to present evidence to the Wards Corner Policy Advisory Group until publication of this draft report. It would have been prudent to do so and invite representations from a far wider range of interested parties including supporter of the MAMSSL proposals. The implications of adopting the recommendations with the Council bearing costs and risks are profound for the Council budget and other parties seeking to secure funding from the Council.	The Wards Corner Policy Advisory Group commissioned, via the council, the independent consultant to undertake a review into the possible future management models for Seven Sisters Market. The scope of the review was explained to all Key Stakeholders and the Terms of Reference were published on the council's Wards Corner webpage in April 2019.	No
11	The business known as Seven Sisters Market is a privately-owned retail business and not a Market in the legal sense of the word. It is not subject to licensing provisions of the London Local Authorities Act as used to control most Markets in Greater London nor does the Council hold any legal interest or charge over same nor possess the ability to acquire same except by negotiation. The necessity and methods to do so are not explored in the report.	There is no recommendation in the report that suggests the council should acquire the lease for the market. The independent consultant is fully aware that the current market does not operate under market licensing legislation and is not proposing any change to this arrangement, including the recommendation to implement the Partnership Model for the future management of the market.	No
12	MAMSSL supports the development proposals by Grainger and LUL and has committed to discharging the terms of the S.106 agreement, thus allowing the regeneration to proceed and securing a long-term investment for the Company. The	Noted. However, this response does not reflect the recommendations outlined in the report. There is no recommendation in the report that suggests the council should acquire the lease for the market.	No

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	report does not provide justification for the alternative requiring the Council to assume risks at the public expense when a credible solution is in place. The MHCLG decision 23.01.2019 confirmed the CPO provisions protect Traders interests through the S.106 and the Council has no overriding justification to challenge the proposal or necessity to assume control of the Market.	The recommendations are not contrary to those provisions listed S106 Agreement but the report does suggest some additional measures should be considered by the Key Stakeholders to ensure the future success of the market.	
13	The report does not explore in enough detail the reasons for dissatisfaction expressed by objectors to the MAMSSL proposals. These generally result from MAMSSL's efforts to resolve major Health & Safety 'heritage issues' which the Company acquired when it purchased the business in September 2015. Addressing H&S risks has been an overriding priority for the Company but to do so sometimes necessitated enforcement action against some Traders. The complaints to the LBH Scrutiny Panel which resulted have been accepted at face value by the report and used to support the contention that the Council should assume management control of the Market. This is flawed. The report supports the minority views of Traders and does not investigate the rationale. It does not question whether those Traders who have expressed support for the partnership possess the experience to sit in the partnership and how the Council entering into a partnership may be exposing itself to risk.	Noted. Though this response does not reflect the recommendations outlined in the report. There is no recommendation in the report that suggests the council should assume control of the market. The report outlines the key themes that emerged from detailed discussions with 23 Licenced Traders, 14 of which were supportive of a move to Apex House. The outcomes from the Scrutiny Panel recommendations do not relate to the *future management models* for Seven Sisters Market. Both reviews have been conducted separately.	No

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14	The report gives scant regard to the efforts made by MAMSSL to overcome previous management failings in Health & Safety, Fire Safety, Electrical Safety and Food Safety. These improvements required some Traders to deliver matching investment to comply with their statutory obligations. The report fails to explore the unjustified criticism of MAMSSL which took over a Market with significant H&S failings and has improved it to the point where it has a sustainable future. The underlying assumption of the report that a new management structure is necessary to deliver the new Market is flawed.	Noted. Section 6.4 of report references the investment made by MAMSSL in relation to some of the issues it inherited when it bought the lease The recommendation to further develop and implement the Partnership Model as the future management solution for the market is for the consideration of the Key Stakeholders. It is for the Key Stakeholders to decide and agree which recommendations in this report they wish to develop further and/or implement.	No
15	If the report recommendations were to be adopted it would add an additional 18 months minimum and 24 months probable delay to the initial relocation of the Market i.e. until Autumn 2022 or Summer 2023 at which point redevelopment of the Wards Corner site could commence. By contrast the MAMSSL proposal can deliver the same result in Summer 2021. The delay in delivering an already-stalled landmark regeneration project for South Tottenham and the investment it attracts to Haringey is unwelcome and unnecessary.	The Terms of Reference references August 2020 and not Summer 2021. The programme is demanding but achievable as outlined in 7.4.9. I understand that Grainger Plc were in the process of procuring the Market Facilitator role in 2019, but were requested to pause whilst another review into the S106 obligations relating to appointment concluded. It is suggested that the procurement process commences immediately, adopting the relevant recommendations outlined in this report.	No
16	The S.106 is embodied in the consent as granted and the partnership proposal does not represent a credible alternative delivery mechanism. Further reasons are outlined below. The report gives undue emphasis to the minority of Traders who object to the redevelopment	The report concluded that the Mutual Model being proposed by two of the trustees of the West Green Road and Seven Sisters Development Trust was not the right solution for the reasons outlined (see 7.2). Therefore, the consultant rejects this statement.	No

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	proposals encouraged by WCC etc campaigners who possess no legal interest in the Market.		
17	There are more pressing budgetary priorities for the Council than pursuing this project. To pursue the proposals and incur significant capital expenditure with ongoing commercial risk is not supported with evidence of cost/benefit justification. It would be less than prudent.	Noted. However, this response does not reflect the recommendations outlined in the report. There is no recommendation in the report that suggests the council should acquire the lease for the market.	No
Comments on the report			
18	As the report concedes, there are no examples of partnership models in London so the report cannot identify the nature and extent of contractual and financial risks to which the partnership would be exposing itself. The report cites Traders Co-operatives or Social Enterprises (CIC's) or an Arms-length Company but does not highlight how the partnership would be buying-into the private sector on the back of funding and guarantees from the Council.	Noted. There are experienced Market Operators that would potentially be interested in any future opportunities relating to Seven Sisters Market. Operators should view the involvement of the Key Stakeholders positively in helping to support their commercial ambitions and those of the Licenced Traders. There is no recommendation in the report that suggests the council or any other Key Stakeholder should fund or provide guarantees if the Partnership Model was to be implemented.	No
19	The report supports the perception that Seven Sisters Market is publicly-owned asset and the public sector is entitled to influence its operation. In reality the business is privately-owned and driven by commercial imperatives, many of which are shared with the aspirations of the partnership. The risks and processes by which it would morph from privately-ownership to partnership-ownership are not explained.	The consultant does not concur with the statement that the report supports the perception that the market is publically owned. There is no suggestion in the report that this is the case, nor does it elude to it. The lease and the day-to-day management of the market under the Partnership Model would remain within private sector control. The board will be made up of representation from the Key Stakeholders (including public sector organisations) who would be responsible for overseeing the delivery of the agreed	No

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		outputs and outcomes that were agreed with the Market Operator as part of the tender process for the new lease. The role of board and its function is explained point 4.0 above.	
20	There is no known instance of a local authority delivering such a project through a partnership - quite the contrary in fact. Many local authorities are outsourcing non-essential services such as Markets to reduce financial pressure and concentrate on delivering their statutory obligations. If the Council were to adopt the recommendations it may open up the decision to legal challenge.	Noted. However, this response does not reflect the recommendations outlined in the report. There is no recommendation in the report that suggests the council should deliver the project. The council and the other Key Stakeholders will work together to develop and agree the market strategy, guidelines and policies that will form part of the tender requirements for the new lease agreement procured by the Freeholder.	No
21	Adopting the recommendations would require the Council to either buy the Market business as a going concern or establish the partnership from scratch. The Council does not hold any legal interest in the Market nor does it exercise control over same except through the statutory approvals processes e.g. town planning. MAMSSL holds title to the assets and intellectual copyright of the Market business together with the physical assets invested when it fitted-out of the derelict building e.g. the shopfronts, stalls, WCs and heating & ventilation services. Under the terms of the licences held by Traders all alterations and 'improvements' undertaken by Traders are vested in MAMSSL and can be treated as such.	Noted. However, this response does not reflect the recommendations outlined in the report. There is no recommendation in the report that suggests the council should acquire the lease for the market.	No
22	The recommendations do not explore the legal mechanisms which would when the existing lease from LUL to MAMSSL falls away. The Traders do not enjoy security of tenure and	It has been the understanding, from discussions with Grainger Plc, that no lease arrangements for the temporary market at Apex House have been agreed with any party. MAMSSL stated	No

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	MAMSSL has the ability to terminate all licences at no more than 28 days notice. As and when the lease falls away normal commercial practice would be to close the Market to close and recoup capital investment in fixtures and fittings by salvage and sale.	that draft Heads of Terms had been discussed with Grainger Plc but nothing further. Likewise, TfL have confirmed that no lease discussions have taken place in relation to the current lease with MAMSSL that is due to expire in September 2020. Therefore, there is the opportunity for the Freeholders to consider the Partnership Model as the mechanism for the future management model for Seven Sisters Market. In the event that the lease was offered to another company, transitional arrangements would need to be put in place to ensure the market and Licenced Traders' businesses (protected under the S106 agreement) continue to operate.	
23	This accords with standard reinstatement obligations of a lease to offer the premises back to the owner in the same condition as originally leased. This includes offering it back with full vacant possession suggesting all Trader licences would need to be terminated in anticipation. Standard commercial practice would then be for the assets to be salvaged and the SPV Company placed in voluntary liquidation. As such, Seven Sisters Market would cease to exist and there would be no Market business for the Council to acquire. MAMSSL would continue to exercise copyright over Seven Sisters Market on a contingency basis.	See response above (21). It should be within the interests of all parties to avoid any disruption to the market in such a way that it adversely impacts on individual Licenced Traders' businesses and their livelihoods. The Key Stakeholders should work together to ensure this does happen and put in place transitional and contingency arrangements to minimise any impact on the market and its operation.	No
24	Accordingly the Council would need to either acquire the existing Market business by negotiation in anticipation or wait until it was extinguished and seek to replicate it from scratch under a different name. In the latter case this would involve re-establishing all the Traders licences and the fit-	Noted. However, this response does not reflect the recommendations outlined in the report. There is no recommendation in the report that suggests the council should acquire the lease for the market.	No

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	outs of the Market and stalls without the benefit of the intellectual copyright etc retained by MAMSSL.	Comments regarding intellectual copyright in relation to Seven Sisters Market brand would need to be further investigated by the Freeholders going forward. There is always the option to rebrand/rename the market if the copyright does not allow the continued use of market's name.	
25	If in the interim MAMSSL opted to sell the business as a going concern to a third party that person would be in a position to discharge the S.106 agreement and if the Council sought to hinder the process it would open itself up to criticism from MHCLG and legal challenge and claim from the third party, Grainger and LUL.	Noted. This action would not alter the recommendations outlined in the report.	No
26	Putting aside for a moment the dubious ability and appropriateness of the Council acquiring the business, the report does not explore the financial implications. It does not identify the purchase cost for the business nor the establishment cost for the partnership, the design, supervision and cost of two fit-outs, additional contributions towards Traders fit-out costs and the cost of lease guarantees and other indemnities to Grainger plc and/or LUL. The extent and cost of such liabilities needs to be quantified before the Council could make an informed decision as to whether to adopt the report recommendations. Nor does the report highlight or quantify the business risks which would be assumed by the Council. They could not be laid-off onto the partnership which lacks both covenant and liquidity unless underwritten by the	Noted. However, this response does not reflect the recommendations outlined in the report. There is no recommendation in the report that suggests the council should acquire the lease for the market. The recommendations in section 8.7 outline the need for greater transparency around the future financing of the fit out (bar the obligations set out in the s106) and the lease and rental costs after five years.	No

Paragraph	Key Stakeholder response	Independent Consultant response	Amendment to Draft Report
	Council. This is an unquantified and open-ended commitment for the Council.		
27	Establishing the partnership would most likely require such liabilities and costs to be borne by the Council. The report does not offer an example of such a partnership successfully delivering a similar project and MAMSSL's considerable experience of the Markets industry suggests none exist and those which have tried have failed. The rental discounts required by the S.106 are onerous and limit the ability to add value to the investment so it is highly unlikely that a private 'White Knight' investor could be secured.	Noted. However, this response does not reflect the recommendations outlined in the report. There is no recommendation in the report that suggests the council should acquire the lease for the market. There are experienced Market Operators that would potentially be interested in any future opportunities relating to Seven Sisters Market. The suggestions that the 'rental discounts' are 'onerous and limit the ability to add value' are based on evidence of the fees and charges of other markets that was supplied as part of the s106 negotiation in 2017. There is a concern from some Licenced Traders about the costs post the five-year period and the recommendations in section 8.7 highlight the need for greater transparency around the lease and rental costs after five years.	No
28	MAM has evaluated the financial and contractual risks in detail before committing to deliver the S.106, unlike this report. The Council would be well-advised to note the project is of marginal viability and it is only the very specific skills and objectives of MAMSSL as a Market investment Company which make it viable. For the Council to assume such risks would be less then prudent.	Noted. However, this response does not reflect the recommendations outlined in the report. There is no recommendation in the report that suggests the council should acquire the lease for the market. The scope of the report was not to assess the financial viability of the s106, but to recommend future management models for Seven Sisters Market. However, the fixing of the per sq.ft costs of the units in some respects dictates the financial obligations	No

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		that *any* management model would need to sustain. As the terms of the lease are yet to be established, the viability of the market lease and s106 obligations will need to be assessed by the Freeholders in relation to the recommendations outlined in the report.	
29	The report fails to mention that if the Council were to guarantee the contractual liabilities or provide funding for the partnership same would require provision to be made in the Council accounts. The Council budget for essential services is already under considerable pressure and adding to that would open up the project to challenge.	Noted. However, this response does not reflect the recommendations outlined in the report. There is no recommendation in the report that suggests the council should guarantee the contractual liabilities or provide funding for the implementation of the Partnership Model.	No
30	The public inquiry into the CPO confirmed the planning consent and S.106 agreement contains more than sufficient safeguards for Trader businesses. Appeals against the validity of the CPO have been overturned in the High Court and have confirmed no financial or social justification for intervention by the Council. Grainger and MAM have the experience and resources to deliver and the Council would be better-advised to devote its resources elsewhere. If the Council opted for the 'not-for-profit' partnership or C.I.C. model it would exacerbate the lack of justification.	Noted. The report does not challenge the planning consent or the s106 obligations. It does propose recommendations in relation to future management model for Seven Sisters Market and makes additional recommendations that will help to support this process.	No
31	The report does not detail the legal status of the proposed partnership and personal liabilities for each member of the management board. Partnerships, Management Trusts, Arms-length Companies and Limited Liability Partnerships all have their pros and cons but the common thread running through this proposal is the need for a Council partner to	Noted. The legal status of the Partnership Model will be defined only by the contractual arrangements (specification) between the Freeholder and the leaseholder (Market Operator). This would include the delivery of the agreed specification as defined by the market strategy, policies and guidelines agreed by the Key Stakeholders.	Yes

Paragraph	Key Stakeholder response	Independent Consultant response	Amendment to Draft Report
	guarantee performance and responsibility. Many of these legal models require individuals to accept personal liability which many are unlikely to accept. Should any of the individuals be in breach of their responsibilities the Council may find itself stepping into their shoes and their duties.	The Partnership Board, made up of the Key Stakeholders, will have oversight to ensure the relevant outputs and outcomes (outlined in the specification) for the day-to-day and strategic management of the market are being delivered. The Board Members, bar the Freeholder, would not have any financial or legal liabilities in relation to the lease and contractual agreements between the Freeholder and the Leaseholder. Section 7.4.16 (Board Arrangements) has been updated to reflect this.	
32	The report does not address the likelihood of the Council's financial exposure to individual Trader fit outs. The financial assistance package offered by the GLA to support the S.106 is modest and would not apply to any other option and certainly not be available to the Community Plan or alternatives as they do not benefit from the S.106. This is a major estimating and negotiating exercise for which the partnership has little relevant experience. It opens up the question of whether it is appropriate to support private business with taxpayers money whilst pursuing a marginal project without overriding justification.	Noted. However, this response does not reflect the recommendations outlined in the report. There is no recommendation in the report that suggests the council should acquire the lease for the market. The Mayoral Funding (£284.5K) is linked to the redevelopment of Wards Corner and not the s106 obligations.	No
33	The report specifically recommends excluding MAM from future involvement in delivering the S.106 - a role which it is uniquely- suited to perform. An exclusion is contrary to the public sector procurement rules. MAM is an organisation with the unique experience and funding resources to deliver	Noted. It is the responsibility of Grainger to deliver the s106 obligations. The report recommends that the Key Stakeholders should be redefined for the development of the market strategy, policies and guidelines. This would ensure that a fair and competitive tender process is upheld for the purchase of any future lease for the market	No

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	the S.106 and to exclude it may open up a challenge that Best Value has not been delivered to the taxpayer.	The Key Stakeholders can choose to reject this recommendation should they wish to.	
34	The report does not highlight that it the findings the personal opinion of its author. The Council would be well advised to undertake additional due diligence before adopting its recommendations. If challenged it is unlikely the findings of the report would be accepted as factual. The preparation of the report did not follow the rules of evidence demanded by a formally-constituted inquiry. If the recommendations were to be adopted and implemented the Council would place itself at risk of being found to have acted *ultra vires.*	Noted. The report states the following: '2.1.4 - Whilst the response rate was lower than expected in relation to selection of the preferred model(s) by some of the Licenced Traders, *it is my opinion* the recommended model will help to deliver a set of benefits and more importantly assurances that all the stakeholders are seeking. 7.3.3 - *I have based my recommendation* on the feedback and aspirations from all Key Stakeholders during the engagement and model selection phases of the review, as well as on the scoring reflecting the criteria agreed by PAG, and the practicalities of implementing a model in the timescales outlined in the Terms of Reference. 7.3.5 - *My recommendation to* the Wards Corner Policy Advisory Group and the other Key Stakeholders is that the Partnership Model would be the most appropriate model to be taken forward in at least the short to medium. It is for the Key Stakeholders to decide and agree which recommendations in this report they wish to develop further and/or implement in at least the short-to-medium term (i.e. from now until the initial five-year period has ended). It should be noted that this was an independent report reflecting the Terms of Reference (see Appendix 1). This was not 'a formally-constituted inquiry'.	No

Paragraph	Key Stakeholder response	Independent Consultant response	Amendment to Draft Report
		The report outlines my recommendations to the Key Stakeholders for their consideration. It's within their remit to undertake additional due diligence before progressing any recommendations should they wish to.	
34	The report proposes an unrealistic timescale to establish the partnership and deliver the project. Based upon MAMSSLs experience the chief omission is a timescale to establish and populate a working partnership – say 12 months.	Noted. The proposal is for the Key Stakeholders to work together to develop and deliver the recommendations they wish to progress. There is a willingness across the Key Stakeholder group to find a solution and to explore the possibilities of the Partnership Model further.	No
35	If the Council decided in say 6 months time to adopt the recommendations and support the partnership it would take a minimum of 12 months thereafter for the partnership to be established and the Market Facilitator to reference the eligible Traders, design specify finance procure and supervise the Landlords fit-out works and - most controversially - complete the stall allocation i.e. 'who goes where'. In other words it would take a minimum of 18 months before any bricks are laid on the temporary relocation site i.e. Summer 2021. Supervising the Landlords fitout of the temporary relocation and simultaneously co-ordinating fit-outs by 40+ Traders would take another 12 months suggesting - at the earliest - Autumn 2022 before the Market temporarily relocates and redevelopment of Wards Corner commences. By contrast MAMSSL is in a position to deliver same in Summer 2021.	Noted. The programme is demanding but achievable as outlined in 7.4.9 - if the right level of resources is provided and there is a willingness for the Key Stakeholders to work together to implement the Partnership Model. The dates outlined in MAMSSL response (Summer 2021) do not reflect the proposed market relocation date of the Apex House (August 2020) outlined in the Terms of Reference. If this has been delayed to Summer 2021, there would be ample time for the Key Stakeholders to develop and implement the Partnership Model and the recommendations outlined in the report.	No
36	If MAMSSL were not a party to the new management then as from the time when it exits all day-to-day management will need to be provided by another from say Autumn 2010 (sic) to Autumn 2022. The report does not explain how this would be delivered.	Noted. The report and recommendations reflect the agreed Terms of Reference. The scope of the review was to outline the possible future management models for Seven Sisters Market.	No

Paragraph	Key Stakeholder response	Independent Consultant response	Amendment to Draft Report
	Excluding MAMSSL and its management team would require appointing an uncosted team.	The scope did not include how it should transition from the existing arrangements to any new model. It does however outline a high-level programme and process for delivering the Partnership Model. The independent consultant did not have access to the existing lease and commercial arrangements between LUL and MAMSSL; not that this would be relevant to the recommendations being proposed. The report recommends that a new model for the management of Seven Sisters Market is considered by the Key Stakeholders.	
37	Nor does the report address the legal strategy to minimise risk to the Council. When negotiating a Business Transfer Agreement with MAMSSL or establishing a replacement partnership from scratch it would be prudent to back-to-back same with securing a new lease for Apex House, an Agreement for Lease for the Wards Corner unit and the design, procurement and financing in parallel to delivering the initial 40 or so Trader fit outs. This is a major task for even an experienced Market developer such as MAMSSL. The Council should ask itself does it have the resources and ability to deliver an alternative, and if it fails to do so what effect would this have on the Market?	Noted. However, this response does not reflect the recommendations outlined in the report. There is no recommendation in the report that suggests the council should acquire the lease for the market.	No
38	The implications of adopting the recommendations and the appropriateness of the Council bearing the lions share of the costs and risks are profound for the Council budget. The workings of the Policy Advisory Group and this draft report and responses should be opened up to wider public scrutiny and input from other groups including those seeking their	Noted. However, this response does not reflect the recommendations outlined in the report. There is no recommendation in the report that suggests the council should acquire the lease for the market.	No

Paragraph	Key Stakeholder response	Independent Consultant response	Amendment to Draft Report
	share of the Council budget. A social media campaign should be used to gauge public opinion and inform the Groups considerations.	The final report will be published on the council's Wards Corner webpage for review by the general public..	
39	The Council would be well-advised not to adopt the recommendations. There are overwhelming financial and practical reasons to accept the existing proposal to deliver the new Market through MAMSSL. The Company has the unique experience and ability to deliver a sustainable Market and protect Traders businesses in accordance with the S.106. It has prepared a detailed delivery programme and is poised to deliver at least 18 months ahead of the partnership alternative. It has the design, finance and legal resources to do so without risking public funds and exposing the Council to risk. The report does not offer a viable alternative. LBH would be better-advised to devote its efforts to delivering core services whilst exercising control through the planning process in the usual manner.	Noted. The recommendations outlined in the report are for consideration by the Key Stakeholders. There are no recommendations that state that alternative models or solutions should not be considered by the Key Stakeholders. Therefore, this report and its recommendations does not preclude any business proposition for the market being promoted by MAMSSL to the Key Stakeholders. It is for the Key Stakeholders to decide and agree which recommendations in this report they wish to develop further and/or implement.	No
40	MAMSSL is poised and ready to deliver this project and looks forward to doing so in partnership with London Borough of Haringey and Grainger plc.	Noted.	No

Wards Corner Policy Advisory Group			
Paragraph	Key Stakeholder response	Independent Consultant response	Amendment to Draft Report
Executive Summary			
	Reference that all the documents were available in both English and Spanish during the review and, that a translator was provided for the engagement phases with the Licenced Traders.	Noted. Texted updated in sections 2 and 6 to reflect this.	
	Note that communication with the freeholder of the existing market (London Underground Limited) was with officers from Transport for London.	Noted. Text updated in sections 4 and 6 to reflect this: 'London Underground Limited (LUL) is the freeholder of the current market building and LUL is a wholly owned subsidiary of Transport for London (TfL). Correspondence and engagement in relation to Seven Sisters Market has taken placed with officers from TfL who represent the interests of LUL'.	
Key Stakeholder			
6.7	Some PAG Members felt that the GLA should have recognised the efforts by the Licenced Traders and the local community in relation to the Community Plan proposals for Wards Corner Building.	Comments and observations noted.	No
Management Models			
7.4.22	PAG Members stated that social value measures should be referenced in this section of the report.	Noted and report has been updated to: 'The board may also want to agree a set of social value outcomes that the market should prioritise. These will need to be developed prior to the tender for the lease, or provide scope to include once the lease is in place.'	Yes

Transport for London			
Paragraph	Key Stakeholder response	Independent Consultant response	Amendment to Draft Report
Background			
4.2.1	It refers to Grainger guaranteeing the management, management and operation of SSM. This is incorrect as contained in our email correspondence before Christmas. Grainger guarantee is limited to the rent payment.	Noted. Text has been amended to: 'The current lease between Market Asset Management (Seven Sisters) Ltd (MAM) and London Underground Limited was agreed in September 2015. Grainger Seven Sisters Limited, a wholly owned subsidiary of Grainger PLC is the Guarantor for the rent and insurance, the repairing obligation (limited by a Schedule of Condition) and the reinstatement obligations at the end of the lease'.	Yes
4.2.2	The current cost of the lease (i.e. the rent) is almost £68K.	Noted. Report has been updated to reflect this.	Yes
4.2.3	it is incorrect that the reasons for not granting the lease to the traders are unknown. These were explained in the past in correspondence and are made clear in TfL 's recent comment provided in 6.5.5.	Noted. Text has been amended to: 'The reasons for this decision were explained by TfL, namely that across its estate, rather than chasing speculative income, it tries to support existing tenants by giving them the opportunity to renew their lease. TfL also explained that any tenants across its estate must also be able to demonstrate the required financial and operational standing.'	Yes
4.3.1	A reference is made to 'traders' are 'licenced' by MAM. This statement is misleading. I would recommend that while 'traders' are granted 'a licence to occupy and trade' by MAM. This a property transaction as opposed to a licensing that may be governed by the local authority licensing department.	Noted. Text has been amended to: 'Traders are granted a licence to occupy and trade by MAM. This is a property transaction as opposed to a licensing arrangement.'	Yes

Paragraph	Key Stakeholder response	Independent Consultant response	Amendment to Draft Report
Key Stakeholder Engagement			
6.4.3	I would recommend that amendment is made to clarify that MAM confirmed that in line with the S106 only the traders who hold a valid licence to occupy a unit in Seven Sisters Market will be relocated to Apex House. It is not clear what is meant by a reference to "registered Licenced Traders".	Noted. Text has been updated to: 'They confirmed that only Licenced Traders that hold valid licence to occupy a unit in Seven Sisters Market will be relocated to Apex House.'	Yes
6.4.10	Please note that MAM did inform TfL of suspected illegal sub-letting. MAM was asked to develop a plan to address these and advised how to approach it but so far is yet to present it to TFL. (draft correspondence, and a structured action plan, and a program of implementation)	Noted. Text has been updated to: 'MAM were requested by TfL to develop a plan to address the sub-letting issues identified and advised how to approach it (i.e. draft correspondence, a structured action plan and a programme of implementation). TfL confirmed at the time this report was published (January 2020) nothing had been received from MAM.'	Yes
Management Models			
7.4.13	We have understood that the Partnership model as outlined in the report, asks for a market operator to deliver the strategy set by the Board, but does not give the operator an ability to input into the strategic direction. We believe this may impact on the effectiveness of running the market and could limit the attractiveness of the offer to potential operators. We would suggest that the operator should be a member of the Board, alongside the other key stakeholders, whose interests and objectives should be considered in the context of the long-term strategy too.	Noted. The text will be updated to reflect this clarification: 'The Market Operators' role is to deliver the agreed market strategy developed by the Key Stakeholders. They will be required to report to the board on the progress being made in relation to the delivery of the strategy and the outputs it promotes. However, their role as the 'market expert' is to advise the board of any changes they feel are necessary to the agreed strategy, policies and guidelines and provide the rationale and justifications for them It is important to note that the market strategy will not be a static document, but will need to evolve to effectively address unforeseen issues and challenges, some of which may be external influences (i.e.	Yes

Paragraph	Key Stakeholder response	Independent Consultant response	Amendment to Draft Report
		reduction in high street footfall, changing consumer habits, online shopping etc). Therefore, the Market Operator will play a strategic role in advising the board and whilst they are categorised as a 'Delivery Agent', this should not be mistaken with the fact that they will play a pivotal role in ensuring the future success of the market, along with the Licenced Traders. Therefore, they will have a strategic role but in terms of transparent governance it will be the board members who will approve any changes to the strategy etc on consideration of the advice and evidence presented by the Market Operator. The support the board will provide the Market Operator and vice versa is one of the strengths of the Partnership Model.	
7.4.8	The timeframes recommended in the report are quite challenging. Appointing a new Market Facilitator is critical in advancing preparation for the move to Apex House, which we expect to be a very complex process. In view of the forthcoming lease expiry in September 2020, and assuming that the CPO legal challenge is concluded soon, we would encourage Grainger to take steps to start looking for a new market operator without delay. It is our view that Grainger is best placed to offer a longer, and therefore more attractive, lease term.	Noted. Text in section 8.2 updated to include the following: 'The programme is demanding and will require the Key Stakeholders to decide which elements of the recommendations (that relate to the programme) they wish to proceed with. Once this is established the Key Stakeholders should assign leads to each recommendation, though it is envisaged that many of these will be led and managed by the Market Facilitator in collaboration with the Key Stakeholders.'	Yes
7.4.12	We are also of the view that both Grainger and the Council should form an integral part and play a key role in the Partnership as they are likely to maintain vested interest in this site and the future success of the new market. While TfL	Noted. Though it recommended that TfL should remain a Key Stakeholder until the new management model is firmly established. However, this is a discussion for the Key Stakeholders to have post the publication of the report.	No

Paragraph	Key Stakeholder response	Independent Consultant response	Amendment to Draft Report
	will play an active role over the next year, if the CPO is confirmed and the market moves, TfL will no longer have a vested land interest in the site. Because of this we do not believe TfL should be a long-term stakeholder on the partnership board. Our primary interest will continue to be the protection of our infrastructure, namely the station and Victoria line tunnels. As you have noted we therefore require an owner to have the necessary resources, and expertise required to maintain and invest in a complex building that has reached the end of its economic life. For that reason, we support the conclusion of the legal process and the confirmation of Grainger's role.		
8.4 (now 8.6)	Lastly, in reference to the immediate recommendations outlined in point 8.4 we have already taken steps to identify health and safety issues. We are working with MAM, the traders and the Council to address the most pressing concerns, and we want to ensure the premises are safe for occupation.	Noted. No update to the report proposed.	No
General comments			
1.0	Thank you for sharing the draft Policy Advisory Group report, and for asking for the views of Transport for London (TfL) on its findings. We are aligned with the GLA, and strongly believe the preferred model must have broad stakeholder support and robust governance in order to succeed. We are glad that	Noted. Through the development of the market strategy led by the Market Facilitator, there should be the opportunity to further engage with the traders on the benefits and rationale for adopting the Partnership Model as outlined in the report. This is subject to the Key Stakeholders' agreement in progressing with this mode	No

Paragraph	Key Stakeholder response	Independent Consultant response	Amendment to Draft Report
	many of the stakeholders you consulted saw a Partnership as the preferred model. We agree with the reasons outlined in your reports in 7.3.6, that this model draws on the experience and expertise of a market operator yet provides much stronger governance and a more equitable approach to setting direction for the future market and formulating strategies. We do however note that, as you reported, there is some uncertainty on what views traders might have on the future operating model as there was a low level of response.		
2.0	To conclude, we are pleased that our preferred Partnership Model is seen as one of the most viable options. We believe it is likely to deliver benefits for all of the stakeholders with robust governance and a Board that represents all parties equally.	Noted.	No

Author Clarification (31st January 2020)			
Paragraph	Author Clarification	Independent Consultant response	Amendment to Draft Report
4.2.5	The report author clarified the estimated annual lease cost (circa £75,000) for Apex House and permanent site for the market if the redevelopment of the exiting market site proceeds. The previous text for this paragraph implied that the five-year lease value would be similar to that of the projected income from the rental of units to Licenced Traders over the first five years of trading (£1,870,730). The text relating to paragraph 4.2.5 that was published on 17th January 2020 has been updated. The updated report (this version) was published by the Council on 31st January 2020.	The cost of the lease between the market operator and Grainger for the first five years for both Apex House and the permanent site for the market are unknown. It is assumed the cost of the lease for these sites will be based on the combined total income the market could attract on an annual basis (minus the discounts listed in the s106) less operator deductions/ costs. Based on 100% occupancy, Grainger has confirmed that this is estimated at £1,870,730 (excluding VAT) over the five-year period (i.e. average of £374k per annum). Grainger has confirmed that they are willing to consider a turnover rent for the market operator lease of 20% of annual income (i.e. c£75k per annum), as a starting point for the first 5 years of the market trading. This assumption is based on the fact that there would be very little opportunity for the lessee to make further income over and above what is listed in the s106 and owing to the permitted size of market in both locations. Once the terms of the lease have been negotiated and agreed with the market operator, it is recommended that all the Licenced Traders are advised by the market operator as to the mechanism they will adopt for any rent reviews post the first five years of trading. This will at least allow all the Licenced Traders enough time to start to prepare for any increase and incorporate this into their business plans.	Yes

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Agenda Item 13

Report for: 11 February 2020

Title: Determination of the Council's School Admission Arrangements for the academic year 2021/22

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

Lead Officer: Carlo Kodsi, Head of Admissions, Education and School Organisation Carlo.Kodsi@haringey.gov.uk Ext. 1823

Ward(s) affected: All

Report for Key/ Non-Key Decision: Key

1. Describe the issue under consideration

1.1. To continue to meet statutory requirements Cabinet are requested to determine the proposed admission arrangements for the school year 2021/22. These arrangements are in respect of the borough's community and voluntary controlled (VC) schools. Recommendations below (para. 3) also ask Cabinet to agree to their publication on or before 15 March 2019 on the Council's website, such details to include advice on the right of objection to the Schools Adjudicator.

1.2. This year there was no change proposed to our admission arrangements for community and voluntary controlled (VC) apart from a slight alteration to the In-year fair access protocol. More information on this can be found from para. 7.2 below.

1.3. On 12 November 2019 Cabinet agreed that statutory consultation should be carried out on the proposed admission arrangements between 26 November 2018 and 7 January 2020.

2. Cabinet Member Introduction

2.1. This paper recommends that Cabinet determines the Council's admission arrangements for the academic year 2021/22. The full range of reasons for agreeing the decision are set out from para. 4.1 - 4.3.

3. Recommendations

3.1. Cabinet are asked to:

- determine the Council's admission arrangements for the academic year 2021/22 as set out in Appendices 1 – 4.

- Agree the in-year fair access protocol (IYFAP) as set out in Appendix 5 to come into force from 1 March 2020.

- Agree that the determined arrangements for all maintained primary and secondary schools in the borough are published on the Council's website by 15 March 2020 with an explanation of the right of any person or body, under the School Admissions (Admission Arrangements and Co-ordination of Admission Arrangements) Regulations 2012, to object to the Schools Adjudicator in specified circumstances[1].

4. Reasons for decision

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

4.2. In addition, the Regulations require the admission authority (in this case the local authority) to publish on its website by 15 March in the determining year the determined arrangements of all maintained primary and secondary school and academies in the borough, advising the right to object to the Schools Adjudicator, where it is considered that the arrangement do not comply with the mandatory provisions of the School Admissions Code 2014.

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

5. Alternative options considered

5.1. This year we are not proposing a change to the oversubscription criteria for community and VC schools. While there are other ways admission arrangements can influence the allocation of school places set out in the Schools Admissions Code 2014 (e.g. designated catchment areas, identified feeder schools or giving priority in our oversubscription criteria to children eligible for the early years premium/ pupil premium), no alternative option is being considered at the time of writing this report.

6. Background information

[1] Paragraphs 19 – 24 of the Regulations

6.1. All admissions authorities must have admission arrangements that clearly set out how children will be admitted, including the criteria that will be applied if there are more applications than places at the school.

6.2. Oversubscription criteria must be reasonable, clear, objective, procedurally fair, and comply with all relevant legislation, including equalities legislation. Admission authorities must ensure that their arrangements will not disadvantage unfairly, either directly or indirectly, a child from a particular social or racial group, or a child with a disability or special educational needs, and that other policies do not discourage parents from applying for a place for their child.

6.3. The Council is the admission authority for community and voluntary controlled schools within the borough and is therefore responsible for determining the admission arrangements for these schools.

6.4. Academies, foundation schools and voluntary aided schools are their own admission authority; they must consult on and determine their own admission arrangements by 28 February 2020. The Council has a statutory duty to monitor the arrangements determined by own admitting authority schools to ensure compliance with the School Admissions Code (2014) and all relevant legislation and Regulations.

6.5. Admission authorities are responsible for admissions and must act in accordance with the School Admissions Code (2014), the School Admission Appeals Code (2012), other laws relating to admissions, and relevant human rights and equalities legislation.

Consultation

6.6. In accordance with paragraph 1.42 of the School Admissions Code (2014), a six week consultation (26 November 2019- 07 January 2020) was carried out to invite comment from relevant stakeholders on the proposed admission arrangements for 2021/22.

6.7. A consultation document and questionnaire were used as the basis of informing stakeholders of the proposed admission arrangements.

6.8. To ensure as wide a consultation as possible, a range of modes and methods of communciation were used to inform and facilitate feedback from stakeholders regarding the proposal -

- through the Schools Bulletin which is distributed to the head teacher and chair of governors of every school in the borough;
- email to all Children's Centres in the borough;
- email to all registered nurseries and child minders and any other early years providers;
- published on the Council's online admissions pages;
- via information in all libraries across the borough (poster and hardcopies of consultation document);

- email to all councillors from the Lead Cabinet Member;
- email to both MPs with constituencies in Haringey;
- email to the diocesan authorities.

6.9. Stakeholders were given the opportunity to express their views in writing, via a questionnaire – both electronically and via the hard copy attached to the consultation document, by email and post.

Equality and Diversity Monitoring

6.10. As part of the consultation process, respondents were asked to complete an equality and diversity questionnaire, looking at Gender, Age, Ethnicity and Disability. The information collected will help identify any special requirements; promote equality; and improve choice and diversity. This information will only be retained and used for as long as is necessary. Where data is no longer required, it will be destroyed in line with relevant destruction policies and processes.

7. Response from stakeholders

7.1. There were **no responses** received from the consultation which can be attributed to the ongoing support from stakeholders and overall satisfaction with the admission arrangements currently in use. It is important to note that the Council's arrangements do not substantially differ from neighbouring borough arrangements for community and voluntary controlled schools.

Haringey In-year Fair Access Protocol (IYFAP)

7.2. The Haringey In-Year Fair Access Protocol (IYFAP) ensures unplaced children, especially the most vulnerable, are offered a school place without delay and is a statutory requirement set out in the School Admissions Code 2014. In applying the Protocol, the panel ensures that these children and young people are shared fairly across all Haringey schools and that this process is open and transparent.

7.3. This year key stakeholders (Headteachers or their designated representative) were consulted on the allocation point system that has been in use by panel members from September 2018. The allocation points system had not been formally recognized within the protocol despite its successful implementation

7.4. It was introduced to ensure robust decision making in view of the high number of challenging pupils for fair distributions across Haringey schools. The introduction of the the allocation points system meant that panel members could review an additional layer of data before making a decision.

7.5. The new information included in the protocol at Appendix 5 para. 23 references the different thresholds within each points category i.e. the different levels of vulnerability. The number of points allocated to a school is based on the level of vulnerability and the expected complexity of the child's need which tends to equate to the amount of resources schools are required to put in place to support these pupils.

7.6. There was **no representation received** regarding the allocation points system. This is likely to be attributed to the ongoing support and satisfaction with the points system and the overall protocol and its application.

Next Steps

7.7. Council's Cabinet is asked to determine the Council's admission arrangements for the academic year 2021/22 as set out in Appendices 1-4.

7.8. In addition, Cabinet is recommended to agree the in-year fair access protocol to come into force from 1 March 2020. The protocol ensures hard to place children are given a school place without delay and is a statutory requirement set out in the School Admissions Code 2014 (paras 6 and 3.9 – 3.15 of the Code).

8. Contribution to strategic outcomes

8.1. Ensuring we have a transparent and objective school admissions process with oversubscription criteria that is reasonable, clear, objective and compliant with all relevant legislation, including equalities legislation, underpins Priority 1 in the Corporate Plan which seeks to enable every child to have the best start in life with access to high quality education.

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

Below are financial, governance and legal and equality comments.

Comments of the Chief Finance Officer and financial implications

9.1. The Chief Financial Officer has been consulted in the production of this report and confirms that there are no direct financial implications as a result of the consultation proposals or determination of the Council's admission arrangements.

Comments of the Assistant Director of Corporate Governance and legal implications

9.2. The Assistant Director of Corporate Governance has been consulted on the contents of this report and comments as follows:

9.3. The current School Admissions Code ('the Code') came into force in December 2014 issued by the Department for Education under section 84 of the School Standards and Framework Act 1998. The Code is to be read alongside the School Admissions (Admission Arrangements and Co-ordination of Admission Arrangements) (England) Regulations 2012 (" the Regulations"). The Code and the Regulations apply to admission arrangements determined in 2015 and later years. In determining its admission arrangements for 2021-2022 the Council has a statutory duty as an admissions authority to act in accordance with the Regulations and with the relevant provisions of the Code. It must also

as a result of its duty under section 149 of the Equality Act 2010 have due regard to the need to eliminate discrimination, harassment and victimisation and any other conduct which is prohibited by or under the Act, advance equality of opportunity, and foster good relations in relation to persons who share a relevant protected characteristic and persons who do not share it.

9.4. Paragraph 15 of the Code states that all schools must have admission arrangements that clearly set out how children will be admitted including the criteria that will be applied if there are more applications than places at the school. As part of determining its admission arrangements, the Council must set an admission number (called the Published Admission Number or PAN) for each school's "relevant age group" i.e. the age group at which pupils are or will normally be admitted to the school.

9.5. School admission arrangements are determined by admission authorities. Generally, the admission authority for community and voluntary controlled schools is the local authority. Admission authorities must set ('determine') admission arrangements annually. Where changes are proposed to admission arrangements, the admission authority must first publicly consult on those arrangements. If no changes are made to the admission arrangements, they must be consulted on at least once every 7 years. Consultation must be for a minimum of 6 weeks to take place between 01 October and 31 January of the determination year. The Code also requires the admissions authority for the duration of the consultation to publish a copy of the full proposed admission arrangements (including the proposed PAN) on their website together with details of the person within the admissions authority to whom comments may be sent and the areas on which comments are not sought. Consultation must be undertaken when proposals are still at a formative stage. It must include sufficient reasons for particular proposals to allow those consulted to give intelligent consideration and an intelligent response, adequate time must be given for this purpose and the product of the consultation must be conscientiously taken into account when the ultimate decision is taken.

9.6. In relation to consultation the Council must consult with parents of children between the ages of two and eighteen; other persons in the relevant area who in the opinion of the admission authority have an interest in the proposed admissions; all other admission authorities within the relevant area; whichever of the governing body and the local authority who are not the admission authority; any adjoining neighbouring local authorities where the admission authority is the local authority and in the case of faith schools, the body or person representing the religion or religious denomination. The authority must also for the duration of the consultation publish a copy of the full proposed admission arrangements (including the PAN) on its website together with details to whom comments should be sent and the areas on which comments are not sought.

9.7. It is the responsibility of the authority to ensure that admission arrangements are compliant with the Code. Arrangements mean overall procedures, practices, criteria and supplementary information to be used in deciding on the allocation of school places. In drawing up the admission arrangements the authority must ensure that the practices and criteria used to decide the allocation of school places are reasonable, fair, clear and objective and comply

with the relevant legislation including equalities legislation. Parents should be able to look at the set of arrangements and understand easily how places will be allocated. It is for the authority to decide which criteria would be the most suitable according to local circumstances.

9.8. Each year all local authorities must formulate and publish on their website a scheme by 1 January in the relevant determination year to co-ordinate admission arrangements for all publicly funded schools within their area. All admission authorities must participate in co-ordination and provide the local authority with the information it needs to co-ordinate admissions by the dates agreed within the scheme. There is no requirement for local authorities to co-ordinate in-year applications but the authority must provide information in a composite prospectus as to how in-year applications can be made and how they will be dealt with.

9.9. The Code requires that the Council must have a Fair Access Protocol agreed with the majority of schools in its area to ensure that, outside the normal admissions round, unplaced children, especially the most vulnerable, are offered a place at a suitable school as quickly as possible. The Cabinet Members will see the Proposed In-Year Fair Access Protocol at Appendix 5.

9.10. The proposed admission arrangements for 2021-2022, the proposed co-ordinated scheme and the proposed IYFAP would appear to be in compliance with the Code and the Regulations.

Equalities Comments

9.11. 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 by or under the Act. Advance equality of opportunity between people who share a “relevant protected characteristic” and people who do not share it;
- Foster good relations between people who share a “relevant protected characteristic” and people who do not share it.
- A “relevant protected characteristic” is age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation.

9.12. The three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status apply to the first part of the duty.

9.13. The admission arrangements set out in this report comply with the public sector equality duty and ensures that as an admission authority, the Council’s arrangements do not directly or indirectly unfairly disadvantage an individual or group that possesses any of the characteristics defined in sections 4-12 of the Equality Act 2010.

9.14. An Equalities Impact Assessment (EqIA) was previously undertaken and the admission arrangements for 2021/22 do not differ materially from the arrangements for previous years. We therefore consider that another full equality impact assessment is not necessary at this stage and we have continued to monitor and assess the impact of any changing trends – please see updated information in the EqIA at Appendix 7.

9.15. The publication of clear admission arrangements for all of our schools (a statutory requirement) ensures that admission to schools is a clear and transparent process and that parents and carers are able to select preferences for a school place with full knowledge of how admission to their local school(s) is determined.

10. Use of Appendices

10.1. The following appendices support this report:

Appendix 1 - Nursery 2021
Appendix 2 - Reception and Junior 2021
Appendix 3 - Secondary Transfer 2021
Appendix 4 – In Year Admissions 2021
Appendix 5 – IYFAP March 2020
Appendix 6 - Sixth Form 2021
Appendix 7 - EqIA
Appendix 8 - Co-ordinated Admissions Schemes 2021-22.

11. Local Government (Access to Information) Act 1985

11.1. This report contains no exempt information.

Background

1. The Schools Standards and Framework Act 1998.
2. The Education Act 2002.
3. The Education and Inspections Act 2006.
4. Education and Skills Act 2008.
5. The School Admissions Code (December 2014).
6. The School Admissions (Admission Arrangements and Co-ordination of Admission Arrangements) (England) (Amendment) Regulations 2014
7. The School Admissions (Infant Class Sizes) (England) Regulations 2012.
8. The School Admissions (Appeals Arrangements) (England) Regulations 2012.
9. The Education Act 2011.
10. The School Admissions Appeals Code (2012).
11. School roll projections sourced from the GLA
12. School roll information, including admission information from data held within Education Services

Appendix 1

Starting Nursery in Haringey in September 2021

Determined Admission Criteria for Nursery Classes in Community Primary Schools and St. Aidan's VC School

Children may have a part-time place in a nursery centre or a class attached to a school in the September following their third birthday. If there are more requests than part-time places available, the admission rules (over-subscription criteria) explained below will be used to decide which children will be admitted. There is no right of appeal against the decision to refuse admission of children to nurseries.

Parents/carers should note that admission to a nursery class in a school does not guarantee a place in the reception class at the same school. Parent/carers must complete their home authority School Admissions Application Form, which will be available online, by 15 January in the academic year their child turns four.

Proposed Admission Criteria for part time places

When the school is oversubscribed, after the admission of pupils with an Education, Health and Care plan or statement of special educational needs naming the school, priority for admission will be given to those children who meet the criteria set out below, in priority order:

1. Children in Care/Looked After Children

Children who are looked after by a local authority or were previously looked after but immediately after being looked after, became subject to an adoption, child arrangements, or special guardianship order.

A looked after child is a child who is (a) in the care of a local authority, or (b) being provided with accommodation by a local authority in the exercise of their social services functions (see the definition in Section 22(1) of the Children Act 1989).

2. Social/Medical

Children who the Authority accepts have an exceptional medical or social need for a place at one specific school. Applications will only be considered under this category if they are supported by a written statement from a doctor, social worker or other relevant independent professional. The information must confirm the exceptional medical or social need and demonstrate how the specified school is the only school that can meet the defined needs of the child.

3. Brother or Sister (sibling)

Children who will have a brother or sister attending the school (or its associated Infant or Junior school) at the time of admission. A sibling is a full brother or sister, a

step/half brother or sister, a foster brother or sister or an adopted brother or sister living at the same address as the child for whom the application is being made.

4. Children of staff

Children whose parent is a member of teaching staff who has been employed at the school for two or more years at the time of application or has been recruited to fill a vacancy for which there is a demonstrable skill shortage.

5. Distance

Children whose home address is closest to the preferred school.

Distance will be measured in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system.

Tie breakers

The tie breaker to decide between two applications that cannot otherwise be separated is children whose home address is closest to the school measured in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system.

The tiebreak for two or more applications whose home address is exactly the same distance from the school (and who are not from multiple births) will be random allocation using a computerised system.

Multiple births

If only one place is available and the next child who qualifies for a place is one of multiple birth, the nursery centre or the school will go over their published admission number.

Notes

(i) Home address is defined as the child's only or main residence

(ii) Priority for children of teaching staff will be limited to one place for each form of entry in any year. Exception to this will apply to children of multiple birth or those born in the same academic year. All such applications must be submitted to the local authority and must be accompanied with the relevant paperwork supporting an application on these grounds. The applicant must take sole responsibility to provide such paperwork. Without the provision of the relevant papers, priority will not be given on these grounds.

Appendix 2

Determined Admission Criteria for Reception and Junior Admissions 2021

Oversubscription criteria

When the school is oversubscribed, after the admission of pupils with an Education, Health and Care plan or statement of special educational needs naming the school, priority for admission will be given to those children who meet the criteria set out below, in priority order:

1. Children in Care / Looked After Children

Children who are looked after by a local authority or were previously looked after but immediately after being looked after, became subject to an adoption, child arrangements, or special guardianship order.

A looked after child is a child who is (a) in the care of a local authority, or (b) being provided with accommodation by a local authority in the exercise of their social services functions (see the definition in Section 22(1) of the Children Act 1989).

2. Social Medical

Children who the Authority accepts have an exceptional medical or social need for a place at one specific school. Applications will only be considered under this category if they are supported by a written statement from a doctor, social worker or other relevant independent professional. The information must confirm the exceptional medical or social need and demonstrate how the specified school is the only school that can meet the defined needs of the child.

3. Linked school

This rule applies only to junior school admissions. Applicants attending an infant school will be prioritised under this rule for admission to the linked junior school. The Linked infant and junior schools in Haringey normally share the same names (e.g. Rokesly Infant School is linked to Rokesly Junior School) with the exception of St Peter-in-Chains Infant School and St Gildas' Junior School.

4. Brother or Sister (sibling)

Children with a brother or sister already attending the school or linked infant/junior school and who will still be attending on the date of admission.

If a place is obtained for an older child using fraudulent information, there will be no sibling connection available to subsequent children from that family.

5. Children of staff

Children of teaching staff of the school where the member of staff has been employed at the school for two or more years at the time of application and/or children of a member of staff who has been recruited to fill a vacancy for which there is a demonstrable skill shortage.

6. Distance

Children whose home address is closest to the preferred school.

Distance will be measured in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system.

Tie breakers

The tie breaker to decide between two applications that cannot otherwise be separated is children whose home address is closest to the school, measured in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system.

The tiebreak for two or more applications whose home address is exactly the same distance from the school (and who are not from multiple births) will be random allocation using a computerised system.

Multiple births

If only one place is available at the school and the next child who qualifies for a place is one of multiple birth, we will ask community schools to go over their published admission number.

Notes

(i) Home address is defined as the child's only or main residence.

(ii) A sibling is a full brother or sister, a step/half brother or sister, a foster brother or sister or an adopted brother or sister living at the same address as the child for whom the application is being made.

(iii) Priority for children of teaching staff will be limited to one place for each form of entry in any year. Exception to this will apply to children of multiple birth or those born in the same academic year. All such applications must be submitted to the local authority and must be accompanied with the relevant paperwork supporting an application on these grounds. The applicant must take sole responsibility to provide such paperwork. Without the provision of the relevant papers, priority will not be given on these grounds.

(iv) Haringey measures distance in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system. Measurements by alternative systems or to other points will not be taken into account in any

circumstances. Where applicants have identical distance measurements, priority amongst them will be determined at random using a computerised system.

Deferred entry - before compulsory school age

Children will normally be admitted to the reception year in the September following their fourth birthday. In line with the Admissions Code (2014), parents can defer their child's entry to the reception year until later in the school year, where they have been offered a place at a school to start before they are of compulsory school age. Where entry is deferred, the school will hold the place for that child and not offer it to another child. However, entry cannot be deferred beyond the point the child reaches compulsory school age nor beyond the beginning of the final term of the Reception Year. Parents can also request that their child attends part-time until he/she reaches compulsory school age.

Summer born – Children educated outside their chronological age group

Paragraph 2.17 of the School Admissions Code (2014) states that the parents of a summer born child may choose not to send that child to school until the September following their fifth birthday and may request that they are admitted out of their normal age group – to reception rather than year 1.

The Council, as the admission authority for Haringey community and voluntary controlled (VC) schools will make a decision regarding summer born requests on the basis of the circumstances of the case and in the best interests of the child concerned. This will include taking account of the child's individual needs and abilities and to consider whether these can best be met in Reception or Year one. It will also involve taking account of -

- the parents' views
- information about the child's academic, social and emotional development
- where relevant their medical history and the views of a medical professional
- whether they have previously been educated out of their normal age group
- whether they may naturally have fallen into a lower age group if it were not for being born prematurely, and
- the potential impact on the child of being admitted to year one without first having completed the reception year.

The views of the headteacher will be an important part of this consideration.

Parents should write to the Council giving reasons for their request. This should be accompanied by an application for the child's actual year group. The application will be processed and a school place will be secured in the child's actual year group. This place can later be withdrawn if the request for delayed admission is approved. Parents who are granted their request must then make a fresh application on paper which will be considered in accordance with the school's oversubscription criteria in the event of oversubscription. The decision will be reviewed once the child has started school at intervals agreed by the family and the school.

Consideration to these requests will be taken by a panel of Haringey officers in the summer term of the year in which the child will be admitted to his or her correct age group. The panel will meet following the primary National Offer Day. If the parents would like to make an application for an own admission authority school, they will need approach the relevant school with their request.

Parents have a statutory right to appeal against the refusal of a place at a school for which they have applied. This right does not apply if they are offered a place at the school but it is not in their preferred age group.

Published Admission Numbers (PAN)

The published admission numbers for Haringey community primary schools (and St Aidan's VC Primary) for the 2020/21 school year will be as follows:

School	Admission number
Alexandra	60
Belmont Infant	58
Bounds Green	90
Bruce Grove	60
Campsbourne	60
Chestnuts	60
Coldfall	90
Coleridge	120
Crowland	60
Devonshire Hill	60
Earlham	30
Earlsmead	60
Ferry Lane	30
Highgate	60
Lancasterian	60
Lea Valley	60
Lordship Lane	90

School	Admission number
Mulberry	90
Muswell Hill	60
North Harringay	60
Rhodes Avenue	90
Risley Avenue	90
Rokesly Infant	90
St Aidan's VC	30
Seven Sisters	60
South Harringay Infant	60
Stamford Hill	30*
Stroud Green	60
Tetherdown	60
Tiverton	30*
Welbourne	60
West Green	30
Weston Park	30
The Willow	60

* Subject to whether Council's Cabinet will agree to proceed with the proposed amalgamation of Stamford Hill and Tiverton Primary Schools

Appendix 3

Determined Admission Criteria for Secondary Transfer 2021

Oversubscription criteria

When the school is oversubscribed, after the admission of pupils with an Education, Health and Care plan or statement of special educational needs naming the school, priority for admission will be given to those children who meet the criteria set out below, in priority order:

1. Children in Care/Looked After Children

Children who are looked after by a local authority or were previously looked after but immediately after being looked after, became subject to an adoption, child arrangements, or special guardianship order.

A looked after child is a child who is (a) in the care of a local authority, or (b) being provided with accommodation by a local authority in the exercise of their social services functions (see the definition in Section 22(1) of the Children Act 1989).

2. Social Medical

Children who the Authority accepts have an exceptional medical or social need for a place at one specific school. Applications will only be considered under this category if they are supported by a written statement from a doctor, social worker or other relevant independent professional. The information must confirm the exceptional medical or social need and demonstrate how the specified school is the only school that can meet the defined needs of the child.

3. Brother or Sister (sibling)

Children with a brother or sister already attending the school and who will still be attending in years 7-11 on the date of admission.

If a place is obtained for an older child using fraudulent information, there will be no sibling connection available to subsequent children from that family.

4. Children of staff

Children of teaching staff of the school where the member of staff has been employed at the school for two or more years at the time of application and/or children of a member of staff who has been recruited to fill a vacancy for which there is a demonstrable skill shortage.

5. Distance

Children whose home address is closest to the preferred school.

Distance will be measured in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system.

Tie breakers

The tie breaker to decide between two applications that cannot otherwise be separated is children whose home address is closest to the school measured in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system.

The tiebreak for two or more applications whose home address is exactly the same distance from the school (and who are not from multiple births) will be random allocation using a computerised system.

Multiple births

If only one place is available and the next child to be offered is from a multiple birth, we will ask community schools to go over their published admission number.

Notes

(i) Home address is defined as the child's only or main residence.

(ii) A sibling is a full brother or sister, a step/half brother or sister, a foster brother or sister or an adopted brother or sister living at the same address as the child for whom the application is being made.

(iii) Priority for children of teaching staff will be limited to one place for each form of entry in any year. Exception to this will apply to children of multiple birth or those born in the same academic year. All such applications must be submitted to the local authority and must be accompanied with the relevant paperwork supporting an application on these grounds. The applicant must take sole responsibility to provide such paperwork. Without the provision of the relevant papers, priority will not be given on these grounds.

(iv) Haringey measures distance in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system. Measurements by alternative systems or to other points will not be taken into account in any circumstances. Where applicants have identical distance measurements, priority amongst them will be determined at random using a computerised system.

Proposed Admission Criteria to Hornsey School for Girls for 2021

When the school is oversubscribed, after the admission of pupils with an Education, Health and Care plan or statement of special educational needs naming the school, priority for admission will be given to those children who meet the criteria set out below, in priority order:

1. Children in Care/Looked After Children

Girls who are looked after by a local authority or were previously looked after but immediately after being looked after, became subject to an adoption, child arrangements, or special guardianship order.

A looked after child is a child who is (a) in the care of a local authority, or (b) being provided with accommodation by a local authority in the exercise of their social services functions (see the definition in Section 22(1) of the Children Act 1989).

2. Social Medical

Girls who the Authority accepts have an exceptional medical or social need for a place at one specific school. Applications will only be considered under this category if they are supported by a written statement from a doctor, social worker or other relevant independent professional. The information must confirm the exceptional medical or social need and demonstrate how the specified school is the only school that can meet the defined needs of the child.

3. Siblings

Girls with a sister already attending the school and who will still be attending in years 7-11 on the date of admission. A sibling is a full sister, a step sister, a foster sister or an adopted sister living at the same address as the girl for whom the application is being made.

If a place is obtained for an older child using fraudulent information, there will be no sibling connection available to subsequent children from that family.

4. Children of staff

Girls whose parent is a member of teaching staff of the school where the member of staff has been employed at the school for two or more years at the time of application and/or girls of a member of staff who has been recruited to fill a vacancy for which there is a demonstrable skill shortage.

5. Distance

Girls whose home address is closest to the school.

Distance will be measured in a straight line from the Ordnance Survey address point of the child’s home to the Ordnance Survey address point of the school, calculated using a computerised mapping system.

Tie breakers

The tie-breaker to decide between two applications that cannot be separated otherwise for all criteria is children whose home address is closest to the school measured in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system.

The tiebreak for two or more applications that live exactly the same distance from the school (and who are not from multiple births) will be random allocation using a computerised system.

Multiple births

If only one place is available and the next girl to be offered is from a multiple birth, we will ask the school to go over their published admission number.

Notes

(i) Home address is defined as the child's only or main residence.

(ii) Priority for children of teaching staff will be limited to one place for each form of entry in any year. Exception to this will apply to children of multiple birth or those born in the same academic year. All such applications must be submitted to the local authority and must be accompanied with the relevant paperwork supporting an application on these grounds. The applicant must take sole responsibility to provide such paperwork. Without the provision of the relevant papers, priority will not be given on these grounds.

(iii) Haringey measures distance in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system. Measurements by alternative systems or to other points will not be taken into account in any circumstances. Where applicants have identical distance measurements, priority amongst them will be determined at random using a computerised system.

Published Admission Number (PAN)

The admission number for Haringey community schools for entry in September 2021 is as follows -

Gladesmore Community School 243 places

Highgate Wood School 243 places

Hornsey School for Girls 162 places

Park View Academy 216 places

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Appendix 4

Determined Admission Criteria for In-Year Admissions 2021/22

Oversubscription criteria

Primary, Infant and Junior community and voluntary controlled (VC) schools

- The criteria set out in Appendix 2 will be applied.

Secondary community schools

- The criteria set out in Appendix 3 will be applied.

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Appendix 5

Determined In-Year Fair Access Protocol for Haringey Schools March 2020

Introduction

1. The School Admissions Code requires local authorities to have in place a fair access protocol which all local schools and Academies must adhere to.

2. Its aims are to:

- acknowledge the real needs of vulnerable young people who are not on the roll of a school and to ensure that an appropriate placement is identified quickly and pupils are on roll within 15 days of the panel

- seek to find an alternative placement or support for those on roll of a school where it can be demonstrated that they are at risk of permanent exclusion

- fairly share the admission of vulnerable students across all schools and Academies (where the panel agree that another mainstream school place should be identified)

- arrange such admissions openly through a process which has the confidence of all

- record the progress and successes of the young people placed through this panel

This protocol reflects the LA's responsibility for safeguarding and promoting the welfare of children and young people as well as educational attainment

3. It is essential to the success of IYFAP that all Head teachers and governing bodies agree to the aims, principles and procedures and give their fullest support.

4. All schools recognise their collective responsibility for all pupils and accountability for some and will work collaboratively to manage pupils with challenging behaviour, involving multi-agency support, accessed where appropriate. All members will work together to secure commitment to the inclusion agenda and to reduce exclusions from schools.

Students within the scope of this scheme

5. The admission to school of the following students falls within the scope of this scheme:

- children from the criminal justice system or Pupil Referral Units who need to be reintegrated into mainstream education;

- children who have been out of education for two months or more;

- children of Gypsies, Roma, Travellers, refugees and asylum seekers;
- children who are homeless;
- children with unsupportive family backgrounds for whom a place has not been sought;
- children who are carers;
- children with special educational needs, disabilities or medical conditions (but without a statement or education, health and care plan);
- those permanently excluded;
- where children who are out of school where there is evidence that they were at risk of exclusion prior to leaving their last school;
- children removed from school and unable to find a place after a number of fixed term exclusions;
- pupils ready for reintegration from the Pupil Support Centre or secure units;
- those who are at risk of permanent exclusion.
- children in year 6 who are out of school following the October school census.

6. The Fair Access Panel will also administer the process for managed moves.

7. Schools must inform the School Admissions Service of any pupil who they are going to refer for a managed move. Subject to paragraph 8, the receiving school will be agreed and recorded at the meeting and progress reports be taken to every panel until the pupil is on roll at the new school or it is determined that they should remain at their original school.

8. Schools may refer a child at risk of permanent exclusion for the panel to consider a managed move. However, if it is agreed that a managed move is in the best interests of the young person, the placement must be agreed between the substantive and receiving school and the family. This may happen outside the panel meeting. In every case, the Admissions Service must be informed,

9. There are dedicated arrangements for children with statements of Special Educational Needs (SEN) or Education, Health and Care plans and this protocol does not override those arrangements. However, it has been agreed that pupils who are placed through those arrangements will be noted by the IYFAP panel (see later section).

Composition and frequency of the panel

Secondary

10. A panel, consisting of a minimum of 3 secondary Head teachers (or their designated representative), will meet once a month (or as necessary) to ensure prompt and fair allocation of young people to schools. Heads will be notified of their designated meetings at the beginning of the academic year,

11. The Head of Education Services or another designated LA Officer will chair the panel.

12. In the event that the placement decision is not unanimous, the designated Head teachers will decide.

13. Where a young person is known to a particular service or agency, an officer with knowledge of that young person will be invited to the panel, or a short written statement may be submitted.

14. The membership of the panel can include as necessary, a representative of children's social care, educational psychology service, youth offending service, children missing education, children in care, the police and any other relevant professional supporting a case.

Primary

15. A panel, consisting of no less than three primary Head teachers (or their designated representative), will meet once a half term, (or as necessary) to ensure prompt and fair allocation of young people to schools.

16. The Head of Education Services or another designated LA Officer will chair the panel.

17. Where a young person is known to a particular service or agency, an officer with knowledge of that young person will be invited to the panel, or a short written statement may be submitted.

The decision-making process

18. Cases will be brought to the panel by the Haringey Admissions Service which will be the point of referral. The cases must be submitted under one of the categories given in paragraph 5 above and the child must be without a school place.

19. The Panel will be administered by the Haringey Admissions Service which will provide data for the current and previous school year (figures to be based on actual figures where IYFAP pupils have been admitted).

20. The following data will be provided at each panel:

- The number of pupils on roll at each school in each year group
- The number of vacancies at each school in each year group
- The number of pupils that have been admitted to each school in each year group through the 'normal' in year admissions process since the last panel

- The number of pupils that have been admitted to each school in each year group through the Fair Access admissions process since the last panel

- The total number of pupils that have been admitted to each school in each year group through the Fair Access admissions process in the last academic year and the number of schools or Academies (if any) that have failed to admit

- Background/ pupil history/ information, where available and where consent has been confirmed

- The number of students with statements of Special Educational Need allocated over number through the SEN procedures.

21. The placement panel for Children in care will continue to determine the most appropriate placement for each young person and their case will be presented for the panel to ratify. In order to ensure that CIC are admitted to school quickly, they will be placed before the panel and it will not be possible for these cases to be brought back to the panel for reconsideration.

22. When making the decision as to appropriate school placement for the child, the panel will take into account:

    - preferences made and views of parents/carers and the view of the pupil (including religious affiliation)

    - the admissions criteria

    - the published admission number and number of forms, of entry so placements can be made proportional to the number of forms of entry

    - the number of students admitted through IYFAP in the previous and current academic year

    - the needs of the student, where this is known

    - any capacity/capability reasons why the school may not be able to respond to the needs of the student

    - the individual context of a school in relation to recently excluded students

    - whether the applicant has previously attended a Haringey school.

    - it will be the presumption that wherever possible pupils will return to a school if they have previously been on roll there.

23. In addition to the factors above each child will be allocated a set number of points under the below system, based on the likely complexity of support which the admitting school will need to put in place. The combined points of the children admitted to each school via IYFAP will be monitored, and when

considering the equitable allocation of children the panel will take into account the proportion of complex cases which each school has already admitted.

IYFAP Points System	
Weighting	**Case Factors**
3 points	Permanent exclusion and/or Youth Offending Service involvement
2 points	More than one fixed term exclusion, a managed move, or other significant concerns (as agreed by panel)
1 points	All other allocations

24. In cases where a child does not return to their previous Haringey school, that school will have the value of one child debited from their comparative IYFAP statistics, to reflect the loss of that child from the school's roll.

    - This debit will apply regardless of whether the child was originally admitted to that school via the IYFAP protocol.

    - In cases where the child is being re-integrated into mainstream school from an alternative provision, and the child was previously permanently excluded or it is otherwise considered to be in the best interests of the child not to return to their previous school, this debit will not be applied.

    - In cases where the child previously attended more than one Haringey school the debit will be applied solely to the school which the child most recently attended.

25. **Note:** Where a school has admitted pupils above its admission number in error, these additional pupils will not count and cannot be off-set against IYFAP referrals.

26. Where an alternative educational placement is determined most suitable to meet the needs of a young person, this provision will be identified in principle by the Inclusion Service, following assessment, and ratified by the panel.

27. Decisions will be reached by consensus, whenever possible, with the chair mandated to take appropriate action where this has not proved possible.

Implementation of the decisions

28. Decisions regarding placement of students under the Fair Access protocol will be made by the panel, and will be final.

29. *Admission must take place within **15** school days of the school receiving notification of the decision.*

30. In exceptional circumstances, the allocated school may request that the panel reconsider their decision at the next meeting. This will only be possible where the school has prior knowledge of the specific young person which was not known to the panel at the time of decision, which makes the placement inappropriate. This request must be made in writing to the Chair within **5** school

days of the school receiving notification of the decision. The formal offer letter will be sent on the 6th day.

31. The Department for Education recognises that admission of a young person through the Fair Access Panel could potentially take the school above the planned admission number for that year group.

32. It is recognised that there is usually little available information about the young people who are being admitted in-year to school. The Admissions Service will try to acquire as much educational information as practical to accompany in-year admissions to assist smooth integration to the school.

Risk assessments

33. Risk assessments will be undertaken as necessary by the referring body.

Relationship with appeals

34. Where young people are admitted to a school above the planned admission number in any year group under the protocol, this should not prejudice the provision of efficient education or the efficient use of resources of the school.

35. Appeal panels will be made aware of the conditions of the scheme, and that the admission of an additional student under this scheme is different from a school voluntarily exceeding its admission limit. Panels will also be made aware that any decision made to allow appeals will place further pressure on the school's resources.

36. A school placement made through IYFAP shall not remove a parent/carer's right to appeal for a school place elsewhere.

Monitoring the operation of the Protocol

37. The Admissions Service will undertake scheduled checks and monitor admission dates and pupil days.

38. The anonymised details of all decisions will be made available to the Director and Lead Member to demonstrate that the Protocol is being effective.

39. This will include any school or Academy that has not taken a pupil on roll within 15 days of the decision being notified.

40. Details of any school or Academy who has not taken a pupil on roll within 15 days of the decision will also be available at the next IYFAP meeting.

41. On the 16th day the Head of Education Services will contact in writing the Headteacher of any school or Academy that has failed to admit within the agreed timeframe to request an on roll date.

42. If the school or Academy fails to provide an on roll date, within agreed timescales, then the direction process will apply as set out in the School Admissions Code and in accordance to the Department for Education advice: "Fair Access Protocols: Principles and Process".

43. The protocol will be reviewed on an annual basis by the Local Authority, in conjunction with Head teachers/ principals, in order to assess its effectiveness in ensuring that unplaced children are being allocated places at schools/ academies or in alternative educational provision on an equitable basis.

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Appendix 6

Determined Admission Criteria for Sixth Form 2021/22

Highgate Wood School

Maximum number of students to be admitted from outside the school = 30%

All students will be invited to an informal discussion about their subject choice. The general entry requirements are as follows:

A Level
At least five GCSE passes at 9 – 5, with specific requirements for particular subjects based upon the national statistical guidance for successful outcomes. We consider ourselves to be an open access Sixth Form and so the criteria are matched to what is required to ensure positive outcomes. Full details for different subjects are available on the website.

Admission priorities
Where the number of eligible external applicants for a course of study exceeds the places available then admission will be determined in accordance with the following priority of admission criteria:

1. Students who have a statement of Special Educational Needs or Education Health and Care Plan specifically naming the school.

2. Students who are looked after by a local authority or were previously looked after but immediately after being looked after, became subject to an adoption, child arrangements or special guardianship order.

   A looked after child is a child who is (a) in the care of a local authority, or (b) being provided with accomodation by a local authority in the exercise of their social services functions (see the definition in Section 22 (1) of the Children Act 1989).

3. Students who will have a sibling attending the school at the point of admission. This category includes foster brothers and sisters, half brothers and half-sisters, stepbrothers and stepsisters or adopted brothers and sisters. They must also be living at the same address as the applicant.

4. Students whose home address (i.e. their only or main residence) is closest to the school.

Distance will be measured in a straight line from the Ordnance Survey address point of the student's home to the Ordnance Survey address point of the school , calculated using a computerised mapping system.

Haringey Sixth Form College

Haringey Sixth Form College is a 16-19 Academy and as such it has an Admissions Policy which has been directly agreed with the Department for Education (DfE).
Different types of courses have different entry requirements. The college will provide courses at Entry to Level 3 and will be fully inclusive. The total number of students to be admitted in September 2019 = 1,084

To study A levels
Students must have a minimum of 5 GCSEs at grades 9-5 which must include grade 5 in English and/or Maths. Some subjects have particular entry requirements such as a grade 6 in English and/or Maths or in the subject to be studied.

Level 3 Vocational programmes
BTEC Level 3 students will need to have 4-5 GCSEs at Grade 9-4 or an equivalent Level 2 qualification such as a BTEC First at Merit or Distinction. GCSE English and/or Maths at grade 4 or above is also required.

Level 2 programmes
BTEC/UAL Level 2 students will usually need to have 3 or more GCSE passes at Grade 3 or above.

Level 1 programmes
BTEC Introductory Diploma students will need to have GCSEs at Grade 3-1 or an appropriate level of English or an equivalent qualification and have an interest in the chosen vocational area.

Entry or Pre –Entry level programmes
Students do not need any formal qualifications but do need a personal commitment to further study in the area.

GSCE English and Maths
Please note: In line with Government Policy from September 2013, all students who have not achieved a Grade C (or grade 4) in GCSE English and/or Maths by the end of their Secondary Education, are required to continue studying these subjects Post 16 until they achieve this minimum grade. This is therefore a requirement for students applying to study at Haringey Sixth Form College

Priority rules
The closing date for applications will be the last day of the spring term. Haringey Sixth Form College will normally be able to offer places to all applicants provided they meet the minimum entry requirements for the course applied for, and equal priority will be given to all applications received by this date.

All applications received after the last day of the spring term will then normally be considered purely on a ‘first-come-first-served’ basis.

EQUALITY IMPACT ASSESSMENT

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

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited by or under the Act
- Advance equality of opportunity between persons who share a 'relevant protected characteristic' and persons who do not share it
- Foster good relations between persons who share a 'relevant protected characteristic' and persons who do not share it

In addition, the Council complies with the Marriage (Same Sex Couples) Act 2013."

Stage 1 – Screening

Please complete the equalities screening form. If screening identifies that your proposal is likely to impact on 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	Determination of the Council's school admission arrangements – Consultation
Service area	Schools and Learning
Officer completing assessment	Nick Shasha
Equalities/ HR Advisor	Alisha Muhmood
Cabinet meeting date (if applicable)	**12 November 2019**
Director/Assistant Director	Eveleen Riordan

2. Summary of the proposal

Please outline in no more than 3 paragraphs

- *The proposal which is being assessed*
- *The key stakeholders who may be affected by the policy or proposal*
- *The decision-making route being taken*

This Equality Impact Assessment (EqIA) accompanies the Cabinet report Determination of the Council's School Admission Arrangements for the academic year 2021/22 which recommends Cabinet to:

- agree to consult on the proposed admission arrangements, including the proposed in-year admissions scheme for the academic year 2021/22;
- agree to consult on the proposed IYFAP which, if agreed at Cabinet in February 2020, would be come into force from 1 March 2020;
- agree that the co-ordinated scheme for the admission of children to maintained primary and secondary schools as set out in Appendices 2 and 3 of this report can be published on the Haringey website on 1 January 2020;
- note that consultation on the proposed admission arrangements is scheduled to take place between **26 November 2019 and 7 January 2020**;
- note that following the consultation, a report will be prepared summarising the representations received from the consultation and a decision on the final admission arrangements and the In-Year Fair Access Protocol will be taken by Cabinet in February 2020.

Key stakeholders are parents, carers, staff, children and young adults educated in Haringey community schools. In addition, the same set of stakeholders across the 6 London boroughs neighbouring Haringey.

To ensure as wide a consultation as possible we intend to provide details of the proposed admission arrangements in the following ways:

- through the Schools Bulletin which is distributed to the headteacher and chair of governors of every school in the borough
- to all children's centres in the borough
- to all registered nurseries and child minders and any other early years providers
- on the Council's online primary and secondary admissions page
- via information in all libraries across the borough
- to all councillors
- to both MPs with constituencies in Haringey
- to the diocesan authorities
- to neighbouring authorities
- other groups, bodies, parents and carers as appropriate

An Equalities Impact Assessment (EqIA) will form an important part of the consultation and will seek to ascertain whether the proposed Admission Arrangements could have an impact on protected groups and whether there are steps that can and/or should be taken to mitigate against such an impact.

The Local Authority has a duty to put in place admission arrangements that comply with the mandatory provisions set out in the School Admissions Code 2014. These consist of Admissions Criteria and a Coordinated scheme and aim to provide a clear admissions system and oversubscription criteria which are transparent to those parents applying for a school place.

The Council is the admissions authority for community and voluntary controlled (VC) schools within the borough and therefore is responsible for determining the admission arrangements for these schools. Academies, foundation schools and voluntary aided schools are their own admissions authority; they must consult on and then determine their own admissions arrangements. The Council has a statutory duty to monitor the arrangements determined by own admitting authority schools to ensure compliance with the School Admissions Code. The Council is the coordinating authority for all schools in the Borough (except independent fee-paying schools) and will send out school place offer letters to all Haringey residents where a school place has been applied for in any given year.

The school admissions framework is intended to ensure that the school admissions system is fair to all children regardless of race, ethnicity, gender or ability.

> "In drawing up their admission arrangements, admission authorities **must** ensure that the practices and the criteria used to decide the allocation of school places are fair, clear and objective. Parents should be able to look at a set of arrangements and understand easily how places for that school will be allocated" page 7, para 3 - School Admissions Code 2014.

The Code provides admission authorities with some flexibility to determine and implement their own admission arrangements through local consultation, in order to meet circumstances in their area. However, the purpose of the framework is to aim to ensure that unlawful and unfair arrangements are not adopted and that the needs of all children are met.

As in all boroughs, some schools are more popular than others and inevitably some parents will not secure a place at their preferred school. However, the Local Authority has ensured that the proposed Haringey Admission arrangements 2021/22 are compliant with all areas of the Admissions Code, are equitable and transparent and include measures to actively promote fairness.

<u>Proposed Admission Criteria</u>

The proposed admission criteria for 2017 vary slightly according to the type of provision (nursery[1], primary, secondary etc) they apply to – the criteria for all these settings can be

[1] In the case of nurseries, the Authority is responsible for admissions but these are managed by schools with nurseries and nursery centres.

viewed in appendix 1 through to appendix 3. However the main principles for Haringey community and VC schools are set out below:

Statement of Special Education Needs - When the school is oversubscribed, after the admission of pupils with an Education, Health and Care plan or statement of special educational needs naming the school, priority for admission will be given to those children who meet the criteria set out below, in priority order:

If the number of applicants without statements of educational needs/ECHP naming the school is higher than the number of places available, the following rules are applied, in the order of priority to decide who will be offered a place:

1. Children in Care/ Looked After Children

Children who are looked after by a local authority or were previously looked after but immediately after being looked after, became subject to an adoption, child arrangements, or special guardianship order.

A looked after child is a child who is (a) in the care of a local authority, or (b) being provided with accommodation by a local authority in the exercise of their social services functions (see the definition in Section 22(1) of the Children Act 1989).

2. Social Medical

Children who the Authority accepts have an exceptional medical or social need for a place at one specific school. Applications will only be considered under this category if they are supported by a written statement from a doctor, social worker or other relevant independent professional. The information must confirm the exceptional medical or social need and demonstrate how the specified school is the only school that can meet the defined needs of the child.

3. Brother or Sister (sibling)

Children with a brother or sister already attending the school and who will still be attending in years 7-11 on the date of admission.

If a place is obtained for an older child using fraudulent information, there will be no sibling connection available to subsequent children from that family.

4. Children of staff

Children of teaching staff of the school where the member of staff has been employed at the school for two or more years at the time of application and/or children of a member of staff who has been recruited to fill a vacancy for which there is a demonstrable skill shortage.

5. Distance

Children whose home address is closest to the preferred school.

Distance will be measured in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system.

Proposed Pan London Co-ordinated Scheme 2021/22

Haringey Council's coordinated scheme is developed in line with the Pan London recommendations and sets out the procedures that all schools for which Haringey is the admitting or coordinating authority agree to sign up to.

In-Year Fair Access Scheme

The 2021/22 arrangements also contain an In-Year Fair Access Scheme which acknowledges the need to deal with vulnerable young people who are not on the roll of a school, quickly and sympathetically. This scheme also fairly shares the burden of admitting vulnerable students across all schools and academies, taking account of their resources to support each student.

Relevant Legislation

According to the Equality Act 2010 an admission authority must not discriminate on the grounds of disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, or sexual orientation against a person in the arrangements and decisions it makes as to who is offered admission as a pupil. This Act contains limited exceptions to the prohibition of discrimination on grounds of religion or belief and sex. Schools designated by the Secretary of State as having a religious character (faith schools) or single sex schools are exempt as they are allowed to make a decision based on religious belief or sex respectively.

Admission authorities are also subject to the Public Sector Equality Duty and therefore must have due regard to the need to eliminate discrimination, harassment, and victimisation, advance equality of opportunity and foster good relations in relation to persons who share a relevant protected characteristic and persons who do not share it.

3. What data will you use to inform your assessment of the impact of the proposal on protected groups of service users and/or staff?

Identify the main sources of evidence, both quantitative and qualitative, that supports your analysis. Please include any gaps and how you will address these

This could include, for example, data on the Council's workforce, equalities profile of service users, recent surveys, research, results of relevant consultations, Haringey Borough Profile, Haringey Joint Strategic Needs Assessment and any other sources of relevant information, local, regional or national. For restructures, please complete the restructure EqIA which is available on the HR pages.

Protected group	Service users
Sex	May 2019 School census / SFR25 2016/2017
Gender Reassignment	No national or local collected data
Age	May 2019 School census
Disability	2019 data from Haringey SEN team
Race & Ethnicity	January 2019 School census (which has ethnicity)
Sexual Orientation	No local collected data on sexual orientation, however there is ONS annual population data (2016) and ONS sexual identity, UK (2015), which are estimates.
Religion or Belief (or No Belief)	Synthetic data derived from the 2011 ONS National census
Pregnancy & Maternity	2011 census
Marriage and Civil Partnership	2011 census

Outline the key findings of your data analysis. Which groups are disproportionately affected by the proposal? How does this compare with the impact on wider service users and/or the borough's demographic profile? Have any inequalities been identified?

Explain how you will overcome this within the proposal.

Further information on how to do data analysis can be found in the guidance.

1. Sex

Figure 1 - Service users (Primary and secondary age children by Sex) - Haringey

	Primary Reception to Yr 6	Secondary Yrs 7-11	Grand Total	Primary Reception to Yr 6	Secondary Yrs 7-11	Grand Total
Female	10,547	6,235	16,782	49%	48%	49%
Male	10,973	6,733	17,706	51%	52%	51%
Grand Total	21,520	12,968	34,488	100%	100%	100%

Source: School Census May 2019

There are slightly more male than female pupils in primary and secondary school.

Figure 2 - Staff at Haringey schools

	All teachers who are male (%)	All teaching assistants who are male (%)	All Non-classroom Based School Support Staff who Are Male (%)	Auxiliary Staff who Are Male (%)
Haringey	28.4%	16.1%	24.8%	20.3%

Source: SFR25 2016/2017
Note: Data is as at November 2016 and for primary and secondary schools.

The majority of Haringey school staff are female, and this is reflected in each category of school staff. The imbalance of teaching staff is most apparent in teaching assistants, of

which 16.1% are male across all Haringey schools.

2. Gender reassignment

We do not hold data on the number of people who are seeking, receiving or have received gender reassignment surgery, and there is not national data collected for this characteristic. The Equality and Human Rights Commission estimate that there are between 300,000-500,000 transgender people in the UK. We will need to consider the inequalities and discrimination experienced for this protected group. For the purposes of this EqIA, we will use the inclusive term Trans* in order to represent the spectrum of transgender and gender variance.

3. Age

Figure 3 - Service users (Primary and secondary children by Age)

Year group	Number – All Haringey schools
Reception	3,019
Year 1	2,964
Year 2	3,039
Year 3	3,097
Year 4	3,156
Year 5	3,088
Year 6	3,157
Primary Reception to Yr 6	**21,520**
Year 7	2,784
Year 8	2,554
Year 9	2,575
Year 10	2,571
Year 11	2,484
Secondary Yrs 7-11	**12,968**
Year 12	1,134
Year 13	855
Year 14	13
Sixth Form	**2,002**
Grand Total	**36,490**

Source: School Census May 2019

Broadly, the number of children entering Haringey's school system has increased year-on-year though primary cohorts are now reducing whilst secondary cohorts are growing.

4. Disability

Figure 4 - Service users: Total number of Children & Young People with statements or plans maintained by Haringey as at April 2019

Year	Totals	Year	Totals
Pre-School/Nursery	36	**Year 9**	143
Reception	80	**Year 10**	136
Year 1	93	**Year 11**	154
Year 2	99	**Year 12**	130
Year 3	106	**Year 13**	106
Year 4	133	**Year 14**	114
Year 5	111	**Year 15**	98
Year 6	128	**Year 15 plus**	153
Year 7	132	**Totals**	2,082
Year 8	130		

Source: Haringey SEN team 2019

While we have a range of children with disabilities, to meet their needs, social and medical considerations are given higher priority under the admission arrangements. We do not have data on pupils with less complex disabilities who do not qualify for this criteria.

5. Race and ethnicity

Figure 5 - Service users: Ethnic composition (main groups) of Haringey's school pupil population as at January 2019:

	Haringey	
	Number	**%**
Any other white background	10,724	28.0%
White British ethnic origin	7,611	19.9%
Black African ethnic origin	5,386	14.0%
Any other ethnic group ethnic origin	2,651	6.9%
Black Caribbean ethnic origin	2,635	6.9%
Any other mixed background ethnic origin	2,026	5.3%
White and black Caribbean ethnic origin	1,074	2.8%
Bangladeshi ethnic origin	1,006	2.6%
White and Asian ethnic origin	794	2.1%
Any other black background ethnic origin	754	2.0%

white and black African ethnic origin	585	1.5%
Any other Asian background ethnic origin	527	1.4%
Indian ethnic origin	361	0.9%
Chinese ethnic origin	359	0.9%
Pakistani ethnic origin	347	0.9%
Irish ethnic origin	289	0.8%
Gypsy/Roma ethnic origin	125	0.3%
Traveller of Irish heritage ethnic origin	43	0.1%
Number of pupils unclassified	1,041	2.7%
Grand Total	38,338	100%

Source: School Census January 2019
Notes: Sample includes all pupils recorded on the January 2019 School census except London Academy of Excellence and Haringey sixth form college

28.0% of Haringey's pupils are Any other white background whilst 19.9% are White-British. Some 14.0% of primary pupils are Black African with a further 6.9% each either Black Caribbean or Any other ethnic group origin.

Figure 6 - Staff ethnicity: ethnic profile of Haringey teachers, teaching assistants, non-classroom based school support staff and auxiliary staff

Haringey	
BAME Teachers (as a proportion of all Teachers)	45%
BAME Teaching Assistants (as a proportion of all Teaching Assistants)	67%
BAME Non-classroom Based School Support Staff (as a proportion of all Non-classroom Based School Support Staff)	56.1%
BAME Auxiliary Staff (as a proportion of all Auxiliary Staff)	73.7%

Source: SFR25 2017 (latest available)

The staff ethnicity data shows the broad composition of ethnicities among classroom and non-classroom staff.

In three of the four groups, a majority of teaching staff are BAME (except BAME Teachers, who represent 45% of the overall Haringey teacher population). BAME communities are more likely to experience inequalities, such as discrimination and poverty.

A greater proportion of Haringey schools staff are White British as compared to pupils at Haringey schools.

6. Sexual orientation

We do not hold ward or borough level data on sexual orientation, and it is not collected nationally through the Census. However, the ONS estimates that 3.7% of Haringey's population are lesbian, gay or bisexual (LGB), which is the 15th largest LGB community in the country[2], and is likely to be reflected in both the pupil and parent populations. However, ONS data shows that 0.5% families are same sex cohabitating couples [3], which suggests that LGB people are less likely to be parents, compared with the wider population.

7. Religion or belief (or no belief)

Religion or belief is not covered by the PLASC school census, which means that we don't have access to records for 2017. The best alternative proxy is the Haringey data derived from the England and Wales Census 2011 data on religion by age. Data on the 0-19 age group (0-4, 5-7, 8-9, 10-14, 15, 16-17 and 18-19) has been combined to provide an approximation of the likely religious or belief profile of school age children in Haringey.

The notional number is based upon the known sample size of pupils in Haringey (38,338) used in the Race and ethnicity analysis in Table 5 multiplied through the distribution of religion or belief from the 2011 Census. Data has been rounded to illustrate that these are synthetic estimates.

Figure 7 – Religion of pupils attending Haringey community schools

	Haringey	
	Percentage (%)	Notional Number
Christian	41.1%	*15,750*
Muslim	21.3%	*8,150*
No religion	20.0%	*7,650*
Religion not stated	10.4%	*4,000*
Jewish	4.9%	*1,900*
Hindu	1.0%	*350*
Buddhist	0.7%	*300*
Sikh	0.3%	*150*
Other religion	0.2%	*100*
Total	100%	38,338

Source: ONS (2011 Census data for Haringey)
Note: * Totals may not add up due to rounding

[2]https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/sexuality/articles/subnationalsexualidentityestimates/uk2013to2015#introduction
[3] https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/sexuality/bulletins/sexualidentityuk/2015

8. Pregnancy and maternity[4]

Figure 8

The proportion of 0-4 year olds according to the Office for National Statistics mid-year population estimates as at June 2018:

Area	Number of 0-4 year olds
Haringey	6.9%
London	6.9%
England and Wales	5.9%

Haringey has a higher proportion compared to the England and Wales average, but is the same as the London average.

9. Marriage and Civil Partnership[5]

Figure 9

	Married (heterosexual couples)	Civil Partnership
Haringey	32.2%	0.6%
London	40%	0.4%
England and Wales	47%	0.2%

The number of married people (only available to heterosexual couples at the time) is significantly lower than in London and England. However, the proportion of people in civil partnerships is higher in the area compared to the London and England and Wales average. Decisions will need to ensure all couples in a civil partnership are treated exactly the same as couples in a marriage.

4. a) How will consultation and/or engagement inform your assessment of the impact of the proposal on protected groups of residents, service users and/or staff?

Please outline which groups you may target and how you will have targeted them

Further information on consultation is contained within accompanying EqIA guidance

The consultation seeks to establish the key concerns and issues of stakeholders and clarify if they identify those issues also shown in the EqIA. Stakeholders such as pupils, parents, carers, school staff and governors will be invited to participate in a consultation and share their views including whether or not they agreed with each proposal and if not, why not. To this purpose an annual Admissions Arrangements survey has been developed which attempts to ascertain views on several education themes such as Primary, Secondary and Sixth form.

[4] ONS Mid year population estimates as at June 2018 https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/datasets/populationestimatesforukenglandandwalesscotlandandnorthernireland

[5] Census 2011

To ensure as wide a consultation as possible, a range of modes and methods of communication will be used to inform and facilitate feedback from stakeholders regarding the proposal -

- through the Schools Bulletin which is distributed to the headteacher and chair of governors of every school in the borough
- to all children's centres in the borough
- to all registered nurseries and child minders and any other early years providers
- on the Council's online primary and secondary admissions page
- via information in all libraries across the borough
- to all councillors
- to both MPs with constituencies in Haringey
- to the diocesan authorities
- to neighbouring authorities
- other groups, bodies, parents and carers as appropriate

Stakeholders will also be given the opportunity to express their views in writing via a questionnaire – both electronically and via the hard copy attached to the consultation document, by email and post.

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?

There were **no responses** received from the consultation which may be attributed to the ongoing support from stakeholders and satisfaction with the current admission arrangements in use. It is important to note that the Council's arrangements do not substantially differ from neighbouring borough or own admission authority school arrangements.

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	

All primary and all but one of the secondary schools within the borough are coeducational.

For all of these schools, the gender of the pupil is not a factor of the admission arrangements, so this protected characteristic is not affected.

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)*

There are no proposals in the Admissions Arrangements that affect this protected characteristic.

Positive		Negative		Neutral impact		Unknown Impact	X

3. Age *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

Positive	X	Negative		Neutral impact		Unknown Impact	

The policy applies equally to all children of statutory school age as defined by the Admissions Code 2014.

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	

Section 324 of the Education Act 1996 requires the governing bodies of all maintained schools to admit a child with a statement of special educational needs/EHCP that names their school. These children are placed in the relevant school before all other places are allocated.

Where a child with a disability or special educational need is to attend a Special School, allocation of places is through a specialist panel and are outside of the scope of these admission arrangements.

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	X	Negative	X	Neutral impact		Unknown Impact	

Positive - The Local Authority has a duty to ensure the proposed arrangements do not unfairly disadvantage any child based on race

Translated applications are available on request for those who do not have English as their first language and face to face workshops are held for parents of prospective applicants to support their application process.

Negative - In the proposed arrangements, children arriving into the borough after the application date, which will include migrants from other countries, will have their applications dealt with as a late application. In line with the Pan London co-ordinated scheme, Haringey will accept late applications and process them as on time only if they are late for a good reason and supported by written independent evidence. Upon receipt of the written independent evidence, each case will be decided on its own merits. This information is published online within the School Admissions prospectuses.

The latest date for the late applications which are considered to be on-time within the terms of the home LA's scheme is 11 December 2020 (Secondary Transfer) and 10 February 2021 (Starting Reception). These dates are agreed annually in line with the Pan London c-ordinated scheme in order to enable the efficient processing and data sharing iterative processes which take place across all boroughs following these dates.

This approach is seen as fair and necessary in line with the Pan London co-ordinated scheme and the School Admissions Code (2014) which defines the application deadlines as 'closing dates' at paragraph 1.32C."

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	X	Negative		Neutral impact		Unknown Impact	

All schools included in the arrangements have to admit pupils regardless of sexual orientation.

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)*

For community and VC schools, religion is not a factor of the admission arrangements.

The governing bodies of faith schools are the admitting authorities for these schools and the admissions criteria are therefore outside of these arrangements. Faith schools are allowed to set objective criteria relating to faith, in line with the mandatory provisions of the Schools Admission Code.

Positive		Negative		Neutral impact	X	Unknown Impact	

8. Pregnancy and maternity (*Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

In addition to the criteria set out in Section 1, if only one place is available at the school and the next child who qualifies for a place is one of multiple birth, the Local Authority would ask community schools to go over their published admission number. This aspect of the criteria ensures that multiple birth families are not disadvantaged by the proposed arrangements.

Positive	X		Negative		Neutral impact	Unknown Impact	

9. Marriage and Civil Partnership (*Consideration is only needed to ensure there is no discrimination between people in a marriage and people in a civil partnership)*

There are no proposals in the Admissions Arrangements that affect this protected characteristic.

Positive		Negative		Neutral impact		Unknown Impact	X

Outline the overall impact of the policy for the Public Sector Equality Duty:

- **Could the proposal result in any direct/indirect discrimination for any group that shares the protected characteristics?**
- **Will the proposal help to advance equality of opportunity between groups who share a protected characteristic and those who do not?**
  This includes:
  a) **Remove or minimise disadvantage suffered by persons protected under the Equality Act**
  b) **Take steps to meet the needs of persons protected under the Equality Act that are different from the needs of other groups**
  c) **Encourage persons protected under the Equality Act to participate in public life or in any other activity in which participation by such persons is disproportionately low**
- **Will the proposal help to foster good relations between groups who share a protected characteristic and those who do not?**

The proposed admission arrangements for 2021/22 do not differ materially from the arrangements for previous years and we therefore do not consider that there are any new or specific Equalities issues to emerge from these general admissions arrangements. We continue to monitor and assess the impact of any changing

trends.

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. 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.	Y
Adjust the proposal: the EqIA identifies potential problems or missed opportunities. Adjust the proposal to remove barriers or better promote equality. Clearly set out below the key adjustments you plan to make to the policy. If there are any adverse impacts you cannot mitigate, please provide a compelling reason below	
Stop and remove the proposal: the proposal shows actual or potential avoidable adverse impacts on different protected characteristics. The decision maker must not make this decision:	

6 b) Summarise the specific actions you plan to take to remove or mitigate any actual or potential negative impact and to further the aims of the Equality Duty

Impact and which protected characteristics are impacted?	Action	Lead officer	Timescale
N/A			
N/A			
N/A			
N/A			

Please outline any areas you have identified where negative impacts will happen as a result of the proposal but it is not possible to mitigate them. Please provide a complete and honest justification on why it is not possible to mitigate them.

N/A except for comments (3 bullet points) immediately above.

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

Training – Staff in the Haringey School Admissions service are provided with yearly refresher training in line with the admission arrangements, which addresses any changes to either the criteria or co-ordinated schemes.

Monitoring - The Head of Admissions, Education and School Organisation at Haringey Council will be responsible for monitoring. The School Admissions Return to DfE is an Annual report which sets outs information on the effectiveness of the admission arrangements e.g. number applicants who received one of their preferences for a school place. The annual report to the Office of Schools' Adjudicators monitors the fairness of the admission arrangements. This information will be reported to the DfE and the OSA annually.

Two main mechanisms will be used by the DfE to provide feedback on how effective the measures in the revised Codes and regulations have been and to inform future policy development. In producing his annual report for the Secretary of State, the Schools Adjudicator will take account of the reports he will receive from each local authority on the legality, fairness and effectiveness of local admission arrangements.

Appeal arrangements - Admission arrangements are subject to an appeal process that gives parents the right to appeal decisions. The process is also used to hold admissions authorities to account and ensure that the arrangements are applied.

7. Authorisation	
EqIA approved by .....Eveleen Riordan..... (Assistant Director)	Date .....10 October 2019.....

8. Publication *Please ensure the completed EqIA is published in accordance with the Council's policy.*

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

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Pan-London Co-ordinated Scheme for Reception and Junior Admissions 2021/22

APPLICATIONS

1. Haringey Local Authority will advise home local authorities of their resident pupils on the roll of Haringey's maintained children's centres, nursery schools, primary schools and infant schools who are eligible to apply for a reception or junior place in the forthcoming academic year.

2. Haringey residents can apply online at www.haringey.gov.uk/schooladmissions or alternatively submit a paper application available from the School Admissions Service.

3. Haringey Local Authority will take all reasonable steps to ensure that every parent who has a child who is eligible to apply for a reception or junior place will be signposted to the booklets which will be available online in September 2020.

4. The booklet will also be available to parents who are non-residents, and will include information on how they can access their home local authority's equivalent School Admissions Application Form.

5. The admission authorities within Haringey will not use supplementary information forms except where the information available through the School Admissions Application Form is insufficient for consideration of the application against the published over-subscription criteria. Where supplementary information forms are used by the admissions authorities with Haringey, we will seek to ensure that they only collect information which is required by the published oversubscription criteria, in accordance with paragraph 2.4 of the School Admissions Code 2014.

6. Where supplementary forms are required, they will be available direct from the relevant school. Such forms will advise parents that they must also complete their home local authority's School Admissions Application Form. Haringey's admissions booklet indicates which Haringey schools require supplementary forms to be completed.

7. Where a school in Haringey receives a supplementary information form, it will not be considered a valid application unless the parent/carer has also listed the school on the Haringey School Admissions Application Form.

8. Haringey Local Authority will share the details of each application for a Haringey voluntary-aided school, foundation school, free school or academy with that school. Schools that require a supplementary information form will check that each parent has completed one. If one has not been received the school will make contact with the parent and ask them to complete one. The school will also check that each parent that has completed a supplementary form has also completed a School Admissions Application Form. If any parent has not completed a School Admissions Application Form, the school will share that information with Haringey Local Authority who will then contact the parent and ask them to complete one.

9. Applicants will be able to express a preference for up to six schools within and/or outside Haringey.

10. The order of preference given on the School Admissions Application Form will not be revealed to a school, to comply with paragraph 1.9 of the School Admissions Code 2014. However, where a parent resident in Haringey expresses a preference for schools in the area of another local authority, the order of preference will be revealed to that local authority in order to determine the highest ranked preference in cases where a child is eligible for a place at more than one school.

11. Haringey undertakes to carry out the address verification process set out in its entry in the LIAAG Address Verification Register. This will in all cases include validation of resident applicants against Haringey's maintained children centre, nursery and primary school data and the further investigation of any discrepancy. Where Haringey is not satisfied as to the validity of an address of an applicant whose preference has been sent to a maintaining LA, it will advise the maintaining LA no later than **12 February 2021**.

12. Haringey will confirm the status of any resident child for whom it receives an Admissions Application Form stating s/he is a 'Child Looked After' and will provide evidence to the maintaining LA in respect of a preference for a school in its area by **5 February 2021**.

13. Haringey will advise a maintaining LA of the reason for any preference expressed for a school in its area, in respect of a resident child born outside of the correct age cohort, and will forward any supporting documentation to the maintaining LA by **5 February 2021**.

PROCESSING

14. Applicants resident within Haringey must complete and return the School Admissions Application Form, which will be available online, by **15 January 2021**.

15. Any application forms, changes to preferences or preference order received after **15 January 2021** will be treated as late. This means that such applications will be considered after those applicants who have applied on time.

16. Haringey will only accept late applications and process them as on time if they are late for a good reason and supported by independent written evidence. Upon receipt of the written independent evidence, each case will be decided on its own merits.

17. Where such applications contain preferences for schools in other LAs, Haringey will forward the details to maintaining LAs via the Pan London Register (PLR) as they are received. Haringey will accept late applications which are considered to be on time within the terms of the home LA's scheme.

18. The latest date for the upload to the PLR of late applications which are considered to be on time within the terms of the home LA's scheme is **12 February 2021**.

19. Where an applicant moves from one participating home LA to another after submitting an on time application under the terms of the former home LA's scheme, the new home LA will accept the application as on time up to **12 February 2021**, on the basis that an on-time application already exists within the Pan-London system.

20. Application data relating to applications for schools in other participating local authorities will be up-loaded to the Pan-London Register (PLR) by **5 February 2021.** Supplementary information provided with the School Admissions Application Form will be sent to maintaining LAs by the same date.

21. Application data relating to Haringey schools from out-of-borough pupils will be received from the Pan London Register on **5 February 2021**.

22. Haringey Local Authority will notify each school within Haringey that is its own admissions authority of every preference that has been made for the school, forwarding to them all relevant details from the School Admissions Application Form from **5 February 2021**.

23. Between **5 February 2021** and **25 February 2021**, voluntary-aided, foundation schools and academies will assess their applications according to their admissions criteria.

24. Haringey will participate in the application data checking exercise scheduled between **12–26 February 2021** in the Pan-London timetable.

25. All preferences for schools within Haringey will be considered by the relevant admission authorities without reference to preference order. Voluntary-aided schools, Academies, Free schools and Foundation schools to provide Haringey LA with an electronic list of their applicants in rank order by **25 February 2021**. When the admission authorities within Haringey have provided a list of applicants in rank order, Haringey Local Authority shall, for each applicant to its schools for whom more than one potential offer is available, make the offer to the highest ranked school.

26. Haringey will upload the highest potential offer available to an applicant for a maintained school or Academy to the PLR by **19 March 2021**. The PLR will transmit the highest potential offer specified by the maintaining LA to the home LA.

27. Haringey will eliminate all but the highest ranked offer where an applicant has more than one potential offer. This will involve exchanges of preference outcomes between the LAs and the PLR which will continue until notification that a steady state has been achieved or until **26 March 2021** if this is sooner.

28. Haringey will not make any additional offers between the end of the iterative process and **16 April 2021** which may impact on an offer being made by another participating LA.

29. Notwithstanding paragraph 28, if an error is identified within the allocation of places at one of Haringey's schools, Haringey will attempt to manually resolve the allocation to correct the error. Where this impacts on another LA (either as a home or maintaining LA) Haringey will liaise with that LA to attempt to resolve the incorrect offer and any multiple offers which might occur. However, if

another LA is unable to resolve a multiple offer, or if the impact is too far reaching, Haringey will accept that the applicant(s) affected might receive a multiple offer.

30. Haringey will participate in the offer data checking exercise scheduled between **29 March – 10 April 2021** in the Pan-London timetable.

31. Haringey will send a file to the e-admissions portal with outcomes for all resident applicants who have applied online no later than **13 April 2021**.

OFFERS

32. Haringey will ensure, so far as is reasonably practical that each resident applicant who cannot be offered a preference expressed on the School Admissions Application Form receives the offer of an alternative school place. The applicant will be offered the nearest community school (or own admitting authority if the governors have agreed to this) to the home address with an available place.

33. Haringey will inform all resident applicants of their highest offer of a school place and, where relevant, the reasons why higher preferences were not offered, whether they were for schools in Haringey or in other participating LAs.

34. Haringey will use the form of notification letter set in this document.

35. Notification of the outcome will be sent on **16 April 2021**.

36. Haringey will provide children centres, nursery and primary schools with destination data of its resident applicants after offer date.

37. Parents who are not offered a place at their preferred schools will be offered the right of appeal.

POST OFFER

38. Parents must accept or decline the offer of a place by **30 April 2021**. If they do not respond by this date the local authority will make every reasonable effort to contact the parent to find out whether or not they wish to accept the place. If the parent fails to respond to the local authority the school place will be withdrawn.

39. Where a parent accepts or declines a place by **30 April 2021**, this information will be passed to the maintaining LA by **7 May 2021**. Where such information is received from applicants after **30 April 2021**, this LA will pass it to the maintaining LA as it is received.

40. Haringey will inform the home LA, where different, of an offer for a maintained school or academy in Haringey which can be made to an applicant resident in the home LA's area, in order that the home LA can offer the place.

41. When acting as a maintaining LA, Haringey and the admission authorities within it will not inform an applicant resident in another LA that a place can be offered.

42. Haringey will offer a place at a maintained school or academy in another LA to an applicant resident in its area, provided that the school is ranked higher on the School Admissions Application Form than any school already offered.

43. Where Haringey is informed by a maintaining LA of an offer which can be made to an applicant resident in Haringey which is ranked lower on the School Admissions Application Form than any school already offered, it will inform the maintaining LA that the offer will not be made.

44. Where Haringey, acting as a home LA, has agreed to a change of preference order for good reason, it must inform any maintaining LA affected by the change.

45. Haringey will inform the home LA, where different, of any change to an applicant's offer status as soon as it occurs.

46. When acting as a maintaining LA, Haringey will accept new applications (including additional preferences) from home LAs for maintained schools and academies in its area.

WAITING LISTS

47. Where a child does not receive an offer of their first preference, his/her name will automatically be placed on the waiting list for each Haringey school for which he/she is eligible that is a higher preference school to the one offered. Parents will be advised that if they want to go on the waiting list for an out borough school they should put this in writing to the Schools Admission Team in Haringey.

48. Parents will be given the opportunity to make applications to Haringey schools to which they did not originally apply.

49. Waiting lists will be kept by all maintained admission authorities in Haringey and coordinated centrally by Haringey as part of the coordination of all admission applications. Academies, voluntary-aided and foundation schools will apply their own admission arrangements. Haringey Local Authority will keep a mirrored waiting list and will offer places on behalf of the governing body. Waiting lists for community schools will be administered centrally by the local authority.

50. Waiting lists for entry to Reception in the academic year 2021/22 will be compiled on
51. **3 May 2021** (after the deadline for acceptance of places) and will be kept in strict criteria order with no differentiation between on-time or late applications.

52. Waiting lists will be maintained and places allocated as they become available, in accordance with each admission authority's published admission and oversubscription criteria.

53. Children will remain on the waiting list until the end of the summer term of the application year unless parents contact the School Admissions Team to extend this further.

Timetable for entry to school in September 2021

15 January 2021	Statutory deadline for receipt of applications
5 February 2021	Deadline for the transfer of application information by the Home LA to the PLR (ADT file)
12 February 2021	Deadline for the upload of late applications considered as on-time to the PLR
12–26 February 2021	Checking of application data
25 February 2021	Voluntary-aided schools, Academies, Free schools and Foundation schools to provide Haringey LA with an electronic list of their applicants in rank order
19 March 2021	Deadline for the transfer of potential offer information from the Maintaining LAs to the PLR (ALT file).
26 March 2021	Final ALT file to PLR
29 March – 10 April 2021	Checking of offer data
13 April 2021	Deadline for on-line ALT file to portal
16 April 2021	eAdmissions offers made/offer letters posted where applicants have made paper applications
30 April 2021	Deadline for receipt of acceptances
7 May 2021	Deadline for transfer of acceptances to maintaining LAs

NOTIFICATION LETTERS AND EMAILS

A. Offer Letter

Dear «parent/carer»,

Reception Admissions 2021 - «pupil_firstname» «PUPIL_SURNAME» («pupil_birthdate»)

I am writing to let you know the outcome of your application for a primary school place. I am pleased to tell you that we are able to offer your child a place at **«alloc_pref»**.

Please respond now to this offer online here: bit.ly/SchoolPlaceConfirmation, or by post using the form attached to this letter. You must respond by [Date TBC] 2021 or the offer may be withdrawn.

When you respond online you will need to provide the following information:

Pupil ID	«pupil_id»
First Name	«pupil_firstname»
Surname	«pupil_surname»
Date of Birth	«pupil_birthdate»

Alternatively you can visit one of Haringey's Customer Service Centres, or inform us by email using the address below. Failure to respond to your offer may result in the offer being withdrawn.

We strongly recommend that you accept the place you have been offered as this will ensure that your child has a school place in September. This is the highest offer we can currently provide your child with.

The school will contact you shortly to provide further information about the arrangements for admission.

If you were not offered a higher preference school
I am sorry that it was not possible to offer your child a place at any of the schools listed as a higher preference on your application form. For each of these schools, there were more applications than places available and other applicants had a higher priority than your child under the school's published admission criteria. If you would like further information about why your child was not offered a place at one of your higher preference schools, please contact the admission authority for that school.

We are the admission authority for community and voluntary controlled (VC) schools in Haringey. For all other schools and academies in Haringey, please contact them directly to find out why your child was not offered a place. If you have applied for a school outside the borough then please contact the school admissions service in the borough where the school is located. The contact details for Haringey schools or the relevant admissions service in other boroughs can be found in our reception admissions booklet or at www.haringey.gov.uk/schooladmissions. Details of how places were offered in Haringey are given at the end of this letter.

Waiting lists
Please note that applications for any school that you listed lower on your application form have been automatically withdrawn.

I can confirm that your child's name will be placed on the waiting list for any Haringey Schools that you listed higher on your form. If you would like «pupil_firstname» to be added to any other school waiting list (or removed from a list), including those outside Haringey, please put your request in writing to the address below. You can only be considered for a maximum of 6 schools at any time. If we can offer your child a place from a waiting list we will contact you. This process will start from [Date TBC] 2021. *Please note that being on a waiting list does not guarantee your child a place at the school and their position on the list could go down as well as up as other applicants join the list*.

Your right to appeal
You have a right of appeal under the School Standards & Framework Act 1998 if your child is refused a place at any of the schools you listed on your form.
If you wish to appeal:

- **for a community or voluntary controlled school in Haringey**, please download an appeal form from www.haringey.gov.uk/schooladmissions or contact us to request a form.
- **for an academy, voluntary aided or free school in Haringey**, please contact the school direct. These schools are listed in the Schools A-Z in the Primary Admissions booklet.

- **for schools outside Haringey**, please contact the local authority where the school is located (contacts details can be found at www.haringey.gov.uk/schooladmissions and in the Primary admissions booklet).

Appeal forms must be returned by [Date TBC] 2021 for your appeal to be heard before September 2021. We **strongly recommend** that you accept the place you have been offered as this will ensure that your child has a school place in September. Accepting the place will not influence the outcome of your appeal or your child's position on a waiting list.

If you have any questions about this letter please contact us using the contact details below.

School Admissions Service

B. Allocation Letter

Dear «parent/carer»,

Reception Admissions 2021 - «pupil_firstname» «PUPIL_SURNAME» («pupil_birthdate»)

I am writing to let you know the outcome of your application for a primary school place. I am sorry to tell you that we have not been able to offer your child a place at any of the schools you listed on your application form. For each of these schools, there were more applications than places available and other applicants had a higher priority than your child under the school's published admission criteria.

Your child has been offered a place at **«alloc_pref»**. This is the nearest Haringey school to your home address with an available place.

Please respond now to this offer online here: bit.ly/SchoolPlaceConfirmation, or by post using the form attached to this letter. You must respond by [Date TBC] 2021 or the offer may be withdrawn.

When you respond online you will need to provide the following information:

Pupil ID	«pupil_id»
First Name	«pupil_firstname»
Surname	«pupil_surname»
Date of Birth	«pupil_birthdate»

Alternatively you can visit one of Haringey's Customer Service Centres, or inform us by email using the address listed below. Failure to respond to your offer may result in the offer being withdrawn.

We strongly recommend that you accept the place you have been offered as this will ensure that your child has a school place in September. This is the highest offer we can currently provide your child with.

The school will contact you shortly to provide further information about the arrangements for admission.

If you would like further information about why your child was not offered a place at one of your higher preference schools, please contact the admission authority for that school. We are the admission authority for community and voluntary controlled (VC) schools in Haringey. For all other schools and academies in Haringey, please contact them directly to find out why your child was not offered a place. If you have applied for a school outside the borough then please contact the school admissions service in the borough where the school is located.

The contact details for Haringey schools or the relevant admissions service in other boroughs can be found in our reception admissions booklet or at www.haringey.gov.uk/schooladmissions. Details of how places were offered in Haringey are given at the end of this letter.

Waiting lists
I can confirm that your child's name has been put on the waiting list for all Haringey school(s) listed on your form. If you would like «pupil_firstname» to be added to any other school waiting list (or removed from a list), please put your request in writing to the address below. You can be considered for a maximum of 6 schools at any time. If we can offer your child a place from a waiting list we will contact you. This process will start from [Date TBC] 2021. *Please note that being on a waiting list does not guarantee your child a place at the school and their position on the list could go down as well as up as other applicants join the list*.

Your right to appeal
You have a right of appeal under the School Standards & Framework Act 1998 if your child is refused a place at any of the schools you listed on your form.
If you wish to appeal:

- **for a community or voluntary controlled school in Haringey**, please download an appeal form from www.haringey.gov.uk/schooladmissions or contact us to request a form,
- **for an academy, voluntary aided or free school in Haringey**, please contact the school direct. These schools are listed in the Schools A-Z in the Primary Admissions booklet.
- **for schools outside Haringey**, please contact the local authority where the school is located (contacts details can be found at www.haringey.gov.uk/schooladmissions and in the Primary admissions booklet).

Appeal forms must be returned by [Date TBC] 2021 for your appeal to be heard before September 2021. We **strongly recommend** that you accept the place you have been offered as this will ensure that your child has a school place in September. Accepting the place will not influence the outcome of your appeal or your child's position on a waiting list.

If you have any questions about this letter please contact us using the contact details below.

Haringey School Admissions

C. Offer Email 1

PLEASE READ THE IMPORTANT INFORMATION BELOW

Dear Parent / Carer,

We are pleased to be able to offer you your first preference school.

You must respond to this offer by [Date TBC] 2021 otherwise the offer may be withdrawn. The quickest way to do this is to log in to your application via www.eadmissions.org.uk using the username and password supplied to you when you registered. You can then click on VIEW OUTCOME and submit your acceptance. You will then receive a confirmation email and the school will write to you at a later date with further details.

APPEALS
You have the right of appeal under the School Standards and Framework Act 1998 if your child is refused a place at any of the schools you listed on your form.
If you wish to appeal:

- for a community school in Haringey, please download an appeal form from www.haringey.gov.uk/schooladmissions or contact us to request a form.
- for a voluntary aided school, academy or free school, please contact the school direct.
- for schools outside Haringey, please contact the local authority where the school is located (contact details can be found at www.haringey.gov.uk/schooladmissions and in the Primary Admissions Booklet 2020).

Appeal forms should be returned as soon as possible.

We strongly recommend that you accept the place you have been offered as this will ensure that your child has a school place in September. Accepting the place will not influence the outcome of your appeal or your position on a school waiting list.
Please note that applications for any school that you listed lower on your application form have been automatically withdrawn.

If you have any questions please contact us on 020 8489 1000, email: schooladmissions@haringey.gov.uk, or write to
Haringey School Admissions Service, 7th Floor River Park House, 225 High Road, London N22 8HQ.

You can find further information about how school places were offered in Haringey, online at:
www.haringey.gov.uk/children-and-families/schools-and-education/school-admissions/starting-primary-school

Yours sincerely,

Haringey School Admissions Team

D. Offer Email 2

PLEASE READ THE IMPORTANT INFORMATION BELOW

Dear Parent / Carer,

We are pleased to be able to offer you one of your preferred schools.

You must respond to this offer by [Date TBC] 2021 otherwise the offer may be withdrawn. The quickest way to do this is to log in to your application via www.eadmissions.org.uk using the username and password supplied to you when you

registered. You can then click on VIEW OUTCOME and submit your acceptance. You will then receive a confirmation email and the school will write to you at a later date with further details.

I am sorry that it was not possible to offer a place at any of the schools you listed higher on your application form. For each of these schools there were more applications than places available, and other applicants had a higher priority than your child under the published admission criteria.

If you would like further information about why your child was not offered a place at one of your higher preference schools, please contact the local authority where the school is located. Details of how places were offered for community schools in Haringey are given at www.haringey.gov.uk/schooladmissions. For voluntary aided schools, academies or free schools in Haringey please contact the school direct.

You can find further information about how school places were offered in Haringey, online at:
www.haringey.gov.uk/children-and-families/schools-and-education/school-admissions/starting-primary-school

WAITING LISTS

I can confirm that your child will be placed on the waiting list for any Haringey schools that you listed higher on your form. If you would like your child to be added to any other waiting list (or removed from a list), please put your request in writing to schooladmissions@haringey.gov.uk, or write to Haringey School Admissions Service, 7th Floor River Park House, 225 High Road, London N22 8HQ.

You can only be considered for a maximum of 6 schools at any time. If we can offer your child a place from a waiting list we will contact you. This process will start after [Date TBC] 2021. Please note that being on a waiting list does not guarantee your child a place at the school and their position on the list could go down as well as up as other applicants join the list.
Please note that applications for any school that you listed lower on your application form have been automatically withdrawn.

APPEALS

You have the right of appeal under the School Standards and Framework Act 1998 if your child is refused a place at any of the schools you listed on your form.
If you wish to appeal:

- for a community school in Haringey, please download an appeal form from www.haringey.gov.uk/schooladmissions or contact us to request a form.
- for a voluntary aided school, academy or free school, please contact the school direct.
- for schools outside Haringey, please contact the local authority where the school is located (contact details can be found at www.haringey.gov.uk/schooladmissions and in the Primary Admissions Booklet 2020).

Appeal forms should be returned as soon as possible.

We strongly recommend that you accept the place you have been offered as this will ensure that your child has a school place in September. Accepting the place will not influence the outcome of your appeal or your position on a waiting list.

If you have any questions please contact us on 020 8489 1000, email: schooladmissions@haringey.gov.uk, or write to
Haringey School Admissions Service, 7th Floor River Park House, 225 Station Road, London N22 8HQ.

Yours sincerely,

Haringey School Admissions Team

E. Allocation Email

PLEASE READ THE IMPORTANT INFORMATION BELOW

Dear Parent / Carer,

I am writing to let you know the outcome of your application for a school place. I am sorry to tell you that we have not been able to offer your child a place at any of the schools you listed on your application form. This is because all the available places were offered to applicants who had higher priority than your child under the published admission criteria. Your child has been offered a place at the school listed above.

You must respond to this offer by [Date TBC] 2021 otherwise the offer may be withdrawn. The quickest way to do this is to log in to your application via www.eadmissions.org.uk using the username and password supplied to you when you registered. You can then click on VIEW OUTCOME and submit your acceptance. You will then receive a confirmation email and the school will write to you at a later date with further details.

If you would like further information about why your child was not offered a place at any of your school preferences, please contact the local authority where the school is located. Details of how places were offered for community schools in Haringey are given at www.haringey.gov.uk/schooladmissions. For voluntary aided schools, academies or free schools in Haringey please contact the school direct.

WAITING LISTS
I can confirm that your child will be placed on the waiting list for any Haringey schools that you listed on your form. If you would like your child to be added to any other waiting list (or removed from a list), please put your request in writing to schooladmissions@haringey.gov.uk, or write to Haringey School Admissions Service, 7th Floor River Park House, 225 High Road, London N22 8HQ.

You can only be considered for a maximum of 6 schools at any time. If we can offer your child a place from a waiting list we will contact you. This process will start after [Date TBC] 2021. Please note that being on a waiting list does not guarantee your child a place at the school and their position on the list could go down as well as up as other applicants join the list.

APPEALS
You have the right of appeal under the School Standards and Framework Act 1998 if your child is refused a place at any of the schools you listed on your form.
If you wish to appeal:

- for a community school in Haringey, please download an appeal form from www.haringey.gov.uk/schooladmissions or contact us to request a form.

- for a voluntary aided school, academy or free school, please contact the school direct.
- for schools outside Haringey, please contact the local authority where the school is located (contact details can be found at www.haringey.gov.uk/schooladmissions and in the Primary Admissions Booklet 2020).

Appeal forms should be returned as soon as possible.

We strongly recommend that you accept the place you have been offered as this will ensure that your child has a school place in September. Accepting the place will not influence the outcome of your appeal or your position on a waiting list.

If you have any questions please contact us on 020 8489 1000, email: schooladmissions@haringey.gov.uk, or write to
Haringey School Admissions Service, 7th Floor River Park House, 225 High Road, London N22 8HQ.

You can find further information about how school places were offered in Haringey, online at:
www.haringey.gov.uk/children-and-families/schools-and-education/school-admissions/starting-primary-school

Yours sincerely,

Haringey School Admissions Team

Pan-London Co-ordinated Scheme for Secondary Admissions 2021/22

APPLICATIONS

1. Haringey Local Authority will advise home local authorities during the Summer Term of Year 5 of their resident pupils on the roll of Haringey's maintained primary schools and whose parents are eligible to make application in the forthcoming academic year.

2. Haringey residents can apply online at www.haringey.gov.uk/schooladmissions or alternatively submit a paper application available from the School Admissions Service.

3. Haringey Local Authority will take all reasonable steps to ensure that every parent who has a child in their last year of primary education within a maintained school, either in Haringey or elsewhere, and who is resident in Haringey can be signposted to a copy of Haringey's booklet which will be available in early September 2020.

4. The booklet will also be available to parents who are non-residents and will include information on how they can access their home local authority's equivalent School Admissions Application Form.

5. The admission authorities within Haringey will not use supplementary information forms except where the information available through the School Admissions Application Form is insufficient for consideration of the application against the published over subscription criteria. Where supplementary information forms are used by the admission authorities within Haringey, the LA will seek to ensure that they only collect information which is required by the published oversubscription criteria, in accordance with paragraph 2.4 of the School Admissions Code 2014.

6. Where supplementary forms are used, they will be made available directly from the relevant schools. Such forms will advise parents that they must also complete their home local authority's School Admissions Application Form. The Haringey schools' booklet will indicate which Haringey schools require supplementary information forms to be completed.

7. Where a school in Haringey receives a supplementary information form, it will not be considered a valid application unless the parent/carer has also listed the school on their home LA's School Admissions Application Form.

8. Haringey Local Authority will share the details of each application for a Haringey voluntary-aided school, foundation school or academy with that school. Schools that require a supplementary information form will check that each parent has completed one. If one has not been received the school will make contact with the parent and ask them to complete one. The school will also check that each parent that has completed a supplementary form has also completed a School Admissions Application Form. If any parent has not completed a School Admissions Application Form, the school will share that information with Haringey Local Authority who will then contact the parent and ask them to complete one.

9. Applicants will be able to express a preference for six schools located within and/or outside Haringey Local Authority.

10. The order of preference given on the School Admissions Application Form will not be revealed to a school. However, where a parent resident in Haringey expresses a preference for schools in the area of another local authority, the order of preference will be revealed to that local authority in order to determine the highest preference offer in cases where a child is eligible for a place at more than one school.

11. Haringey undertakes to carry out the address verification process set out in its entry in LIAGG Address Verification Register. This will in all cases include validation of resident applicants against this LA's primary school data and the further investigation of any discrepancy. Additional information will be requested from parents at the time of application and this will be explained in the secondary booklet. Where this LA is not satisfied as to the validity of an address of an applicant whose preference has been sent to a maintaining LA, it will advise the maintaining LA no later than **11 December 2020**.

12. Haringey will confirm the status of any resident child for whom it receives an Application Form stating that s/he is a 'Child in Care' and will provide evidence to the maintaining LA in respect of a preference for a school in its area by **12 November 2020**.

13. Haringey will advise a maintaining LA of the reason for any preference expressed for a school in its area, in respect of a resident child born outside of the correct age cohort, and will forward any supporting documentation to the maintaining LA by **12 November 2020**.

PROCESSING

14. Applicants resident within Haringey must complete and return the School Admissions Application Form, which will be available on-line, by **31 October 2020**. However, Haringey LA encourages applicants to submit their application by **23 October 2020** to allow sufficient time to process and check all applications before the mandatory date when data must be sent to the Pan London Register (PLR).

15. Any application forms, changes to preferences or preference order received after **31 October 2020** will be treated as late. This means that such applications will be considered after those applicants who have applied on time.

16. Haringey will accept late applications and process them as on time only if they are late for a good reason and supported by written independent evidence. Upon receipt of the written independent evidence, each case will be decided on its own merits.

17. Where such applications contain preferences for schools in other LAs, Haringey will forward the details to maintaining LAs via the Pan-London Register (PLR) as they are received. Haringey will accept late applications which are considered to be on time within the terms of the home LA's scheme.

18. The latest date for the upload to the PLR of late applications which are considered to be on-time within the terms of the home LA's scheme is **11 December 2020**.

19. Where an applicant moves from one participating home LA to another after submitting an on-time application under the terms of the former home LA's scheme, the new home LA will accept the application as on-time up to **10 December 2020**, on the basis that an on-time application already exists within the Pan-London system.

20. Application data relating to applications for schools in other participating local authorities will be up-loaded to the Pan-London Register (PLR) by **12 November 2020**. Supplementary information provided with the School Admissions Application Form will be sent to Haringey voluntary-aided schools/maintaining local authorities by the same date.

21. Application data relating to Haringey schools from out-of-borough pupils will be received from the Pan London Register on **12 November 2020**.

22. Haringey Local Authority will notify each school within Haringey that is its own admission authority of every preference that has been made for the school, forwarding to them all relevant details from the School Admissions Application Form by **6 December 2020**.

23. Between **6 December 2020** and **6 January 2021**, voluntary-aided, foundation schools and Academies will assess their applications according to their admissions criteria.

24. Haringey will participate in the application data checking exercise scheduled between **14 December 2020 - 4 January 2021** in the Pan-London timetable.

25. All preferences for schools within Haringey will be considered by the relevant admission authorities without reference to preference order. Voluntary-aided schools, Academies, Free schools and Foundation schools to provide Haringey LA with an electronic list of their applicants in rank order by **6 January 2021**. When the admission authorities within Haringey have provided a list of applicants in rank order, Haringey Local Authority shall, for each applicant to its schools for whom more than one potential offer is available, make the offer to the highest ranked school.

26. Haringey Local Authority will send the first ALT file to the Pan-London Register (PLR) giving offer details for their school by **29 January 2021**. The PLR will transmit the highest potential offer specified by the maintaining LA to the Home LA.

27. Haringey will eliminate all but the highest ranked offer where an applicant has more than one potential offer. This will involve exchanges of preference outcomes between the LAS (Local Admissions System) and the PLR which will continue until notification that a steady state has been achieved or until **12 February 2021** if this is sooner.

28. Haringey will not make an additional offer between the end of the iterative process and **1 March 2021** which may impact on an offer being made by another participating LA.

29. Notwithstanding paragraph 28 if an error is identified within the allocation of places at one of our schools, Haringey LA will attempt to manually resolve the allocation to correct the error. Where this impacts on another LA (either as a home or maintaining LA) Haringey LA will liaise with that LA to attempt to resolve the incorrect offer and any multiple offers which might occur. However, if another LA is unable to resolve a multiple offer, or if the impact is too far reaching, Haringey will accept that the applicant(s) affected might receive a multiple offer.

30. Haringey will participate in the offer data checking exercise scheduled between **15 - 22 February 2021**.

31. Haringey will send a file to the E-Admissions portal with outcomes for all resident applicants who have applied online no later than **25 February 2020**.

OFFERS

32. Haringey will ensure, so far as is reasonably practical, that each resident applicant who cannot be offered a preference expressed on the School Admissions Application Form receives the offer of an alternative school place. The applicant will be offered a place at the nearest community school (or own admitting authority school if the governors have agreed to this) to the home address with an available place.

33. Haringey will inform all resident applicants of their highest offer of a school place and, where relevant, the reasons why higher preferences were not offered, whether they were for schools in the Home LA or in other participating LAs.

34. Haringey will use the form of Notification Letter set out in this document.

35. Notification of the outcome will be sent to parents on **1 March 2021**.

36. Details of the pupils to be offered will be made available to each Haringey primary school by **1 March 2021**.

37. Parents who are not offered a place at their preferred schools will be offered the right of appeal.

POST OFFER

38. Parents must accept or decline the offer of a place by **15 March 2021**. If they do not respond by this date the local authority will make every reasonable effort to contact the parent to find out whether or not they wish to accept the place. If the parent fails to respond to the local authority the school place will be withdrawn.

39. Where a parent accepts or declines a place by **15 March 2021** this information will be passed to the maintaining LA by **22 March 2021.** Where such information is received from applicants after **15 March 2021**, this LA will pass it to the maintaining LA as it is received.

40. Where a place becomes available in an oversubscribed maintained school or academy in Haringey, it will be offered from a waiting list ordered in accordance with paragraph 2.14 of the School Admissions Code 2014.

41. Haringey will inform the home LA, where different, of an offer for a maintained school or Academy in Haringey which can be made to an applicant resident in the home LA's area, in order that the home LA can offer the place.

42. When acting as a maintaining LA, Haringey LA and the admission authorities within it will not inform an applicant resident in another LA that a place can be offered.

43. Haringey will offer a place at a maintained school or Academy in another LA to an applicant resident in its area, provided that the school is ranked higher on the School Admissions Application Form than any school already offered.

44. Where Haringey is informed by a maintaining LA of an offer which can be made to an applicant resident in Haringey which is ranked lower on the School Admissions Application Form than any school already offered, it will inform the maintaining LA that the offer will not be made.

45. Where Haringey, acting as a home LA, has agreed to a change of preference order for good reason, it must inform any maintaining LA affected by the change.

46. Haringey will inform the home LA, where different, of any change to an applicant's offer status as soon as it occurs.

47. Haringey will accept new applications (including additional preferences) from home LAs for maintained schools and Academies in its area.

WAITING LISTS

48. Where a child does not receive an offer of their first preference, his/her name will automatically be placed on the waiting list for each Haringey school for which he/she is eligible, that is a higher preference school to the one that has been offered. Parents will be advised that if they want to go on the waiting list for an out-of-borough school, that they must put this in writing to the School Admissions Service in Haringey.

49. Parents will be given the opportunity to make applications to Haringey schools to which they did not originally apply.

50. Waiting lists will be kept by all maintained admission authorities in Haringey and coordinated centrally by this local authority as part of the coordination of all admission applications. Academies, voluntary-aided and foundation schools will apply their own admission arrangements. Haringey local authority will keep a mirrored waiting list and will offer places on behalf of the governing body. Waiting lists for community schools will be administered centrally by the local authority.

51. Waiting lists for entry to Year 7 in September 2021 will be compiled on **19 March 2021** (after the deadline for acceptance of places) and will be kept in strict criteria order with no differentiation between on-time or late applications.

52. Waiting lists will be maintained and places allocated, as they become available, in accordance with each admission authority's published admission and oversubscription criteria.

53. Children will remain on the waiting list until the end of the Summer Term of the application year, unless parents contact the School Admissions Team to extend this further.

Timetable for entry to school in September 2020

23 October 2020	Recommended closing date for receipt of the School Admission Application Form
31 October 2020	Statutory deadline for return of application to the Home LA
12 November 2020	Deadline for the transfer of application information by the Home LA to the PLR and supplementary information to Haringey VA schools/maintaining local authorities
6 December 2020 – 6 January 2021	Voluntary-aided schools and Academies will order their applications according to their admissions criteria
11 December 2020	Deadline for the upload of applications that are late but are considered to be on-time, to the PLR
14 December 2020 - 4 January 2021	Pan-London data checking exercise of pupil applications exchanged via the PLR
6 January 2021	Voluntary-aided schools, Academies, Free schools and Foundation schools to provide Haringey LA with an electronic list of their applicants in rank order
29 January 2021	Deadline for the transfer of highest potential offer information from the Maintaining LAs to the PLR
12 February 2021	Final ALT file to the PLR
15 - 22 February 2021	Pan-London data checking exercise of pupil offer data
23 February 2021	Deadline for on-line ALT file to portal
1 March 2021	eAdmissions offers made/offer letters posted where applicants have made paper applications
15 March 2021	Date by which parents accept or decline offers
22 March 2021	Date by which LA will pass information to schools within Haringey (or for out-of-borough schools, to the maintaining LA) on parents who have accepted or declined a place.

NOTIFICATION LETTERS AND EMAILS

A. Offer Letter

Dear «salutation»,

Secondary Transfer 2021 - «pupil_firstname» «PUPIL_SURNAME» («pupil_birthdate»)

I am writing to let you know the outcome of your application for a secondary school place. I am pleased to tell you that we are able to offer your child a place at **«alloc_pref»**.

Please respond now to this offer online here: bit.ly/SchoolPlaceConfirmation, or by post using the form attached to this letter. You must respond by [Date TBC] 2021 or the offer may be withdrawn.

When you respond online you will need to provide the following information:

Pupil ID	«pupil_id»
First Name	«pupil_firstname»
Surname	«pupil_surname»
Date of Birth	«pupil_birthdate»

Alternatively you can visit one of Haringey's Customer Service Centres, or inform us by email using the address listed below. Failure to respond to your offer may result in the offer being withdrawn.

We strongly recommend that you accept the place you have been offered as this will ensure that your child has a school place in September. This is the highest offer we can currently provide your child with, and we do not anticipate a large amount of movement for applicants this year.

The school will contact you shortly to provide further information about the arrangements for admission. If the school do not contact you within a week please contact the school directly.

If you were not offered a higher preference school
I am sorry that it was not possible to offer your child a place at any of the schools listed as a higher preference on your application form. For each of these schools, there were more applications than places available and other applicants had a higher priority than your child under the school's published admission criteria. If you would like further information about why your child was not offered a place at one of your higher preference schools, please contact the admission authority for that school.

We are the admission authority for community schools in Haringey. For all other schools and academies in Haringey, please contact them directly to find out why your child was not offered a place. If you have applied for a school outside the borough, then please contact the school admissions service in the borough where the school is located.

The contact details for Haringey schools or the relevant Admissions Service of the other boroughs can be found in our secondary school booklet online at

www.haringey.gov.uk/schooladmissions. Details of how places were offered in Haringey are given at the end of this letter.

Waiting lists
Please note that applications for any school that you listed lower on your application form have been automatically withdrawn.

I can confirm that your child has been placed on the waiting list for all Haringey schools listed higher on your form. There are currently also places available at several schools in neighbouring boroughs.

If you would like «pupil_forenames» to be added to any other school waiting list (or removed from a list), including those outside Haringey, please put your request in writing to the address below. You can only be considered for a maximum of 6 schools at any time. If we can offer your child a place from a waiting list we will contact you. This process will start after [Date TBC] 2021. *Please note that being on a waiting list does not guarantee your child a place at the school and their position on the list could go down as well as up as other applicants join the list*.

Your right to appeal
You have the right of appeal under the School Standards & Framework Act 1998 if your child is refused a place at the schools listed on your form.
If you wish to appeal:

- **For Alexandra Park, Heartlands High or a community school in Haringey**, please download an appeal form from www.haringey.gov.uk/schooladmissions or contact us to request a form. These schools are listed in the Schools A-Z in the Secondary Admissions booklet.
- **For Duke's Aldridge Academy, Fortismere, Harris Academy Tottenham, Greig City Academy, St Thomas More Catholic School or Woodside High**, please contact the school direct. These schools are listed in the Schools A-Z in the Secondary Admissions booklet.
- **For schools outside Haringey**, please contact the local authority where the school is located

Appeal forms must be returned by [Date TBC] 2021 for your appeal to be heard before September 2021. We **strongly recommend** that you accept the place you have been offered as this will ensure that your child has a school place in September. Accepting the place will not influence the outcome of your appeal or your child's position on a waiting list.

If you have any questions about this letter, please contact us using the contact details below.

Haringey School Admissions

B. Allocation Letter

Dear «salutation»,

Secondary Transfer 2021 - «pupil_firstname» «PUPIL_SURNAME» («pupil_birthdate»)

I am writing to let you know the outcome of your application for a secondary school place. I am sorry to tell you that we have not been able to offer your child a place at

any of the schools you listed on your application form. For each of these schools, there were more applications than places available and other applicants had a higher priority than your child under the school's published admission criteria.

Your child has been offered a place at **«alloc_pref»**. This is the nearest Haringey school to your home address with an available place.

Please respond now to this offer online here: bit.ly/SchoolPlaceConfirmation, or by post using the form attached to this letter. You must respond by [Date TBC] 2021 or the offer may be withdrawn.

When you respond online you will need to provide the following information:

Pupil ID	«pupil_id»
First Name	«pupil_firstname»
Surname	«pupil_surname»
Date of Birth	«pupil_birthdate»

Alternatively you can visit one of Haringey's Customer Service Centres, or inform us by email using the address listed below. Failure to respond to your offer may result in the offer being withdrawn.

We strongly recommend that you accept the place you have been offered as this will ensure that your child has a school place in September. This is the highest offer we can currently provide your child with, and we do not anticipate a large amount of movement for applicants this year.

The school will contact you shortly to provide further information about the arrangements for admission. If the school do not contact you within a week please contact the school directly.

If you would like further information about why your child was not offered a place at one of your preferred schools, please contact the admission authority for that school. We are the admission authority for community schools in Haringey. For all other schools and academies in Haringey, please contact them directly to find out why your child was not offered a place. If you have applied for a school outside the borough, then please contact the school admissions service in the borough where the school is located.

The contact details for Haringey schools or the relevant Admissions Service of the other boroughs can be found in our secondary school booklet online at www.haringey.gov.uk/schooladmissions. Details of how places were offered in Haringey are given at the end of this letter.

Waiting lists

I can confirm that your child has been placed on the waiting list for all Haringey schools listed on your form. There are currently also places available at several schools in neighbouring boroughs.

If you would like «pupil_firstname» to be added to any other school waiting list (or removed from a list), including those outside Haringey, please put your request in writing to the address below. You can only be considered for a maximum of 6 schools at any time. If we can offer your child a place from a waiting list we will contact you. This process will start after [Date TBC] 2021. *Please note that being on a waiting list*

does not guarantee your child a place at the school and their position on the list could go down as well as up as other applicants join the list.

Your right to appeal
You have the right of appeal under the School Standards & Framework Act 1998 if your child is refused a place at the schools listed on your form.
If you wish to appeal:

- **For Alexandra Park, Heartlands High or a community school in Haringey**, please download an appeal form from www.haringey.gov.uk/schooladmissions or contact us to request a form. These schools are listed in the Schools A-Z in the Secondary Admissions booklet.
- **For Duke's Aldridge Academy, Fortismere, Harris Academy Tottenham, Greig City Academy, St Thomas More Catholic School or Woodside High**, please contact the school direct. These schools are listed in the Schools A-Z in the Secondary Admissions booklet.
- **For schools outside Haringey**, please contact the local authority where the school is located

Appeal forms must be returned by [Date TBC] 2021 for your appeal to be heard before September 2021. We **strongly recommend** that you accept the place you have been offered as this will ensure that your child has a school place in September. Accepting the place will not influence the outcome of your appeal or your child's position on a waiting list.

If you have any questions about this letter, please contact us using the contact details below.

Haringey School Admissions

C. Offer Email 1

PLEASE READ THE IMPORTANT INFORMATION BELOW

Dear Parent / Carer,

We are pleased to be able to offer you your first preference school.

You must respond to this offer by [Date TBC] 2021 otherwise the offer may be withdrawn. The quickest way to do this is to log in to your application via www.eadmissions.org.uk using the username and password supplied to you when you registered. You can then click on VIEW OUTCOME and submit your acceptance. You will then receive a confirmation email and the school will write to you at a later date with further details.

APPEALS
You have the right of appeal under the School Standards and Framework Act 1998 if your child is refused a place at any of the schools you listed on your form.
If you wish to appeal:

- for a community school in Haringey, Alexandra Park or Heartlands High, please download an appeal form from www.haringey.gov.uk/schooladmissions or contact us to request a form.
- for Fortismere, Woodside High, St Thomas More Catholic School, Greig City Academy or Harris Academy Tottenham, please contact the school direct.

- for schools outside Haringey, please contact the local authority where the school is located (contact details can be found at www.haringey.gov.uk/schooladmissions and in the Secondary Admissions Booklet 2020).
Appeal forms should be returned as soon as possible.

We strongly recommend that you accept the place you have been offered as this will ensure that your child has a school place in September. Accepting the place will not influence the outcome of your appeal or your position on a waiting list.
Please note that applications for any school that you listed lower on your application form have been automatically withdrawn.

If you have any questions please contact us on 020 8489 1000, email: schooladmissions@haringey.gov.uk, or write to
Haringey School Admissions Service, 7th Floor River Park House, 225 High Road, London N22 8HQ.

You can find further information about how school places were offered in Haringey, online at:
www.haringey.gov.uk/children-and-families/schools-and-education/school-admissions/starting-secondary-school

Yours sincerely,

Haringey School Admissions Team

D. Offer Email 2

PLEASE READ THE IMPORTANT INFORMATION BELOW

Dear Parent / Carer,

We are pleased to be able to offer you one of your preferred schools.

You must respond to this offer by [Date TBC] 2021 otherwise the offer may be withdrawn. The quickest way to do this is to log in to your application via www.eadmissions.org.uk using the username and password supplied to you when you registered. You can then click on VIEW OUTCOME and submit your acceptance. You will then receive a confirmation email and the school will write to you at a later date with further details.

I am sorry that it was not possible to offer a place at any of the schools you listed higher on your application form. For each of these schools there were more applications than places available, and other applicants had a higher priority than your child under the published admission criteria.

If you would like further information about why your child was not offered a place at one of your higher preference schools, please contact the local authority where the school is located. Details of how places were offered for community schools in Haringey are given at www.haringey.gov.uk/schooladmissions. For voluntary aided schools, academies or free schools in Haringey please contact the school direct.

You can find further information about how school places were offered in Haringey, online at:

www.haringey.gov.uk/children-and-families/schools-and-education/school-admissions/starting_secondary-school

WAITING LISTS
I can confirm that your child will be placed on the waiting list for any Haringey schools that you listed higher on your form. If you would like your child to be added to any other waiting list (or removed from a list), please put your request in writing to schooladmissions@haringey.gov.uk, or write to Haringey School Admissions Service, 7th Floor River Park House, 225 High Road, London N22 8HQ.

You can only be considered for a maximum of 6 schools at any time. If we can offer your child a place from a waiting list we will contact you. This process will start after [Date TBC] 2021. Please note that being on a waiting list does not guarantee your child a place at the school and their position on the list could go down as well as up as other applicants join the list.
Please note that applications for any school that you listed lower on your application form have been automatically withdrawn.

APPEALS
You have the right of appeal under the School Standards and Framework Act 1998 if your child is refused a place at any of the schools you listed on your form.
If you wish to appeal:

- for a community school in Haringey, Alexandra Park or Heartlands High, please download an appeal form from www.haringey.gov.uk/schooladmissions or contact us to request a form.
- for Fortismere, Woodside High, St Thomas More Catholic School, Greig City Academy or Harris Academy Tottenham, please contact the school direct.
- for schools outside Haringey, please contact the local authority where the school is located (contact details can be found at www.haringey.gov.uk/schooladmissions and in the Secondary Admissions Booklet 2020).

Appeal forms should be returned as soon as possible.

We strongly recommend that you accept the place you have been offered as this will ensure that your child has a school place in September. Accepting the place will not influence the outcome of your appeal or your position on a waiting list.

If you have any questions please contact us on 020 8489 1000, email: schooladmissions@haringey.gov.uk, or write to
Haringey School Admissions Service, 7th Floor Alexandra House, 225 High Road, London N22 8HQ.

Yours sincerely,

Haringey School Admissions Team

E. Allocation Email

PLEASE READ THE IMPORTANT INFORMATION BELOW

Dear Parent / Carer,

I am writing to let you know the outcome of your application for a school place. I am sorry to tell you that we have not been able to offer your child a place at any of the

schools you listed on your application form. This is because all the available places were offered to applicants who had higher priority than your child under the published admission criteria. Your child has been offered a place at the school listed above.

You must respond to this offer by [Date TBC] 2021 otherwise the offer may be withdrawn. The quickest way to do this is to log in to your application via www.eadmissions.org.uk using the username and password supplied to you when you registered. You can then click on VIEW OUTCOME and submit your acceptance. You will then receive a confirmation email and the school will write to you at a later date with further details.

If you would like further information about why your child was not offered a place at any of your school preferences, please contact the local authority where the school is located. Details of how places were offered for community schools in Haringey are given at www.haringey.gov.uk/schooladmissions. For voluntary aided schools, academies or free schools in Haringey please contact the school direct.

You can find further information about how school places were offered in Haringey, online at:
www.haringey.gov.uk/children-and-families/schools-and-education/school-admissions/starting-secondary-school

WAITING LISTS
I can confirm that your child will be placed on the waiting list for any Haringey schools that you listed on your form. If you would like your child to be added to any other waiting list (or removed from a list), please put your request in writing to schooladmissions@haringey.gov.uk, or write to Haringey School Admissions Service, 7th Floor River Park House, 225 High Road, London N22 8HQ.

You can only be considered for a maximum of 6 schools at any time. If we can offer your child a place from a waiting list we will contact you. This process will start after [Date TBC] 2021. Please note that being on a waiting list does not guarantee your child a place at the school and their position on the list could go down as well as up as other applicants join the list.

APPEALS
You have a right of appeal under the School Standards and Framework Act 1998 if your child is refused a place at any of the schools you listed on your form.
If you wish to appeal:

- for a community school in Haringey, Alexandra Park or Heartlands High, please download an appeal form from www.haringey.gov.uk/schooladmissions or contact us to request a form.
- for Fortismere, Woodside High, St Thomas More Catholic School, Greig City Academy or Harris Academy Tottenham, please contact the school direct.
- for schools outside Haringey, please contact the local authority where the school is located (contact details can be found at www.haringey.gov.uk/schooladmissions and in the Secondary Admissions Booklet 2020).

Appeal forms should be returned as soon as possible.

We strongly recommend that you accept the place you have been offered as this will ensure that your child has a school place in September. Accepting the place will not influence the outcome of your appeal or your position on a waiting list.

If you have any questions please contact us on 020 8489 1000, email: schooladmissions@haringey.gov.uk, or write to
Haringey School Admissions Service, 7th Floor River Park House, 225 High Road, London N22 8HQ.

Yours sincerely,

Haringey School Admissions Team

Haringey Scheme for In-Year Admissions 2020/21

APPLICATIONS

1. Applications from Haringey and non-Haringey residents for schools in Haringey must be made directly to the Haringey Schools Admission Service.

2. The in-year e-form is available to complete on the Haringey website or a paper application is available on request from the Haringey School Admissions Service.

3. Haringey residents applying for places at maintained schools and academies outside Haringey will need to apply directly to the LA (local authority) in whose area the school is situated.

4. The admission authorities within Haringey will not use supplementary forms except where the information available through the School Admissions Application Form is insufficient for consideration of the application against their published oversubscription criteria.

5. Where supplementary forms are used, they will be available from the school concerned. Haringey's admission booklets and website will indicate which schools require supplementary forms to be completed and from where they can be obtained.

6. Where an admission authority in Haringey receives a supplementary form, it will not consider it to be a valid application until such time as the parent/carer has listed the school on their home LA's School Admissions Application Form.

7. Where only the School Admissions Application Form is received, schools MUST rank the application according to the information available to them.

8. Applicants will be able to express a preference for a maximum of six schools within Haringey.

9. The order of preference given on the In-Year School Admissions Application Form will not be shared with any school.

10. The Haringey Schools Admission Service will carry out address verification for each application made to a maintained school or academy in Haringey. Where Haringey is not satisfied as to the validity of an address of an applicant it will advise the admission authority schools.

11. Haringey will check the status of any applicant who is a 'looked after or was previously looked after but immediately after being looked after became subject to an adoption, child arrangements or special guardianship order.'

PROCESSING

12. Parents/carers applying for schools in Haringey must complete the in-year e-form available on the Haringey website or request a paper application form available from the Haringey School Admissions Service.

13. Where an application is not fully completed, Haringey will not treat the application as valid until all information is received.

14. In the event that a Haringey resident applies to a non-Haringey school, Haringey will write to the parent/carer advising them to apply directly to the LA in whose area the school is situated.

15. If a pupil is currently on roll at a school in Haringey or a school in a neighbouring borough, the Admissions Service will advise the parent/carer to discuss the transfer with the Headteacher or senior Teacher at the school.

OFFERS

16. If a school has a vacancy, it is expected that an offer of a place will be made to the child entitled to that place in accordance with the published oversubscription criteria. The Local Authority will offer places at community schools and will also make offers on behalf of own admission authority schools should they so wish.

17. Haringey will write to parents who have not been offered a place at any of their preferred schools giving reasons and informing them of their right of appeal to an independent panel in accordance with the School Standards and Framework Act 1998.

18. Haringey will notify the Home LA of the outcome of applications for their residents.

19. When a child has been offered a place at a higher preference school, the lower ranking preferences will be withdrawn.

20. When a child has been offered a place at a lower preference school, the higher preferences will also be withdrawn unless the parent indicates otherwise. Only where a parent/carer has expressly set out that they wish to be put on the waiting list of those schools which are a higher preference will this be done.

21. Where a home applicant who is out of school cannot be offered a place at one of their named preferences, Haringey will offer the nearest community (or own admitting authority if the governors have agreed to this) school to the home address with an available place.

22. Where it is known that a non-Haringey resident is out of school and cannot be offered a place at one of their named preferences, Haringey will notify the home LA who will be responsible for identifying a school place for the child.

POST OFFER

23. Parent/carers will be expected to accept or decline the offer of a place as soon as possible. Parents must be given a reasonable amount of time to consider the offer (10 school days).

24. Where a parent does not respond within this timeframe Haringey will make every reasonable effort to contact the parent to find out whether or not they wish to accept the place. Where the parent fails to respond the offer of a place will be withdrawn.

25. Haringey will notify the home LA of any appeals that are upheld for Haringey schools.

26. Children will remain on the waiting list until the end of the academic year in which the application was made and Haringey will write to all parent/carers asking them to complete a new application form if they wish to stay on the waiting list(s) beyond this timeframe.

HARINGEY SCHOOLS

27. The Haringey School Admissions Service will require a list of every child on roll in every year group in all the relevant Haringey schools.

28. Schools will be required to provide a weekly roll update so that it is clear on a week by week basis where there are vacancies across all schools and year groups.

29. When a child leaves a Haringey school, the name of the child and the child's future educational provision must be communicated to the School Admissions Service.

TRANSFERRING BETWEEN SCHOOLS

30. Parent/carers wishing to move their children between local schools will be encouraged to discuss their reasons with their current school.

31. Parent/carers need to be aware of and consider the potential impact that any move might have on the education and wellbeing of their child(ren).

32. Parent/carers moving address will also be advised to think carefully before requesting to move their child(ren) to another school.

33. Where a parent/carer insists on a transfer, it would be unlawful for an admission authority to refuse a place if a vacancy exists.

FRAUDULENT APPLICATIONS

34. An offer on the grounds of proximity is conditional on the child being solely or mainly resident at the address provided at the time of application. A business address, a childminder's address, or any other address other than the child's home will not be accepted. Proof of address will be sought and may be subject to further investigation.

35. Haringey Council will make every effort to prevent fraudulent applications. Haringey will carry out random checks on a number of applications and reserve the right to carry out home visits to the address provided on the application form.

36. A school place obtained using a false address will be withdrawn and given to the child who was entitled to that place. If a place is obtained for an older child using fraudulent information, there will be no sibling connection available to subsequent children from that family.

Report for: **Cabinet** 11 February 2020

Title: Determination of the Statutory Notice proposing the closure of Stamford Hill Primary School with displaced pupils transferring to Tiverton Primary School (amalgamation)

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

Lead Officer: Carlo Kodsi, Head of Admissions, Education and School Organisation Carlo.Kodsi@haringey.gov.uk Ext. 1823

Ward(s) affected: Place planning changes impact all schools, but with particular reference to Stamford Hill Ward

Report for Key/ Non-Key Decision: Key Decision

1. Describe the issue under consideration

1.1. This report sets out the result of the statutory representation period on the proposal to amalgamate Stamford Hill Primary with Tiverton Primary School. In this case, amalgamation means the closure of Stamford Hill Primary School with displaced pupils transferring to Tiverton Primary School.

1.2. The purpose of this report is to provide Cabinet with a factual summary of the proposal and the representations received, to enable Cabinet to consider the proposal and make a final decision.

1.3. The 'Opening and closing maintained schools' statutory guidance for proposers and decision-makers' (2019) provides a clear framework for local authorities and governing bodies wishing to propose the discontinuance of a maintained school, including the option of amalgamation.

1.4. There are a number of reasons under which proposers are permitted to pursue the closure of a maintained school. Four of the six reasons set out on page 16 of the guidance are relevant to this proposal:

- 'There are a surplus places elsewhere in the local area which can accommodate displaced pupils and there is no predicated demand for the school in the medium to long term;
- **It is to be merged or amalgamated with another school**
- It has been judged Inadequate by Ofsted
- It is no longer considered financially viable;

2. Cabinet member introduction

2.1. Every child and young person, wherever they live in our borough, deserves an excellent education and, as a Council, we are committed to supporting our schools to continue to deliver high-quality teaching, learning and support across Haringey in a period where growing pressure on school budgets is being felt.

2.2. Following an 'inadequate' inspection judgement by Ofsted in November 2018, an Academy Order was made for Stamford Hill Primary by the Secretary of State for Education in December 2018. The Regional Schools Commissioner (RSC), on behalf of the Department for Education, sought to identify an academy sponsor for the school. However, we do not believe that forced academisation is the right approach, and our preferred option is for a local solution that takes account of the wider needs of our schools' community.

2.3. The proposal will mean the closure of Stamford Hill Primary with the displaced pupils being accommodated by Tiverton Primary School, to create a single school operating from one site. The Council's preferred option would be pursued in parallel with the academisation currently sought by the RSC, as this will enable us to avoid delay in finding the best solution for current and future cohorts of pupils.

2.4. Significant concerns have been raised about the long-term sustainability of Stamford Hill Primary School in terms of the risks to its financial stability and its ability to attract pupils to the school. The latter is largely due to a flattening birth rate which is affecting many schools locally, and indeed schools across London. This means demand for school places has fallen in the borough and is now projected to remain broadly static until 2026/27 and possibly beyond.

2.5. For these reasons and having undertaken consultation over a period of more than 6 months to find the best solution, I recommend to Cabinet that the Council now ceases to maintain Stamford Hill Primary in order for transition planning to commence for the eventual amalgamation with Tiverton Primary School from September 2020.

3. Recommendation

3.1. Cabinet are asked to:

- note that no comments or objections were received during the 4-week representation period despite consulting widely with all relevant parties.
- note the revenue budget to operate Stamford Hill Primary School successfully in the future is severely diminished with the school's very low pupil numbers.
- note the equalities impact assessment at Appendix 4.
- approve the proposal to amalgamate Stamford Hill Primary School with Tiverton Primary School. This will mean the closure of Stamford Hill Primary School from 31 August 2020 with displaced pupils transferring to Tiverton Primary School at the beginning of the 2020/21 academic year.

Reasons for recommendation

3.2. Following an 'inadequate' inspection judgement by Ofsted in November 2018, the Regional Schools Commissioner, on behalf of the Secretary of State and the Department of Education, placed a directive academy order on the school. Since April 2016, the Department has issued directive academy orders to maintained schools that Ofsted has rated as inadequate. Its aims for these schools to open as sponsored academies.

3.3. Significant concerns were raised about the long-term sustainability of Stamford Hill Primary School in terms of the vulnerability of its financial stability and its historic ability to attract pupils to the school. Based on the low level of demand for school places locally and the expected future declining demand, the Council considers that Stamford Hill Primary and other local schools will continue to face difficult financial challenges because classes won't be full. Schools are largely funded on a 'per pupil' basis i.e. how many pupils attend the school.

3.4. The Council has a duty of care to ensure children in its schools are able to receive a good education and to access the full curriculum. A school with a declining roll will be challenged to do this effectively because of inevitable financial pressures from reduced funding.

3.5. Schools in the local area currently have a significant surplus of places and current school roll projections do not indicate any future demographic growth before 2026/27 and possibly beyond. In view of this, the Regional Schools Commissioner agreed for the Council to consider alternative options in parallel with the pursuit of Academisation.

3.6. The Council's preferred option and one that provides a long-term sustainable solution to local falling demand, is an **amalgamation** between Stamford Hill Primary School and Tiverton Primary. Tiverton Primary is a local school located on other side of Seven Sisters Road, within a 5-minute walking distance to Stamford Hill Primary. The proposal would mean the closure of Stamford Hill Primary with displaced pupils being accommodated by Tiverton Primary School, to create a single two form entry school operating from one site.

3.7. Full consultation has been undertaken over a period of six months including meetings with staff, governors, and parents, along with other interested stakeholders. On the 27 November 2019, Council's Cabinet agreed to publish a statutory notice commencing the statutory representation period, which was the last opportunity for people and organisations to comment on the proposal.

4. Alternative options considered

4.1. A number of options on the future of Stamford Hill Primary School were presented to local stakeholders during the consultation periods before the publication of the statutory notice.

4.2. All alternative options were rejected because they did not offer a viable solution in the context of falling demand. Local stakeholders were informed of the reasons these alternative options were less desirable than the Council's preferred option of amalgamation:

A) **Keeping Stamford Hill open:** This option does not provide a long-term sustainable solution to falling local demand and leaves Stamford Hill and other local schools vulnerable because demand for school places are falling more widely in the locality.

B) **Federation:** Federation is an option that focuses on improving educational delivery by allowing the governing body to use budget, resources and staff across a federation to improve the educational outcomes for all pupils. This option would need another school to federate with Stamford Hill Primary. Also, under a federation, schools would remain as separate organisations and this again would not address the decline in numbers on roll at Stamford Hill (and other local schools) or the financial challenges that other schools are facing. This option is therefore less desirable than amalgamation.

C) **Amalgamation with split site:** This would involve Tiverton Primary School having two permanent sites and would not be desirable because it would involve the overheads of permanently running two sites in a context of reduced revenue from falling demand for school places.

D) **Closure of Stamford Hill Primary with pupils moving to other local schools (including Tiverton Primary):** This would involve closing Stamford Hill Primary School and giving parent/carers the opportunity to apply for a school place at any other Haringey primary school (including Tiverton) and in other local authorities. This option provides a less outcome focused solution to those parents with children currently at Stamford Hill Primary and doesn't provide a mechanism for ensuring cohorts of children are, as far as reasonably possible, kept together, which is an outcome some parents expressed as the part of the earlier consultations.

4.3. Stamford Hill Primary will not be educationally or financially viable in the future with low pupil numbers and falling demand that is projected to remain static until 2026/27 and possibly beyond. There is a significant risk that the school will not be able to provide pupils with a rounded education that meets their academic, social and emotional needs. Keeping the school open would therefore have a negative impact on raising standards and narrowing the attainment gap and would not be in the best interests of educational provision in the area.

5. Background Information

5.1. Following many years of borough-wide rising demand as a result of the growth in Haringey's population, the Council is now in a position of needing to reduce capacity as a result of a flattening birth rates and a higher than projected increase in outward migration. This has contributed to an unacceptably high surplus of places in some

school place planning areas, especially in Planning Area 3[1] (PA3) where current projections show a consistent surplus of approximately one form of entry in this planning area up until 2026/27.

5.2. The possibility of bringing together both Stamford Hill Primary and Tiverton Primary in an amalgamation had arisen against a backdrop of falling rolls in the local area and also following an 'inadequate' (serious weaknesses) Ofsted judgement of Stamford Hill Primary in November 2018. Following the outcome of the Ofsted inspection, the school was subject to a Directive Academy Order for the purposes of enabling it to be converted to an Academy.

5.3. The Regional Schools Commissioner (RSC), on behalf of the Department for Education sought to identify an Academy sponsor for the school. However, as referenced above the preferred option is for a local solution that takes account of the wider needs of the local school community. Officers in the Local Authority have discussed with the RSC the possibility of an amalgamation of the two schools to address falling demand for school places and the RSC is content that such a process can be pursued alongside the DfE's academisation process. If the amalgamation were to go ahead, the need for an academisation of Stamford Hill would fall away.

Underlying viability

Stamford Hill

5.4. There are currently vacancies across all year groups at Stamford Hill Primary School with 99 pupils on roll as at the October census 2019: 14 in nursery, 14 in Reception, 13 in Year 1, 1 in Year 2, 8 in Year 3, 18 in Year 4, 15 in Year 5, and 16 in Year 6. As a one form entry school, Stamford Hill has a capacity to admit up to 240 pupils (Nursery – Year 6). The school is currently operating at 41% of its total capacity.

5.5. As seen from the current pupil numbers above, the future viability of the school has been further weakened by a high number of requests to move from Stamford Hill Primary School rather than wait to move in a managed cohort in September 2020 as described in the transition proposal set out below at para. 7.14.

5.6. During the consultation periods, the Council and school emphasized to all parents the benefits of pupils remaining at Stamford Hill Primary School until the time came for the whole year group to move. Despite this, the risk of pupils transferring to Tiverton Primary School and other schools was always present from the point that the consultation on an amalgamation commenced.

5.7. The Council, as admissions authority, cannot lawfully refuse to admit a pupil to a school where the admitting school has available places. There has been, and there continues to be a significant number of vacancies across the whole school estate, including places in some year groups at Tiverton Primary School. More information on vacancies across schools in planning area 3 is set out from para. 5.15 below.

[1] Haringey has five Planning Areas (PAs) for the purpose of school place planning to enable to plan effectively to meet local demand. PAs provide a useful framework to compare admissions application data, pupil projections, school roll information and housing developments across the borough. Planning Area 3 (PA3) comprises the following wards – St Ann's, Seven Sisters and the southern half of Harringay ward.

5.8. It is important to note that the resulting decrease in numbers on roll will further compromise the financial viability of the school and the ability to offer a broad and balanced curriculum.

Tiverton Primary School

5.9. Tiverton Primary School has vacancies across all year groups with 348 pupils on roll as at October 2019 census: 38 in the Nursery, 30 in Reception*, 30 in Year 1*, 59 in Year 2, 44 in Year 3, 42 in Year 4, 52 in Year 5, 53 in Year 6.

5.10. Reception and Year 1 classes at Tiverton Primary have been capped at 30 following approval from the Office of the Schools Adjudicator for a reduction in the published admission number (PAN) in 2018. The Council also set the PAN at 30 for entry to Reception in September 2020 in the context of falling demand for school places in PA3.

5.11. As a two-form entry school, Tiverton Primary has capacity to admit up to 480 pupils (Nursery - Year 6). The school is currently operating at 72.5% of its total capacity. As shown in the table below the school currently has the capacity to absorb the vast majority of pupils from Stamford Hill Primary. Any enlargement and/or significant alternation of Tiverton Primary School is, therefore, not likely to be required.

Combined pupil numbers from amalgamation

	Pupils on Roll as at October 2019									
Schools	**Nursery**	**Reception**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Total**	**Total Capacity**
Stamford Hill Primary School (30)	14	14	13	1	8	18	15	16	99	240
Tiverton Primary School (60)	38	30	30	59	44	42	52	53	348	480
Combined total from a theoretical amalgamation as at Oct 2019	**52**	**44**	**43**	**60**	**52**	**60**	**67**	**69**	**447**	**480**

5.12. The Council is committed to working closely with the school to maximise its available space so it can continue to ensure the successful learning of all pupils and that no disruption is caused as a result of any potential amalgamation.

5.13. A small programme of capital works at Tiverton Primary may be required to accommodate additional pupils that exceed the admission limit in any particular year group. The table above shows that the additional pressure is presently located in Year 5 (Year 6 from September 2020) – 7 pupils above the admission limit. There is also pressure on places in current Year 6, but this cohort of pupils will be transferring to Secondary School at the expected time of amalgamation (September 2020).

5.14. As already mentioned, the in-year application process remains open and parents are still eligible to transfer their child(ren) to alternative schools which may leave even more capacity within the current structure at the time of the expected implementation phase. The need for a programme of capital works will be reviewed at a later date and the appropriate action taken should Cabinet decide to approve the proposal to amalgamate.

Pupil numbers across PA3

5.15. More broadly, PA3 shows a significant number of vacancies across the school estate with Crowland Primary, Seven Sisters Primary, South Harringay Primary, St Ignatius Catholic Primary and St Mary's Priory Catholic Primary all carrying up to or in excess of 30 vacancies each across the entire main school. This equates to 12.3% surplus vacancies cumulatively across all schools in PA3. The Department for Education (DfE) has previously recommended that Local Authorities maintain no more than 5% surplus capacity to ensure that pupils arriving in-year can be offered a school place, and to allow for movement between schools based on parental preference.

5.16. Surplus rolls at too high a level can affect the viability and sustainability of schools. If amalgamation were to go ahead and all displaced pupils at Stamford Hill transferred to Tiverton Primary or other local schools within PA3, then the local cumulative surplus of 12.3% across PA3, incorporating all year groups, would be significantly reduced. The current estimate (based on October 2019 figures) is that the overall surplus would be reduced to approximately 7.1% which is more in line with the DfE recommendation.

5.17. The proposed amalgamation of Stamford Hill Primary School with the displaced pupils being accommodated by Tiverton Primary School would result in Tiverton and its site eventually operating as a viable two-form entry school. This is more aligned with the current level of projected demand in the area. It is expected that Tiverton Primary School would satisfactorily fill two forms of entry as opposed to the current significant surplus created by three forms of entry across two individual schools.

5.18. There are projected to be sufficient places available in other surrounding local primary schools to accommodate registered pupils at Stamford Hill Primary school and future pupils living in the local area. There are a diverse range of other good quality local schools in the area providing places in Academies, Community and Voluntary Aided Schools. At the time of writing, all Haringey primary schools in the local area are judged by Ofsted to be 'Good' or 'Outstanding.'

5.19. Any pupils joining other local schools from Stamford Hill Primary will contribute towards the improved sustainability of the receiving schools as they will be able to increase their pupil numbers and, in turn, their financial income.

Premises and use of vacant site

5.20. Following the complete vacation of the Stamford Hill site, the Local Authority will consider the wider needs of our children, young people and school in determining a use of the site that keeps it in education use if that need can be demonstrated. This

includes but is not limited to SEND provision, alternative provision and future proofing for an inevitable return to a rise in pupil numbers in the next 7 to 20 years.

5.21. No options on the future use of the school site can be considered until Cabinet have made a final determination on whether to approve the proposal.

6. Consultation

6.1. Although the statutory timescales for consultation had been agreed at the previous Cabinet meeting, Council's Cabinet had the ability to halt or delay the process at any point if a credible alternative option to closure was identified.

6.2. The LA carried out consultation with all relevant parties prior to the publication of the statutory proposal, in accordance with the recommendation set out in the statutory guidance issued by the DFE "Opening and Closing Maintained Schools 2019."

6.3. Details of these consultations and the responses received from stakeholders together with the response from Officers are included at Appendices 1, 2 and 3.

6.4. The statutory notice and full proposal were published on Thursday 17 November 2019 on the Haringey consultation section of the Council's website and on the Schools and Education section.

6.5. The statutory notice was posted at the main entrances to both Stamford Hill and Tiverton Primary Schools and at other prominent locations on the school sites. The notice was also published in the Enfield and Haringey Independent.

6.6. A letter was sent to all staff and parents of registered pupils at Stamford Hill Primary and Tiverton Primary Schools informing them of the full proposal on the Haringey website, including details on how written representation could be submitted. These letters were translated into four languages (Polish, Turkish, Portuguese and Spanish) representative of the local demographic and copies made available on request from the main school offices at both schools.

6.7. The statutory notice and full proposal were also emailed to the all local Haringey primary and secondary schools, nurseries, children centres, MPs, trade unions, the diocese and neighbouring authorities.

6.8. A frequently asked questions (FAQs) document was published on the Haringey website and also available to view in Polish, Portuguese, Spanish and Turkish.

6.9. Prior to the start of the representation period, Officers held a series of public meetings at Stamford Hill and Tiverton Primary Schools to discuss the proposal and answer questions from interested stakeholders. Interpreters were arranged to translate for families with English not as their first language. The minutes from these public meetings were published on the Haringey website and also available to view in the four translated languages.

6.10. Two further formal meetings were arranged with school staff and their trade union representative in January 2020 to address HR matters and offer support and guidance in relation to redeployment and redundancy packages.

Representation period responses

6.11. The statutory guidance issued by the DfE "Opening and Closing Maintained Schools 2019," sets out that comments/views on the statutory proposal must be submitted in free text format by individuals. This is to ensure that the representations cannot be considered to be "guided" in any way, and to ensure that those making representations can feel able to make whatever comments or suggestions they feel appropriate and necessary.

6.12. It is important to note that the Council **did not** receive any comments or objections during the four-week statutory representation period between 27 November and the 18 December 2019.

6.13. It is inferred that the lack of responses is related to a growing understanding and acceptance of the main reasons for the proposal (falling local pupil rolls) along with an acceptance of the main solutions to this issue, amalgamation with Tiverton Primary School. This can be observed against the dwindling number of stakeholders due to parents of pupils registered at Stamford Hill Primary School moving their child(ren) to other schools, including Tiverton Primary School.

6.14. Several important points have been noted during the pre-statutory consultation periods and a number of questions were asked at public meetings prior to the publication of the statutory notice. Cabinet have already considered these points sensitively, considering all issues and implications of a decision to amalgamate Stamford Hill Primary School with Tiverton Primary School. They have already considered at length the views of parents, children and staff and the Council's view remains that there are sufficient places in the local area and the need for an urgent and cost-effective solution that best meets the needs of Stamford Hill pupils.

7. Overall decision making and risk implications

7.1. As the main driver of school funding is pupil numbers there will continue to be a significant concern about the long-term sustainability of Stamford Hill Primary School in terms of the risks to its financial stability and its ability to attract pupils to the school against a backdrop of falling demand which is projected to remain broadly static until 2026/27.

7.2. For this reason, Council's Cabinet is asked to approve the proposal to amalgamate Stamford Hill Primary School with Tiverton Primary School. This would mean the closure of Stamford Hill Primary School from 31 August 2020 with displaced pupils transferring to Tiverton Primary School at the start of the 2020/21 academic year.

7.3. It is important to ensure an effective transition of pupils to minimise any impact and the Council will continue working with both schools to support them in mitigating this risk, especially during the interim transition period outlined in para 7.14 should Cabinet decide to approve the proposal.

7.4. Any delay to a decision on the future of the school is likely to have a detrimental impact on the school in the future, its pupils and staff. Ongoing reduction in pupil numbers leads to financial challenges impacting on staffing and the school's ability to deliver a full and balanced curriculum. The timetable and phasing proposal set out at para. 7.14 is proposed to mitigate this risk.

Environmental and Sustainability Implications

7.5. The LA has addressed issues of transport in the statutory proposal. Tiverton Primary School and other local schools with vacancies able to accommodate displaced pupils are either within acceptable walking distances or are accessible by public transport. The statutory proposal sets out the full analysis of the impact on pupil travel. There are no SEN pupils with an Education, Health and Care plan currently attending Stamford Hill Primary and requiring supported travel arrangements.

7.6. It is anticipated that pupils will walk or use public transport to travel to Tiverton Primary School and therefore any impact on road traffic would be minimal. There is also sufficient local transport provision to cover the routes from home to school of current pupils.

Factors to be considered by Decision Makers

7.7. Cabinet is the decision maker for this proposal and must decide on the proposal within two months of the end of the representation period, otherwise the Local Authority must forward the proposal and any representations received to the Schools Adjudicator for a decision to be made.

7.8. The Secretary of State has issued statutory guidance to assist decision makers, and Cabinet must have regard to the statutory guidance when it takes a decision on statutory proposals. The statutory guidance “Opening and Closing Maintained Schools: Statutory guidance for proposers and decision-makers” referred to previously in this report is included at Appendix 5.

7.9. Before considering the merits of the proposal, Cabinet must be satisfied that the following elements have been complied with:

- that comprehensive information has been supplied to Cabinet and that all information required is available to make a decision.
- that the published statutory notice complies with statutory requirements;
- that the statutory consultation has been carried out prior to the publication of the Notice; and
- whether the proposal is related to any other proposals.

7.10. Cabinet as the decision maker must have regard to the following

- cost effective provision of education and the removal of surplus school places;
- how the proposal will impact upon local diversity.
- the effect on standards and school improvement;
- types of schools available within the borough;
- the impact on community cohesion and race equality;
- the impact on the provision of extended services and travel;
- the impact of the proposal on Special Educational Needs (SEN) provision; The views of interested parties: Cabinet should consider the views of all those affected by the proposal or who have an interest in them, including but not limited to pupils, families of pupils, staff, governors, local residents, and local Diocesan bodies

7.11. In developing the proposal, a detailed case has been made about the viability of Stamford Hill Primary School and the unsustainability of maintaining a school with

such significant numbers of surplus places against a backdrop of falling demand across schools in the wider area.

7.12. With regard to diversity of provision, whilst the proposal will result in parents being able to express a preference for one less community school, the low numbers of admission in recent years would suggest that Stamford Hill Primary School has not been a first preference for many families living in the wider local area.

7.13. Should the proposal be approved, there will still be 12 other primary schools within Planning Area 3, including the new Tiverton Primary School established through the proposed amalgamation.

7.14. The full statutory proposal is set out in Appendix 6 and provides more detailed information in relation to the types of schools available within the borough, the impact on the provision of extended services and travel and the impact of the proposal on Special Educational Needs (SEN) provision. The community impact statement did not identify any risks to the impact of the proposal on community cohesion or race equality. Paragraphs 8.12 - 8.19 below describe in more detail the considerations that must be taken with regard to equality and diversity in determining the proposal.

Timescale for Implementation

7.15. The Local Authority, as the proposer intends for the decision to be implemented in a phased manner and for it to cease to maintain Stamford Hill Primary School with effect from 31 August 2020. The proposed phased implementation is:

- February 2020 to July 2020: no changes – Nursery, Reception, Years 1, 2, 3, 4, 5 and 6 to continue at Stamford Hill Primary School.
- 31 August 2020 – Stamford Hill Primary School closure
- September 2020 –displaced pupils from Stamford Hill Primary start at Tiverton Primary School

7.16. There is no legal basis on which the Council can mandate and enforce that the cohorts of pupils remain at the school. The Council acknowledges that parental preference to move children to a school at a time of their choice remains, irrespective of the transition plan outlined. As previously stated, some parents have already transferred their child(ren) to other schools with available places.

7.17. Should Cabinet approve the proposal, transition planning between school leaders and governing bodies would begin straight away, involving pupils, parents and staff. Individual transition plans would be developed for pupils based upon need to ensure any vulnerable groups of children are identified and well supported during this process.

7.18. Having regard to the statutory guidance issued by the DFE on ‘the Opening and Closing maintained schools in 2019, Cabinet must consider the available evidence, including any comments and objections generated during the Representation Period. Cabinet must then decide, having considered the merits of the proposal, whether to:

- reject the proposal;
- approve the proposal without modification;
- approve the proposal with such modifications as they think desirable; or

- approve the proposal – with or without modification – subject to certain conditions being met

7.19. As set out in para 3.1 of this report, Cabinet is recommended to approve the proposed closure of Stamford Hill Primary School with displaced pupils transferring to Tiverton Primary School (amalgamation) to be implemented in accordance with paragraph 7.15.

7.20. The school remains subject to a Directive Academy Order in circumstances where no viable sponsor has come forward either through the RSC's processes or during the consultation and representation periods. Moreover, the consultation and representation periods did not bring forward any viable alternatives to the amalgamation proposal, as published. In any case, the Council does not believe that forced academisation is the right approach and remains strongly in favour of its preferred option for a local solution – amalgamation. The benefits to amalgamation are outlined at para. 7.24 below.

7.21. There are key underlying viability issues relating to demographic growth, a substantial surplus of places in planning area 3, admissions patterns and pupil numbers. Pupil projections show that there is no material increase in the projected demand for the school. More widely, demand for school places has fallen in borough and is now projected to remain broadly static until 2026/27 and possibly beyond.

7.22. Stamford Hill Primary School has never been oversubscribed and the declining pupil numbers have accelerated. Ongoing reductions in pupil numbers leads to greater financial challenges impacting upon staffing and the school's ability to deliver a full and balanced curriculum for its remaining pupils.

7.23. Some sections of the school community initially expressed support for the school remaining open, however, despite this public support, a significant number of parents have chosen to remove their children before the statutory consultation and representation periods were completed. This has had a further negative impact upon the school's viability.

7.24. The Stamford Hill site would be retained in education use by the LA, assuming that an education need can be demonstrated. Such education use might include mainstream places, alternative provision or special educational need provision.

7.25. The following is a summary of the benefits asserted by the LA in support of an amalgamation:

- Amalgamation can provide a foundation for sustainable long-term development and improvement as an increase in pupil numbers will result in additional revenue for the new primary school.
- A two-form entry school rather than three forms across two schools is more aligned with the current level of projected demand in PA3 and will financially benefit local schools by assisting them to fill closer to their PAN.
- The new school established through an amalgamation will continue to have strong links with its local community and keep its individual identity.
- Tiverton Primary School is rated Good by "Ofsted" and strong leadership using strategic leadership and management structures will allow school-based leaders to focus on teaching, learning and raising standards further.

- Continuing support from the Haringey Education Partnership on all school improvement or school organisation issues.

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

Comments of the Assistant Director of Corporate Governance and legal implications

8.1. The Assistant Director of Corporate Governance has been consulted in the preparation of this Report.

8.2. The relevant legislation and statutory guidance that the Council must have regard to when closing Stamford Hill Primary School and amalgamating with Tiverton Primary School is as follows: Section 15 and 16 of the Education and Inspection Act 2006, Regulations 11 and 12 of The School Organisation (Establishment and Discontinuance of Schools) Regulations 2013, and the guidance issued by the DFE "Opening and Closing Maintained Schools 2019" which provides guidance on the statutory process for school closure and amalgamation including the steps to be taken such as consultation, publication of proposals for consultation, representation period and the factors that the decision makers must have regard to when approving such proposals. When considering whether to approve the recommendations Cabinet will need to be satisfied that the consultation and representation period were appropriate, fair and open, and that the Council has given full consideration to all the responses

8.3. The recommendations are within the legal powers of the Council.

Comments of the Chief Finance Officer and financial implications

8.4. The Council must also continue to parallel plan as an Academy Order was made in December 2018, the Council is still under a duty (section 5B of the Academies Act 2010) to take all reasonable steps to facilitate the conversion of Stamford Hill Primary School into an Academy. In the event the Department for Education notifies the Council that the Secretary of State is minded to enter into Academy arrangements with a specified person (i.e. has selected what is considered to be a suitable academy sponsor for the school) then the Council will be under a duty to take all reasonable steps to facilitate the making of Academy arrangements with the sponsor.

8.5. The proposal to establish a new primary school through an amalgamation between Stamford Hill and Tiverton Primary Schools in September 2020 is due to significant financial risk to the Council.

8.6. Stamford Hill Primary's closing balance as at 31 March 2018 reported a deficit of £120,218, reducing to £46,354 as at 31 March 2019.

8.7. Tiverton Primary reported a surplus of £167,558 as at 31 March 2018 and closed with a deficit of £190,887 as at 31 March 2019.

8.8. If Council's Cabinet were to proceed with an amalgamation then the new primary school would need to review their current cost of delivery model, ensuring that it is delivered against a balanced budget. This would entail the development of a single staffing structure for the new school.

8.9. Stamford Hill and Tiverton Primary schools are both currently facing a decline in pupil numbers which would have a significant financial implication for both schools over future years. The proposed amalgamation should bring greater financial stability by bringing together resources, synergy and value for money in delivery provision under one senior leadership structure.

8.10. There are a number of factors that should be considered if Council's Cabinet were to agree to proceed with an amalgamation following the prescribed statutory consultation and representation periods:

A) Funding implications

- One Dedicated School Budget from the date of amalgamation
- Currently both schools are funded for lump sum funding of £170,000 each under current soft National Funding Formula. This will therefore mean a reduction in Lump Sum funding as a result of amalgamation. However, the new school will retain the equivalent of 85% of the predecessor school's lump sums for the financial year of the amalgamation. This is subject to change if there are any alterations in the National Funding Formula for 2021/22.

- Currently there are no changes in the lump sum funding for the financial year 2020/21. The new primary school established through an amalgamation will retain 100% of lump sum funding for 7/12 from September 2020.

B) Consolidated Structure after amalgamation

- Both schools should prepare a combined budget before and after the amalgamation to identify any redundant costs that can be eliminated to achieve the desired savings over the longer term.
- Operational staff teams should be reviewed as part of the combined structure to calculate the actual cost of the new structure.

C) Cash Flow Advance (Loan)

- Stamford Hill Primary school are currently due to repay Haringey Council any outstanding cash advance upon conversion.
- At the time of conversion on the 31 August 2020, the cash advance will be not be transferred to the new school as the loan will be offset by the Council.

D) Financial Controls and Deficit

- Stamford Hill Primary school should deliver a balanced budget at the time of conversion, to avoid any transfer of financial burden going forward.
- Tiverton Primary School should review their current structure and complete a corporate finance approved deficit recovery plan that shows they have a sustainable position for the longer term.
- The current deficit as at 31 March 2019 for Stamford Hill Primary School was £46,354. We envisage there will be no significant changes on 31 August 2020 at the time of amalgamation and the deficit will be offset by the Council.

8.11. Haringey Council will need to put measures in place to ensure the financial budget is well controlled during any potential amalgamation process and any long-term financial commitments are avoided or require approval by the Council.

Equalities Comments

8.12. An Equalities Impact Assessment (EqIA) is attached at Appendix 4. This is an assessment of the potential impact of the proposed closure of Stamford Hill Primary School, with the displaced pupils being accommodated by Tiverton Primary School schools based on consideration of all the relevant data. The EqIA has been updated following the consultation periods to address the issues raised, however, no further issues were raised during the representation period.

8.13. **Service users (children at Stamford Hill)** - A comprehensive EqIA has not identified any negative impact on any of the specified Equality characteristics / protected groups which include Sex, Gender Reassignment, Age, Disability, Race & Ethnicity, Sexual Orientation, Religion or Belief (or No Belief), Pregnancy & Maternity and Marriage and Civil Partnership. In terms of pupil composition Stamford Hill shares many similar characteristics with other Haringey primary schools located in PA3 and sufficient places exist at Tiverton Primary School and other neighbouring schools to absorb displaced pupils. Moreover, all surrounding schools are judged by Ofsted to be 'good' or 'outstanding' and are able to support all children to ensure a high standard of learning.

8.14. **SEN** - Whilst Stamford Hill has a very low proportion of pupils with SEND, they nevertheless are a vulnerable group who could be particularly affected by closure although this could be mitigated by good transition planning. There are no children with an educational, health and care plan (EHCP) that require new transport arrangements to be made.

8.15. **Staffing implications** - The key equality characteristic that has emerged from the EqIA is Sex. Due to the predominance of female staff over male staff in Stamford Hill and Tiverton Primary school (a blueprint seen in primary schools across the country), they are likely to be affected in greater numbers. Linked to this equality characteristic is another, Pregnancy & Maternity.

8.16. In terms of mitigating the impact on both of these equality characteristics, the Council will ensure all staff affected by the proposal to close Stamford Hill primary school will be given access to redeployment options and given support to find alternative roles within Haringey. Two permanent members of teaching staff at Stamford Hill will have access to this support as the remaining are employed as agency workers. There are 14 non-teaching support staff employed by the Council that will also be supported in this way.

8.17. It is likely that many staff will also be anxious about changes if an amalgamation were to go ahead. Professional HR support has been made available to support these staff members to help them deal with the changes and find a way to manage and continue with their role during the transition period.

8.18. The LA has discussed with both schools' Governing Bodies and leadership teams the recruitment and redeployment process that will operate if amalgamation were to go ahead and what impact this might have for the staff affected, including any potential redundancy package on offer. Some posts may be at risk of redundancy, with any costs of redundancy to be met by the Council. These discussions have been held with the existing Governing Bodies and with staff and trade unions representatives as part of the consultation and representation periods. Further discussions and meetings with affected staff have also been held in January 2020 alongside the Governing Bodies' and trade unions representatives.

9. Use of Appendices

1. Appendix 1 – Responses to six-week consultation on the preferred option of ‘amalgamation’ and consideration of representation
2. Appendix 2 – Responses to initial consultation on options for the future of Stamford Hill Primary and consideration of representation
3. Appendix 3 –Detailed statistical analysis and raw data from initial consultation
4. Appendix 4 – EqIA
5. Appendix 5 - Statutory guidance “Opening and Closing Maintained Schools” Nov 2019
6. Appendix 6 - Statutory notice and full statutory proposal

10. Local Government (Access to Information) Act 1985

This report contains no exempt information.

Background

1. Cabinet report March 2019 agreeing to commence pre-consultation
2. Cabinet report July 2019 agreeing to commence a six-week consultation
3. The Schools Standards and Framework Act 1998.
4. The Education Act 2002.
5. The Education and Inspections Act 2006.
6. Education and Skills Act 2008.
7. The School Admissions Code (December 2014).
8. The School Admissions (Admission Arrangements and Co-ordination of Admission Arrangements) (England) (Amendment) Regulations 2014
9. The School Admissions (Infant Class Sizes) (England) Regulations 2012.
10. The School Admissions (Appeals Arrangements) (England) Regulations 2012.
11. The Education Act 2011.
12. The School Admissions Appeals Code (2012).
13. The School Governance (Federations) (England) Regulations 2012.
14. The School Organisation (Establishment and Discontinuance of Schools) Regulations 2013
15. School roll projections sourced from the GLA
16. School roll information, including admission information from data held within Education Services
17. National College for Teaching and Leadership “The governance of federations “(August 2014)
18. Department for Education “Opening and Closing maintained schools “(November 2019)
19. Department for Education “Making significant changes (‘prescribed alterations’) to maintained schools” (October 2018).

Appendix 1

Title: Responses to six-week consultation on the preferred option of 'amalgamation' and summary of representation

Aim of paper

This report provides an analysis and full response from the six-week formal consultation concerning the proposed amalgamation between Stamford Hill and Tiverton Primary Schools.

1. Background

In recent years there has been a gradual decline in pupils on roll at Stamford Hill Primary and it is predicted that continued falling numbers at the school will impact significantly upon the viability of the school looking forward.

In March 2019 Cabinet agreed that a pre-consultation would be carried out between 27 March and 8 May 2019 on a number of options for the future of Stamford Hill Primary School.

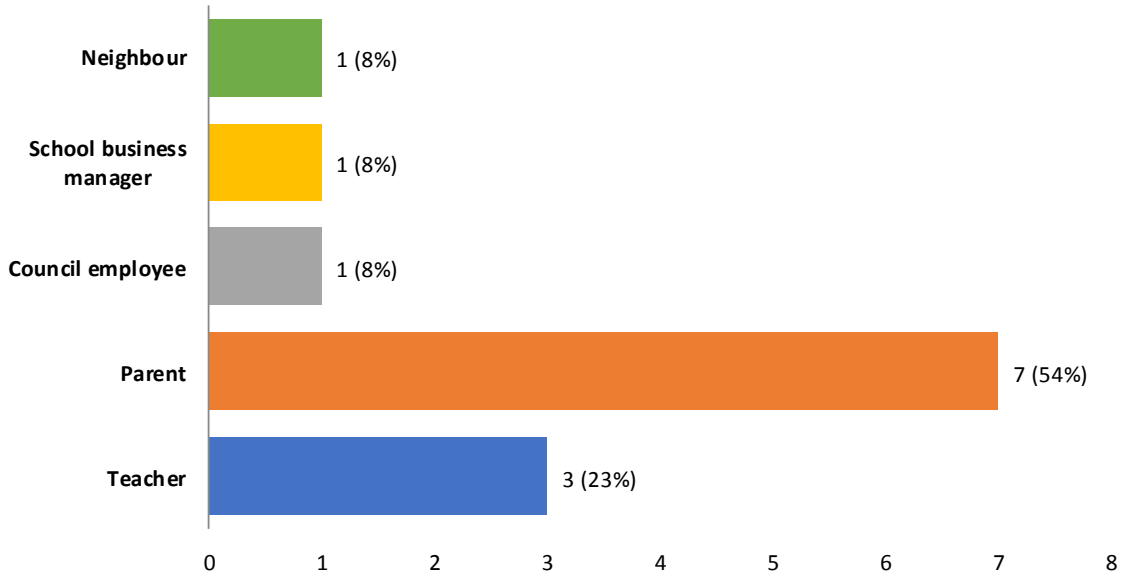
In July 2019 a Cabinet report set out the results of the pre-consultation and Cabinet agreed with the Council's recommendation to consult on the preferred option of an amalgamation between Stamford Hill Primary school with Tiverton Primary School.

2. Response number and respondent characteristics

A 6-week formal consultation was run between September and October 2019. Some 13 responses have been received as at Monday 28th October. Respondent characteristics are shown below:

Question 4 - Please tell us who you are? (tick all that apply)

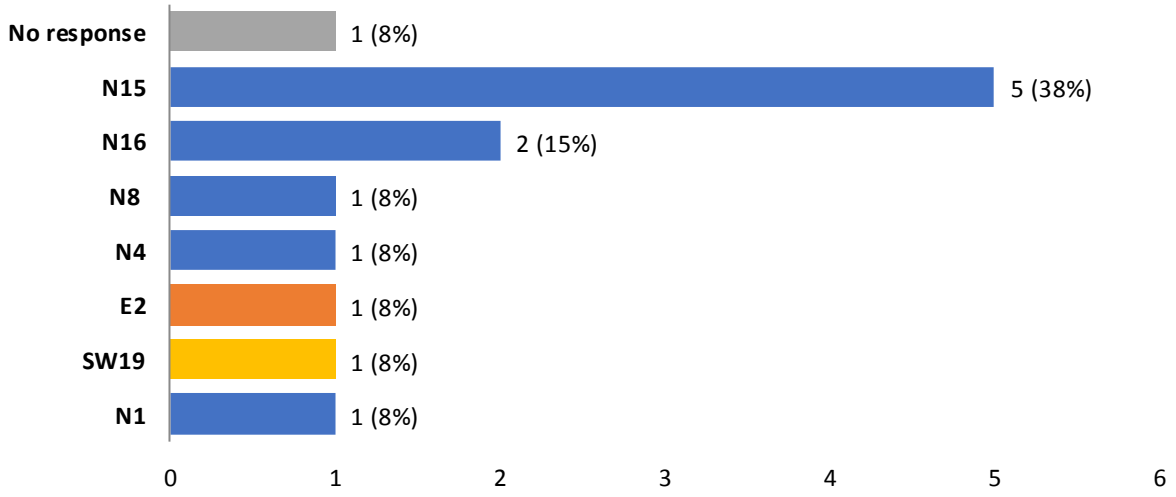
Source: Haringey Education Service 2019



7 respondents are parents, 3 teachers and 1 each a neighbour, a council employee and a school business manager.

Question 5 - What is your full post code?

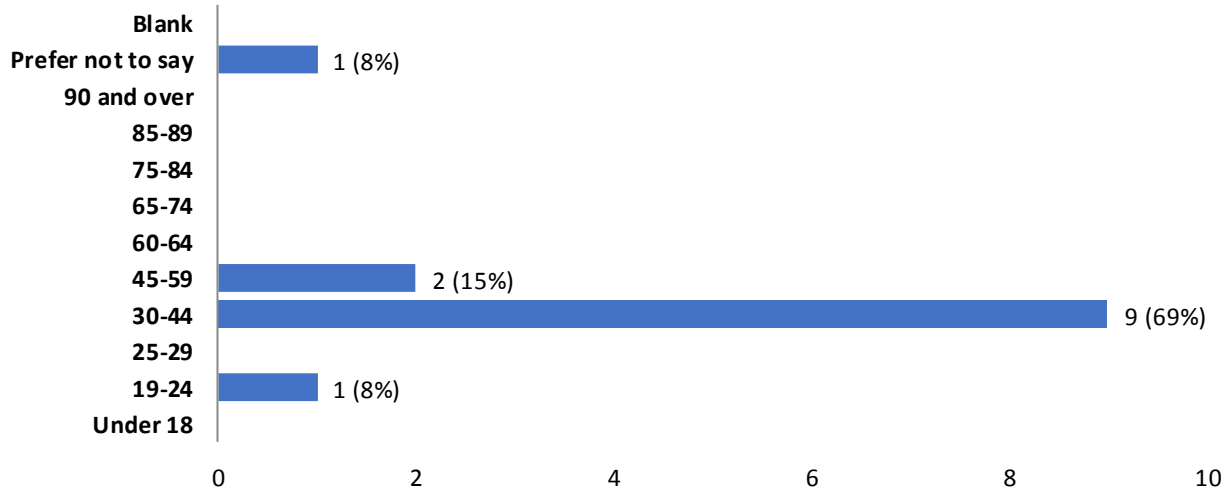
Source: Haringey Education Service 2019



The most popular postcode for respondents was N15 (5) followed by N16 (2), N8 N4, E2, SW19 and N1 (all 1).

Question 6 - What is your age group?

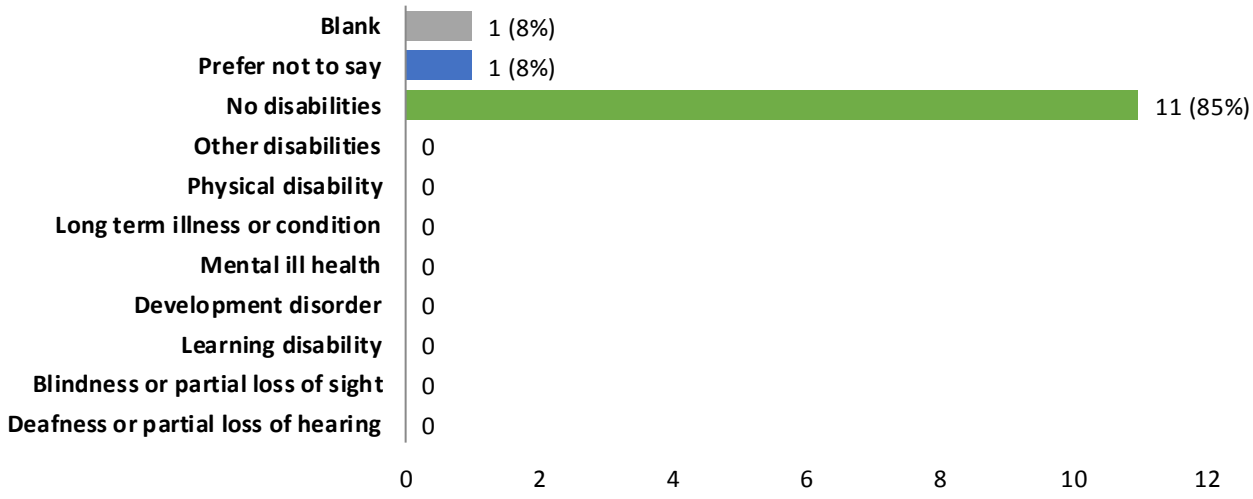
Source: Haringey Education Service 2019



The most popular age group for respondents is 30-44 (9) followed by 45-59 (2).

Question 7 - Do you have any of the following conditions which have lasted or are expected to last for at least 12 months?

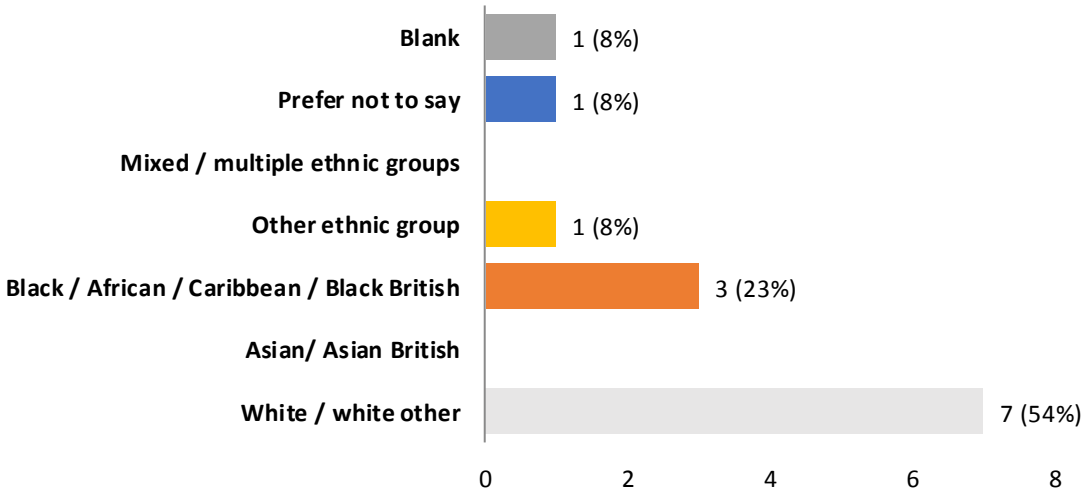
Source: Haringey Education Service 2019



11 of the respondents have no disabilities, 1 preferred not to say and 1 left the question blank.

Question 8 - Please indicate your ethnicity

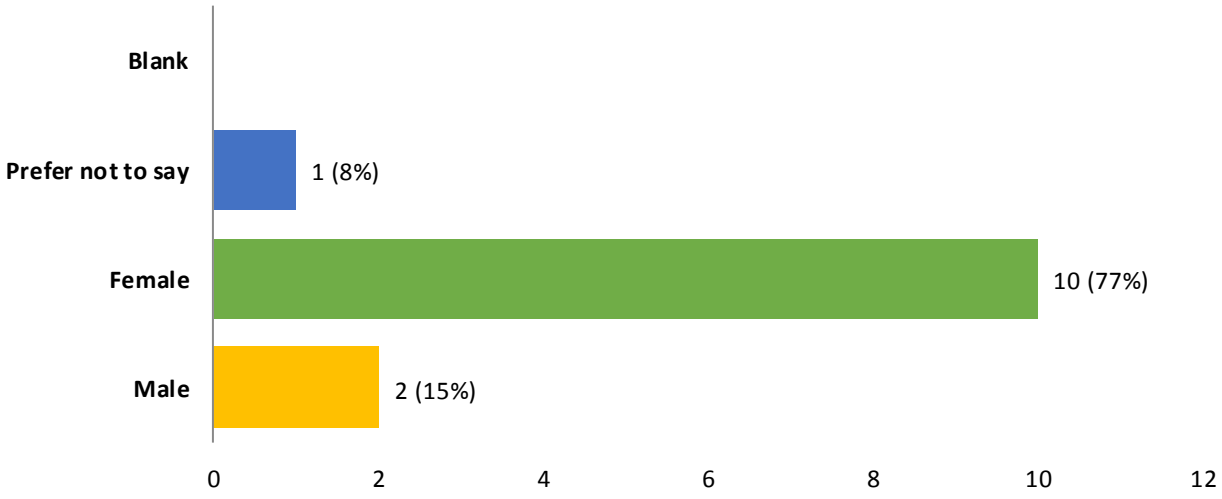
Source: Haringey Education Service 2019



7 respondents classified their ethnicity as White / White Other whilst 3 as Black / African / Caribbean / Black British and 1 as other ethnic group.

Question 9 - What is your gender?

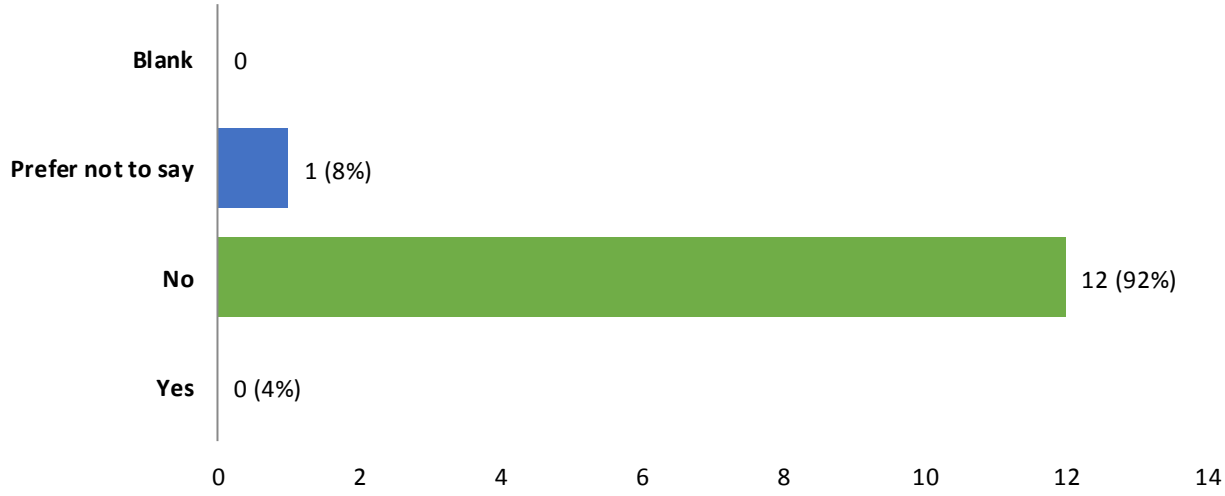
Source: Haringey Education Service 2019



10 respondents are female, 2 male and 1 preferred not to say.

Question 10 - Does your gender differ from your birth sex?

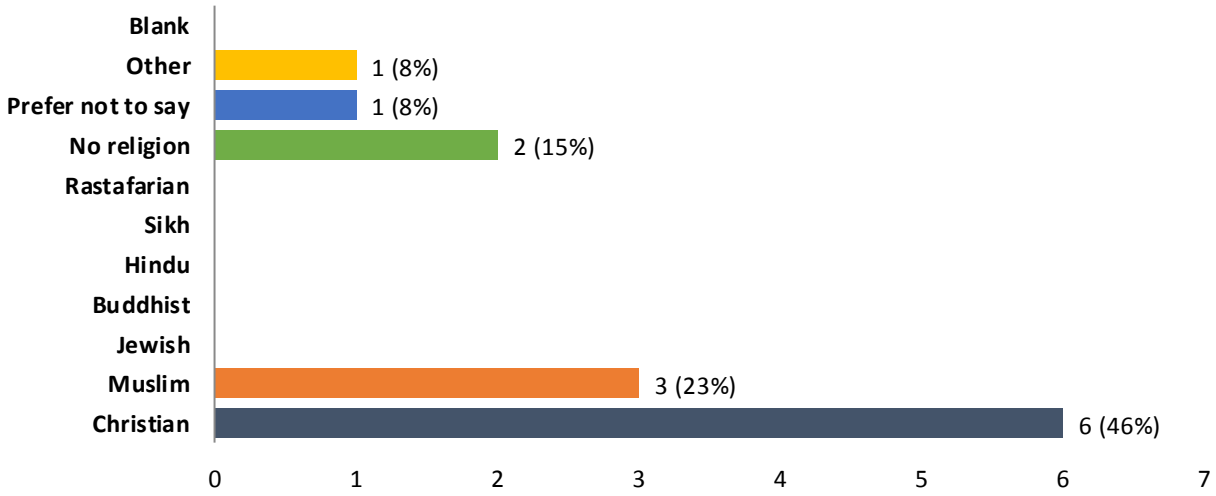
Source: Haringey Education Service 2019



12 respondents do not have a gender different from their birth sex whilst 1 preferred not to say.

Question 11 - Do you have a religion or belief that you would like to mention?

Source: Haringey Education Service 2019

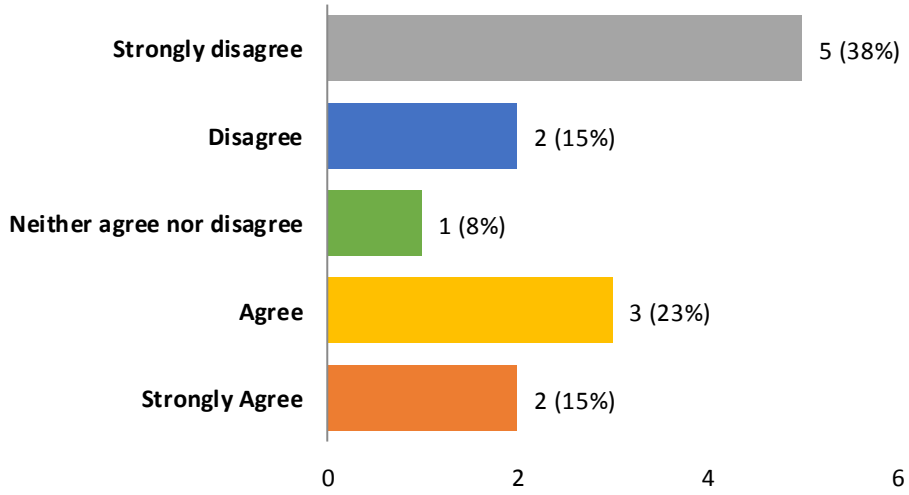


6 respondents have a religion or belief classed as Christian, 3 as Muslim, 2 have no religion and 1 answered other and another preferred not to say.

3. Survey analysis

Question 1 - To what extent do you agree or disagree with the proposal to amalgamate Stamford Hill primary school and Tiverton primary school?

Source: Haringey Education Service 2019



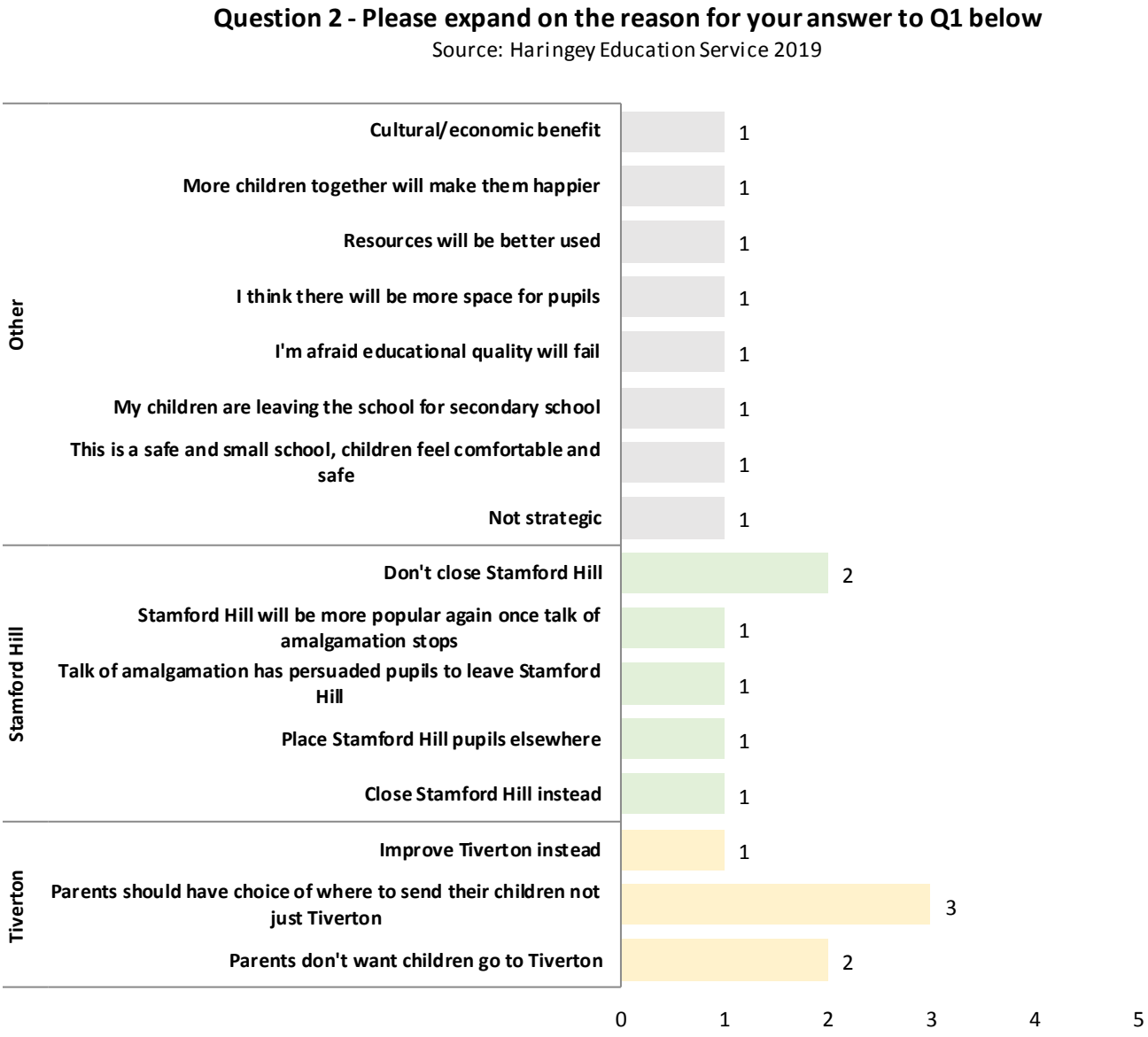
Question 1 – To what extent do you agree or disagree with the proposal to amalgamate Stamford Hill Primary school and Tiverton Primary School?

Some 5 respondents agreed or strongly agreed with the proposal to amalgamate Stamford Hill Primary school with Tiverton Primary School whilst 7 respondents disagreed or strongly disagreed.

Question 2 – Please expand on the reason for your answer to Q1 below

The analysis below has been simply characterised into 3 categories, issues directly concerning Tiverton Primary School, issues directly concerning Stamford Hill Primary school and Other.

Due to low response rates only a few answers have been considered thematically such as "Parents should have choice of where to send their children not just Tiverton" (3). Most are single responses.



4. Officer's response to the points raised by individuals not in favour of the proposal

The section below attempts to provide a response to some of the concerns raised by respondents about the proposed amalgamation.

Other:
"I'm afraid education quality will fail"

Officer's response: The main reason for seeking an amalgamation is to ensure educational resources are sufficiently funded through the adequate level of pupil funding. This is directly related to the number of pupils so a school with falling rolls (such as Stamford Hill) will struggle to maintain education quality or in the long-term remain financially viable. Amalgamation will improve funding and educational quality.

"This is a safe and small school, children feel comfortable and safe"
Officer's response: Tiverton Primary School is a safe and comfortable setting for a primary school. The new Tiverton school established through an amalgamation will continue to be a successful 2 form entry primary school.

"Not strategic"
Officer's response: This respondent suggested it would have been better to consult solely on the closure of Stamford Hill instead of amalgamation. Amalgamation was chosen because it was felt more prudent to partner with a close and successful primary school to ensure that, wherever desired, pupils and parents have the opportunity to maintain friendship groups and attend the next closest primary school.

Stamford Hill:
"Don't close Stamford Hill"
Officer's response: Unfortunately, the recent and sustained fall in birth rates and out migration has made it inevitable that the supply of local school places has to be constrained. Amalgamation is seen as the best way of achieving this aim and enhancing local educational resources.

"Stamford Hill will be more popular again once talk of amalgamation stops"
Officer's response: Popularity of local schools is less important than the demographic reality of fewer children. The latest birth data from the Office for National Statistics continue to show a drop-in birth rates and pupils on roll at Stamford Hill have now dropped to below 100 where the school has a capacity for 210.

"Talk of amalgamation has persuaded pupils to leave Stamford Hill"
Officer's response: Pupil rolls have been low for a number of years at Stamford Hill prior to the start of the amalgamation process.

"Place Stamford Hill pupils elsewhere"
Officer's response: As outlined above we felt it most prudent to guarantee all Stamford Hill pupils a place at their closest primary school which is Tiverton. However, this in no way impacts the opportunity for parents and carers of children at Stamford Hill to apply for any other Haringey primary school. Many schools in the local area are carrying a high number of vacancies which means that an alternative local school can be offered to any family that wants one. All Haringey schools in the area are judged by Ofsted to be 'Good' or 'Outstanding.'

"Close Stamford Hill instead"
Officer's response: This is part of the "Not strategic" response mentioned above. Please see response to that question as to why it was felt that amalgamation was the best available option.

Tiverton:
"Improve Tiverton instead"
Officer's response: The main issue here is not about educational standards at Tiverton but the demographic reality of fewer children and lower birth rates.

"Parents should have choice of where to send their children not Tiverton"

Officer's response: They do. Parents and carers of children attending Stamford Hill are guaranteed a place at Tiverton. However, this in no way affects the opportunity for them to apply to any other Haringey primary school.

"Parents don't want their children to go to Tiverton"
Officer's response: Many pupils have already transferred from Stamford Hill to Tiverton. But we understand that parents and carers may wish to apply to other Haringey (and indeed out of borough) primary schools and they are free to do so.

Actual responses to Question 2 – Please expand on the reason for your answer to Q1

Note: No adjustments to spelling or grammar has been made. Some responses have been translated using Google language.

With the falling pupil numbers at Stamford Hill I feel that an amalgamation is not the most strategic move. A lot of the parents do not want their children to go to Tiverton, and I feel that a measured approach to providing pupils with places at various schools would be in the interest of the pupils. With regards to staffing, Tiverton already has a fully functioning staff body. By following the legal amalgamation process, it will cause unrest at Tiverton and seems like an unnecessary approach (especially when you take into account that most of the teachers at SH are agency or on fixed term contracts). In this instance, closing SH, and placing the pupils elsewhere seems like the most sensible course of action. Parents, staff and stakeholders have been told that the school will remain open to complete the 2019/2020 academic year. Any move to shorten this time would be unethical.
Once this issue of amalgamate is off more parent will bring their children back to Stamford Hill Primary school. There will be newcomer as well. The news of joining two schools together had caused more pupils to leave the school. I believe Stamford Hill Primary school will be normal again.
Because resources are better used, be they materials, and children are happier because they will be more; and there is cultural and economic benefit, because together they can be sustained.
Parents should have a choice where they send their children. If they wanted to send their child to Tiverton they would have! They should be given the choice of other schools in the borough and help in doing so.
We don't want it to be closed. If an old school is developed a little more, it can give better education in the education program.
We like it because it is a small school children feel comfortable, confident and safe.
Next year my son goes to high school.
I'm afaid education quality will fail.
I think there will be more space for pupils.

Appendix 2

Title: Responses to the initial consultation on the options for the future of Stamford Hill Primary School and summary of representations

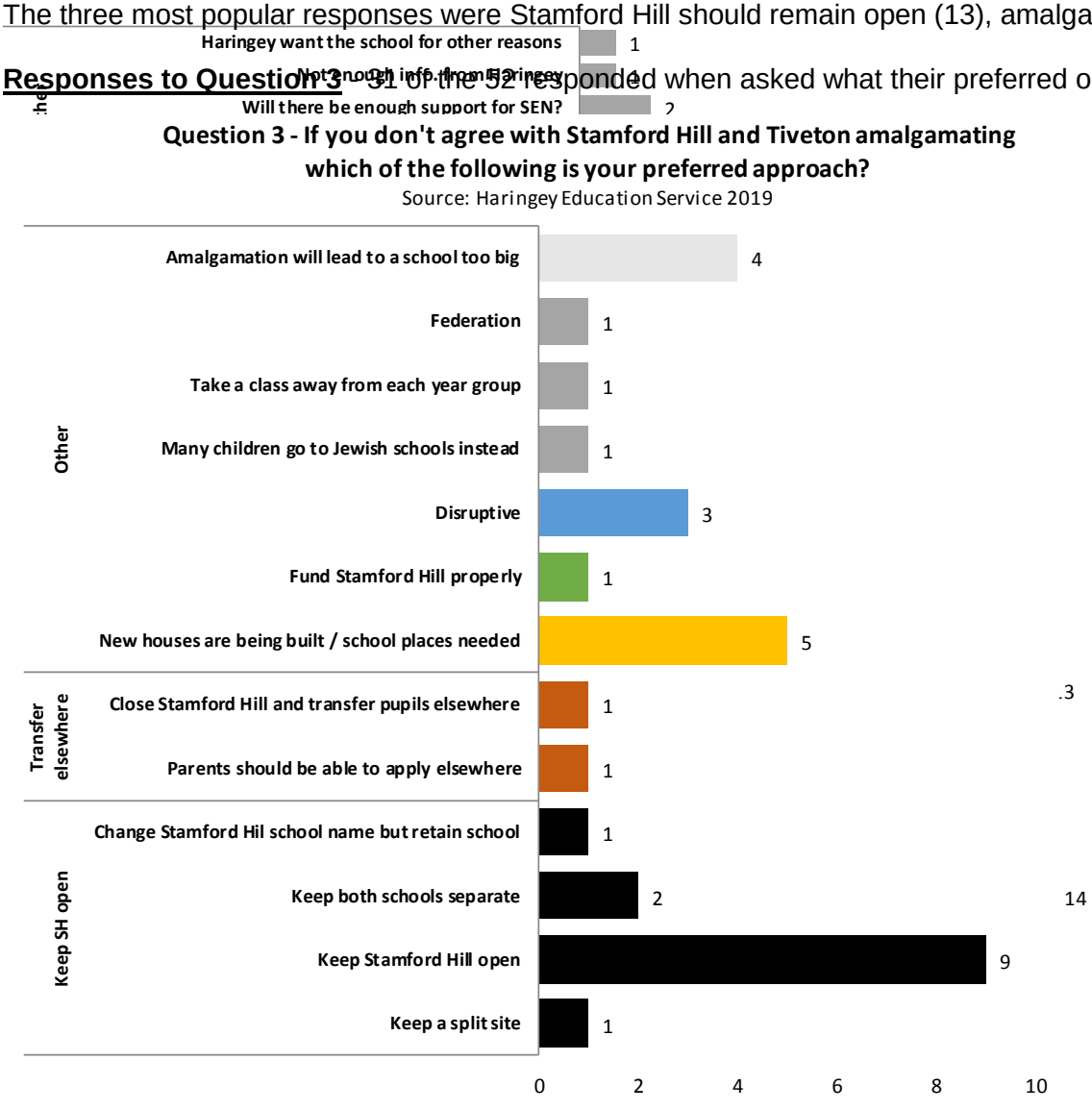
1.1 **52** individual responses were received to the consultation (**23** by post, **18** by online survey and **11** by email). These responses included **23** parental/carer responses. There were **6** responses from staff (teaching staff), **2** from Governors, **6** from Haringey employees, **1** from a Headteacher, and **14** responded 'Other'. Those who responded 'Other' included an Assistant Headteacher, local residents, a Deputy Headteacher, a nursery nurse, a Unison rep, a School Business Manager and Year 6 pupils.

1.2 **Responses to Q1** - Of the 52 individual responses, **19** (37%) **agreed** with the proposal to amalgamate the schools whilst an equal proportion **strongly disagreed** with the proposal. Taken together some **27** respondents (52%) **disagreed or strongly disagreed** whilst **21** (41%) **agreed or strongly agreed**. Some **4** respondents (8%) **neither agreed nor disagreed**.

1.3 **Responses to Q2** - 26 of the 52 responded when asked to expand on their reasons for agreeing or disagreeing with the proposal to amalgamate. These have been grouped into these shown in the diagram below.

1.4 The most popular themes were around the immediate impact of amalgamation (shown in grey above

Question 2 - Please expand on the reasons for your answer to Q1
Source: Haringey Education Service 2019



1.5 The three most popular responses were Stamford Hill should remain open (13), amalgamation shoul

1.6 **Responses to Question 3** - 31 of the 52 responded when asked what their preferred option was if t

expand on views already expressed.

1.7 A response was received by email from the Chair of Governors at Tiverton Primary School on behalf of the Leadership and Governing Body, which set out the governing body's view of the support and the steps that would be required to 'make this work for the children'. Points raised in this response are summarised in the table under Item 1.13 below.

1.8 Neither of the Governing Bodies of the relevant schools have opposed the proposed amalgamation.

1.9 As part of the pre-consultation process, public meetings were held at Stamford Hill Primary on 3 April 2019 and Tiverton Primary School on 25 April 2019. Approximately 50 people attended the first public meeting at Stamford Hill Primary and approximately 30 attended Tiverton Primary. The number of parent/carers estimated to be at the meeting was 40 and 20, respectively.

1.10 The views expressed at the public meeting broadly reflected those of the written responses. A recurrent question posed by parent/carers related to whether places would be guaranteed for displaced pupils. It was made clear that places at the new primary school would be guaranteed to all families that wanted one if amalgamation were to go ahead.

1.11 The following table lists a summary of comments that were received during the consultation together with responses from LA Officers. All individual and collective responses are available for Cabinet members to inspect at Appendix 3

1.12 Summary of the points raised by respondents

Summary of points raised by Tiverton Primary School - Headteacher, Chair of Governors, Senior Leaders and others
• Responses from Tiverton Primary School were in favour of the proposal; however, assurances were sought that additional financial support and resources would be provided to ensure the best possible outcomes for the new school community. • The Headteacher of Tiverton Primary School stated that she was "confident that appropriate resourcing by the Local Authority, together with the dedication and resilience of the Tiverton team will serve to support a highly successful amalgamation." • The Chair of Governors echoed the Headteacher's remarks and emphasised that the school's deficit budget had significantly reduced as a result of efficiency savings. She sought assurances on behalf of the Governing Body and Leadership team that the school budget would not be detrimentally impacted. Concerns largely centred on financial pressures and the impact on standards if amalgamation were to go ahead. The Governing Body of Tiverton request funding under the following categories, which they believe to be the areas of focus crucial to a successful amalgamation: **Premises** • Funding for bulge classes in the event that the school is required to admit additional children above a PAN of 30 or 60 as appropriate. • Split site funding in the event that the school has to operate on two sites temporarily.

- Resources made available for patrol crossing before and after school.

Performance and standards

- Funding to support children achieving less than the expected level of attainment.
- Funding to support children with SEND who may require accelerated learning and support for fast track assessments.

Officer's response to the points raised by Tiverton Primary School - Headteacher, Chair of Governors, Senior Leaders and class teachers

The concerns raised above have been acknowledged. The deficit budget at Stamford Hill Primary School has significantly reduced and it would not transfer to the new primary school established through an amalgamation. Any remaining deficit at Stamford Hill would be borne by the Local Authority ahead of any amalgamation.

Premises

As set out in paragraphs 5.18 and 5.19 above, Tiverton Primary School currently has the capacity to absorb the vast majority of pupils from Stamford Hill Primary. A programme of capital works may be required to accommodate additional pupils; however, it is also expected that a small minority of families from Stamford Hill will transfer to alternative schools leaving more capacity within the current structure.

Any enlargement and/or significant alternation of Tiverton Primary School is, therefore, not likely to be required. The Council is committed to working closely with Tiverton Primary to maximise its available space so it can continue to ensure the successful learning of all pupils. Any bulge classes required to accommodate additional pupils above PAN will invite Growth Fund payment.

A temporary split-site scenario may be in operation from September 2020, although further modelling is in progress to see if and how this might be achieved and to allow for onsite provision at Stamford Hill Primary to continue where needed. Haringey's local authority formula currently includes a factor to provide additional funding to schools that operate on more than one site.

Performance and Standards

It is recognised that one of the most important concerns is the impact of the amalgamation on standards. Amalgamation should lead to a single primary school with an uninterrupted and consistently high standard of teaching and support for pupils. Lump sum funding will be made available as appropriate to ensure that the new school established through an amalgamation will provide a rich and engaging curriculum and opportunities for pupils to achieve high standards in their learning.

The National Funding Formula **currently** includes provision for the payment of a lump sum to schools that are amalgamating. The relevant paragraphs in the **2019/20** school's revenue funding operational guide which set out how the lump sum is to be calculated where schools amalgamate are detailed below.

Paragraphs 41 of the attached Schools Revenue Funding 2019-20 Operational Guide (updated December 2018) provides that where schools have amalgamated after 1 April 2019. e.g. 1 September 2019, in the first year of the amalgamation the funding the new school would receive for the remaining 7 months of the year from

1.9.2019 up to 31.3.2020 via the lump sum element of the funding formula is the sum of the separate schools' funding for the remainder of that year, which is the same as the 2 schools would have received separately for that period up to 31 March 2020.

After the first 7-month period, the provision for the next financial year (2020/21) would reduce to 85% of the predecessor schools' lump sums. Paragraph 41 provides some discretion as to the level of lump sum that can be paid to an amalgamating school in the third financial year of its operation. However, this would require an application by the Council to the Education & Skills Funding Agency (ESFA) giving an explanation for the level of discretionary protection being requested by the Local Authority. ESFA does not expect the level of discretionary protection to exceed 70% of the combined lump sums.

It should be noted that the funding factors and values in the National Funding Formula are subject to review by the ESFA and could differ in 2020/21 (when the amalgamated primary school would be expected to open if amalgamation were to go ahead) and 2021/22. The level of local discretion available to the Council and Schools Forum to set local funding factor values may also change over the period. This could affect the funding allocated to the amalgamated school under the Funding Formula applicable in the relevant financial year.

Summary of main points raised by individuals not in favour of the proposal

Housing and development

- "There is going to be a massive development on the St Ann's Hospital site which will increase the number of families looking for schools in the area."
- "There is always a great need for school places and with new developments being built all over the area. New families moving into the area"
- "Number of students falling? but there are more than 700 homes being built around the school, have you considered of how many children are going to come and live with their families in these new homes? Schools will be needed."

Disruption and separation of children

- "Tiverton Primary school already have two classes per year. My daughter wouldn't thrive in such big numbers."
- "I want my child to continue at this school"
- "Because you do not want there to be enough space for all the children of Stamford Hill and if there was, it would be an all-encompassing school and I would not say that there is a good education. Send children on the waiting list of the most important schools. Give the teachers stability. Promote the school. When the Stamford Hill school goes ahead with their children and they are very happy there and the change and I think it will unsettle the."
- "It is because they will separate the friendship of the kids. It will complicate the children with their friends."

Demand for school places

- "I'm assuming this is a big Jewish area and families are choosing Jewish schools over regular state primary schools?"
- "First, I do not agree with the school the Tiverton is not adapted for what they intend to do, and it is too small for this project."
- "Stamford Hill has provided for many generations. If numbers are falling, then

surely if teaching improves, greater numbers will apply. It seems a great waste of a public school when other areas in London have a very small amount of spaces. This is a much better site also. Why not keep this site open and not close?"

Funding and performance and standard of teaching

- "I prefer Stamford Hill to remain open to get the funds that they need."
- "Stamford Hill will fill the gap that is short in the school. The teachers and headteacher will fill the shortage in the school. They will be more parents that would like to register their child at Stamford hill Primary School."

Officer's response to points raised by individuals not in favour of the proposal

Housing and development

The development at the St Ann's hospital site has yet to commence and is unlikely to add any additional demand for local school places until 2021/22 at the very earliest. All planned developments, including child yield arising from the development(s) are accounted for in our school roll projections, and we do not project that numbers of children in the local area are likely to increase significantly in the near future, to lead to increased pupil numbers at schools. An amalgamation will provide a long-term sustainable solution to falling local demand.

Disruption and separation of children

The Council is committed to providing a stable transition and ensuring cohorts of children are, as far as reasonably possible, kept together. Places at the new primary school established through the potential amalgamation will be guaranteed to all families that want one.

If amalgamation were to go ahead, an admissions process enabling families to apply to alternative schools would be implemented prior to the establishment of the new school in September (from May 2020). The Council recognises that keeping siblings together for families that apply for other schools will also be critical as siblings who are close in age may benefit from having each other at the same school to offer social and emotional support at a new school.

Parent/carers will have a right to express a preference for any school and, in the case of community and voluntary controlled schools, the relevant Local Authority is the admissions authority and will meet that preference provided there are vacant places or the school is happy to admit above the published admission number. In the case of Voluntary Aided (VA) schools and Academies, the Governing Body decide the conditions for admission to their particular school.

The majority of local schools (Community, VA and Academies) in PA3 currently have vacancies and will still be expected to do so when an admission process opens in May 2020 due to the projected lack of demand. This means that an alternative local school can be offered to any family that wants one. Moreover, all Haringey schools in the area are judged by Ofsted to be 'Good' or 'Outstanding' and will provide pupils with high educational standards.

Demand for school places

In response to the points raised, a lack of demand in the local area is not due to

families transferring to independent Jewish schools and pupil number are also not expected to increase unexpectedly from improvement in standards. The lack in demand for school places is due to a flattening birth rate and a higher than projected increase in outward migration. This has contributed to a high surplus of places with current projections showing a consistent surplus of approximately one form of entry in PA3 up until 2026/27.

Appendix 3

Report for: Carlo Kodsi, Head of Admissions, Education and School Organisation

Title: **Detailed statistical analysis and raw data from initial consultation**

Lead Officer: Nick Shasha (School Place Planning Lead), 020 8489 5019
nick.shasha@haringey.gov.uk

1. Aim of paper

1.1 This appendix provides analysis and pictorial representation of the responses from the recently undertaken pre-consultation consultation on the options for the future of Stamford Hill Primary School.

2. Background

2.1 Stamford Hill Primary School is a one-form entry school located on Berkeley Road, London, N15 6HD. As a one form entry school Stamford Hill Primary School has the capacity to admit up to 30 pupils in its year of entry (Reception).

2.2 In recent years there has been a gradual decline in pupils on roll at Stamford Hill Primary and other local schools. It is predicted that falling rolls will continue until 2026/27 or beyond. The Council is concerned that continued falling rolls will impact significantly upon the financial sustainability of the school and, in turn, its ability to raise the standards of student achievement.

2.3 In March 2019 Council's Cabinet agreed to carry out a pre-consultation consultation to gather views from local stakeholders on the options for the future of Stamford Hill primary school, including the preferred option of establishing a new primary school through an amalgamation between Stamford Hill and Tiverton primary schools.

2.4 Tiverton Primary is the closest Primary school to Stamford Hill Primary, located immediately opposite on the other side of Seven Sisters Road. Tiverton Primary is a 2-form entry school that has also experienced falling rolls and currently has some spare capacity. The Council's preferred option is for the two schools to be brought together in an amalgamation to provide a long-term solution to declining local demand for school places.

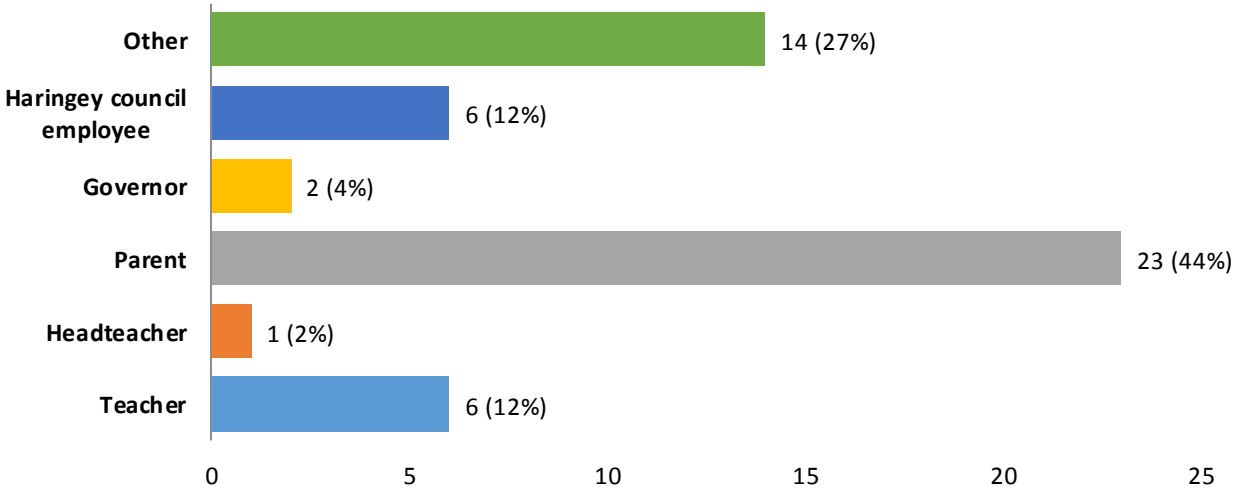
2.5 As part of the pre-consultation survey we asked local stakeholders their view on to what extent they agreed with this proposal and, if they disagreed, what their preferred option might be based on several other considerations.

3. Response number and respondent characteristics

A 6-week non-statutory consultation ran between 27 March and 8 May 2019. Some 52 responses were received during this period. Respondent characteristics are shown below:

Question 4 - Please tell us who you are? (tick all that apply)

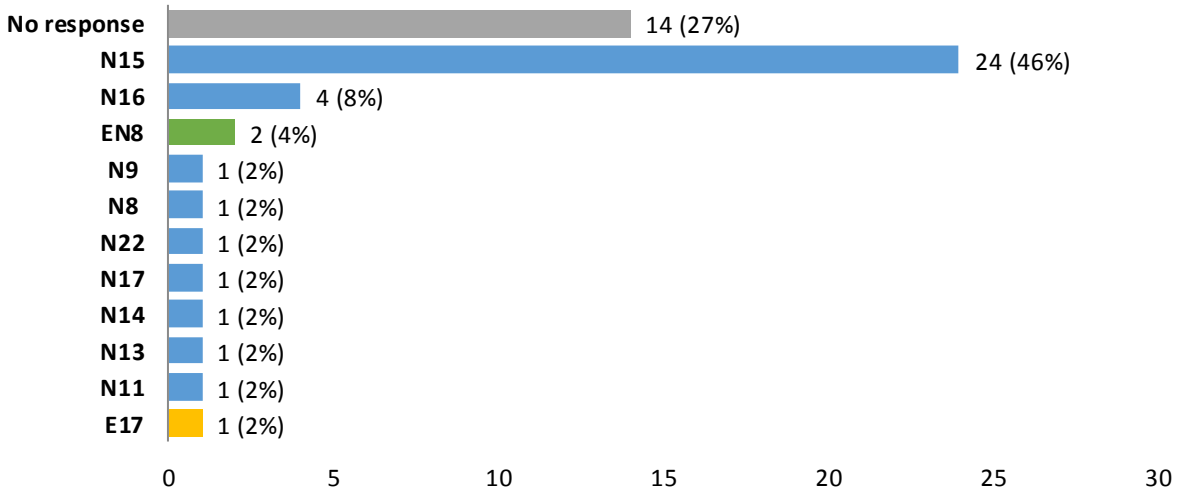
Source: Haringey Education Service 2019



Those who responded Other included Assistant Headteacher, local residents, Deputy, nursery nurse, Unison rep, school business manager and Year 6 pupils.

Question 5 - What is your full post code?

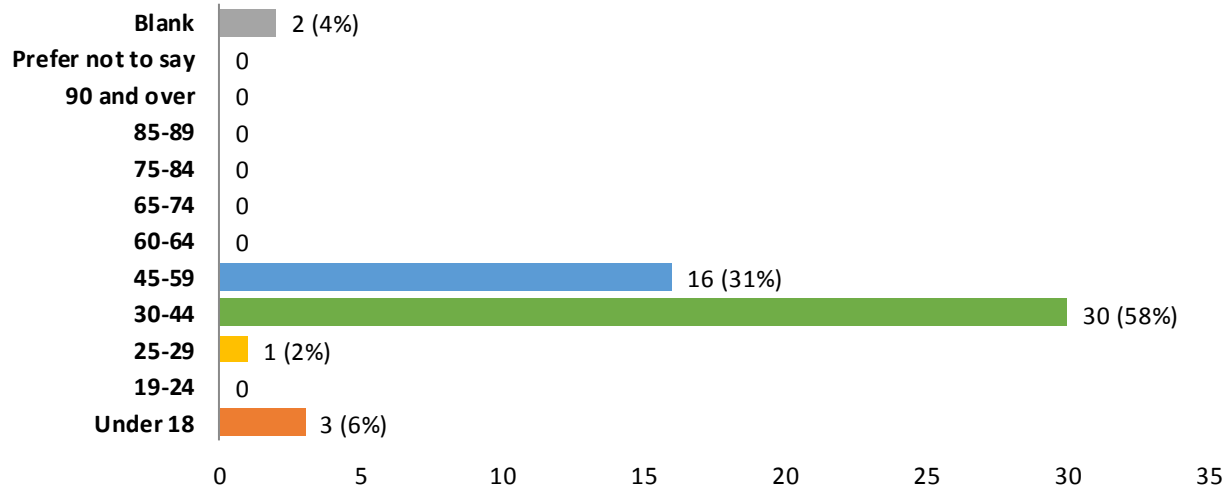
Source: Haringey Education Service 2019



The most popular postcode was N15 (24 or 46%) of respondents followed by N16 (4 and 8%).

Question 6 - What is your age group?

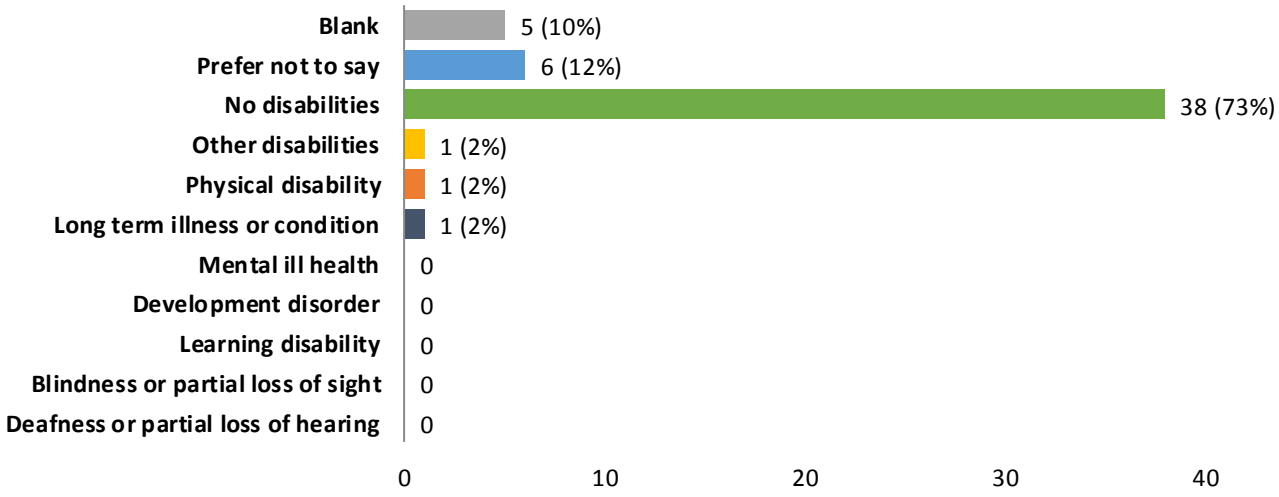
Source: Haringey Education Service 2019



The most popular age band of respondent was 30-44 (30 or 58%) followed by 45-59 (16 or 31%).

Question 7 - Do you have any of the following conditions which have lasted or are expected to last for at least 12 months?

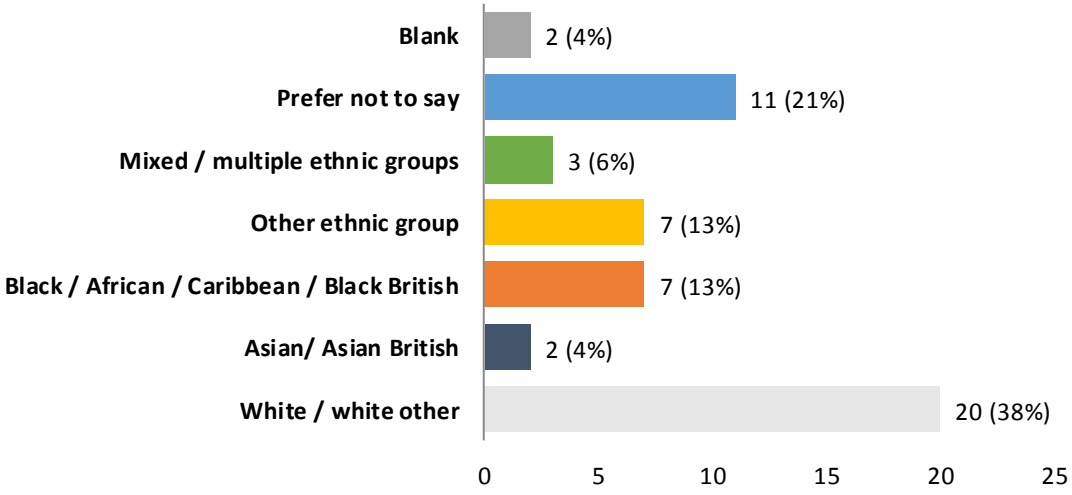
Source: Haringey Education Service 2019



The majority of respondents have no disabilities (38 or 73%). 6 (or 12%) preferred not to say whilst 5 (10%) did not answer this question.

Question 8 - Please indicate your ethnicity

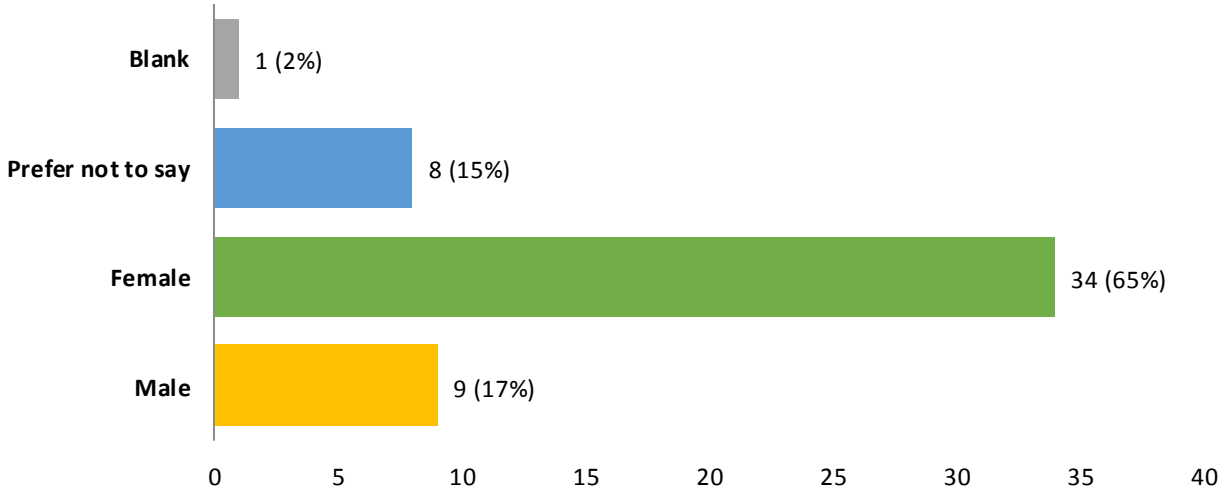
Source: Haringey Education Service 2019



The most popular ethnicity for respondents was White / white other (20 or 38%) followed by 7 (13%) each for Other ethnic group and Black / African / Caribbean / Black British.

Question 9 - What is your gender?

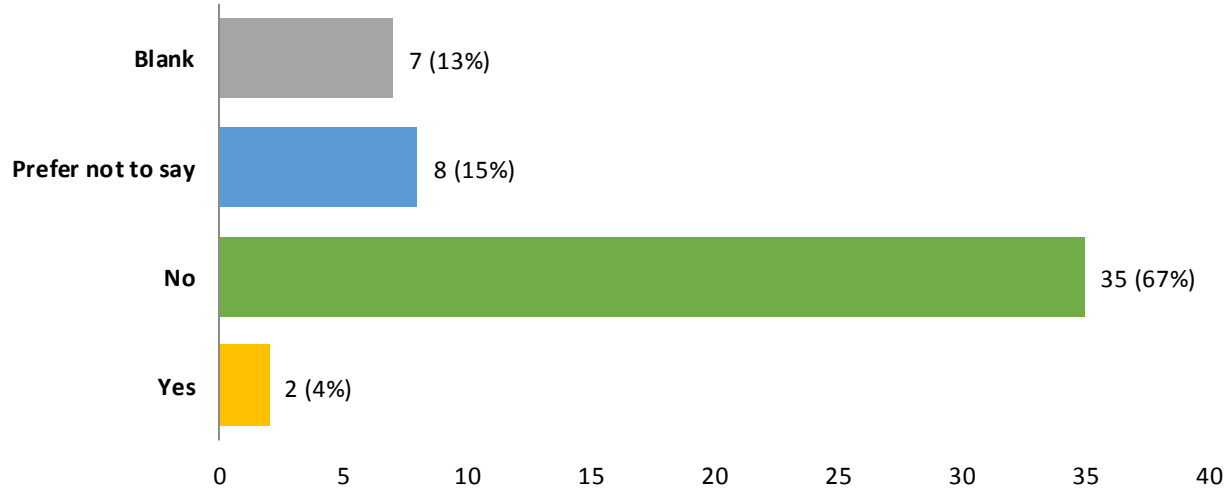
Source: Haringey Education Service 2019



Almost 2/3rds of respondents are female (34 or 65%) whilst 9 (17%) are male.

Question 10 - Does your gender differ from your birth sex?

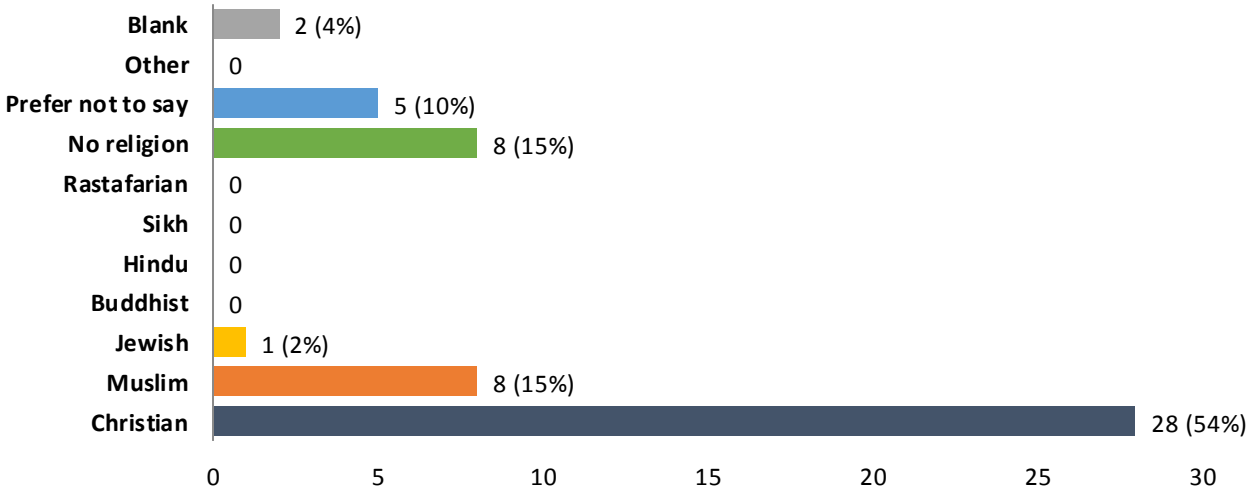
Source: Haringey Education Service 2019



Some 35 (67%) of respondents answered no to the question “Does your gender differ from your birth sex?

Question 11 - Do you have a religion or belief that you would like to mention?

Source: Haringey Education Service 2019

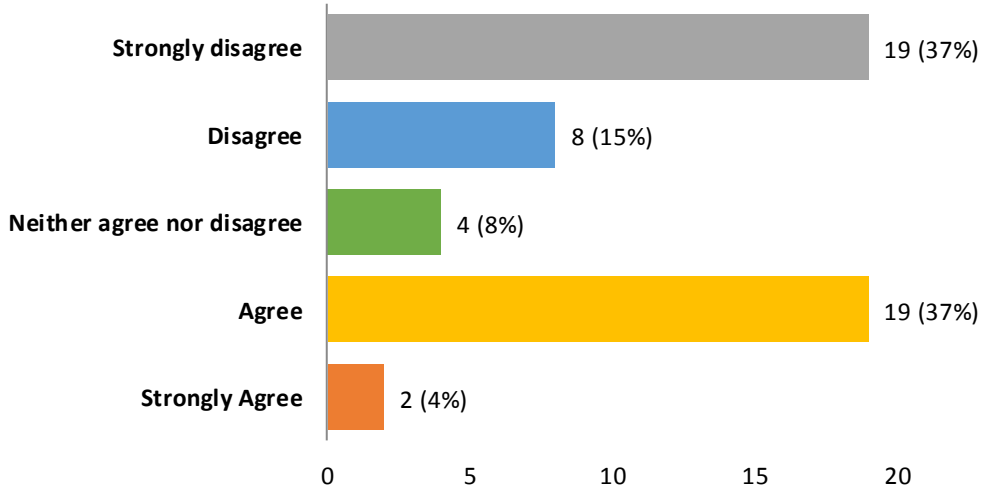


Just over half of respondents (28 or 54%) answered Christian whilst 8 (15%) stated No religion and 5 (10%) preferred not to say.

4. Survey analysis

Question 1 - To what extent did you agree or disagree with the proposal to amalgamate Stamford Hill primary school and Tiverton primary school?

Source: Haringey Education Service 2019

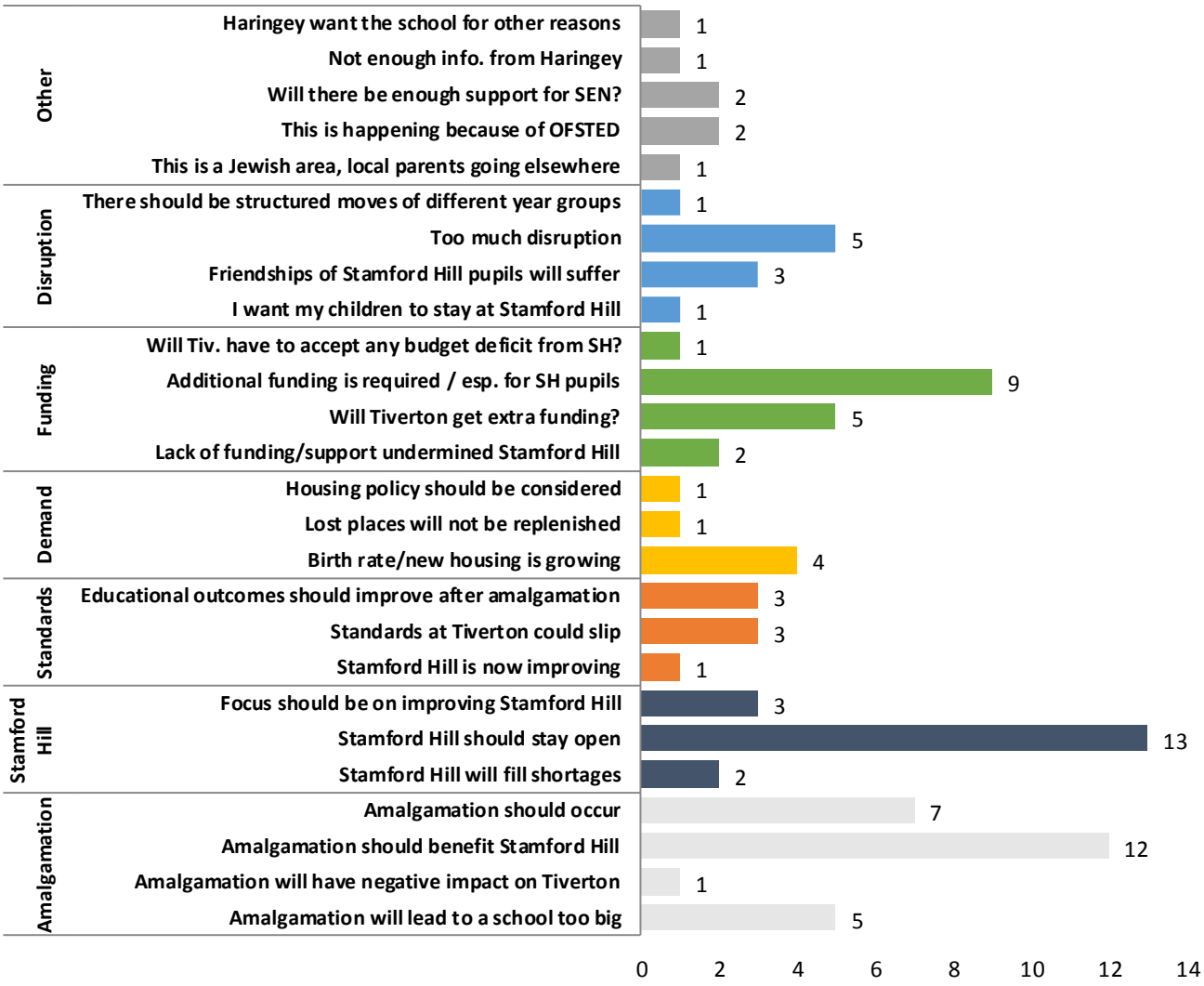


Some 19 respondents (37%) strongly disagreed with the proposal to amalgamate Stamford Hill and Tiverton primary schools whilst an equal proportion agreed with the proposal. Taken together some 27 respondents (52%) disagreed or strongly disagreed whilst 21 (41%) agreed or strongly agreed. Some 4 respondents (8%) neither agreed nor disagreed.

Haringey LONDON

Question 2 - Please expand on the reason for your answer to Q1

Source: Haringey Education Service 2019



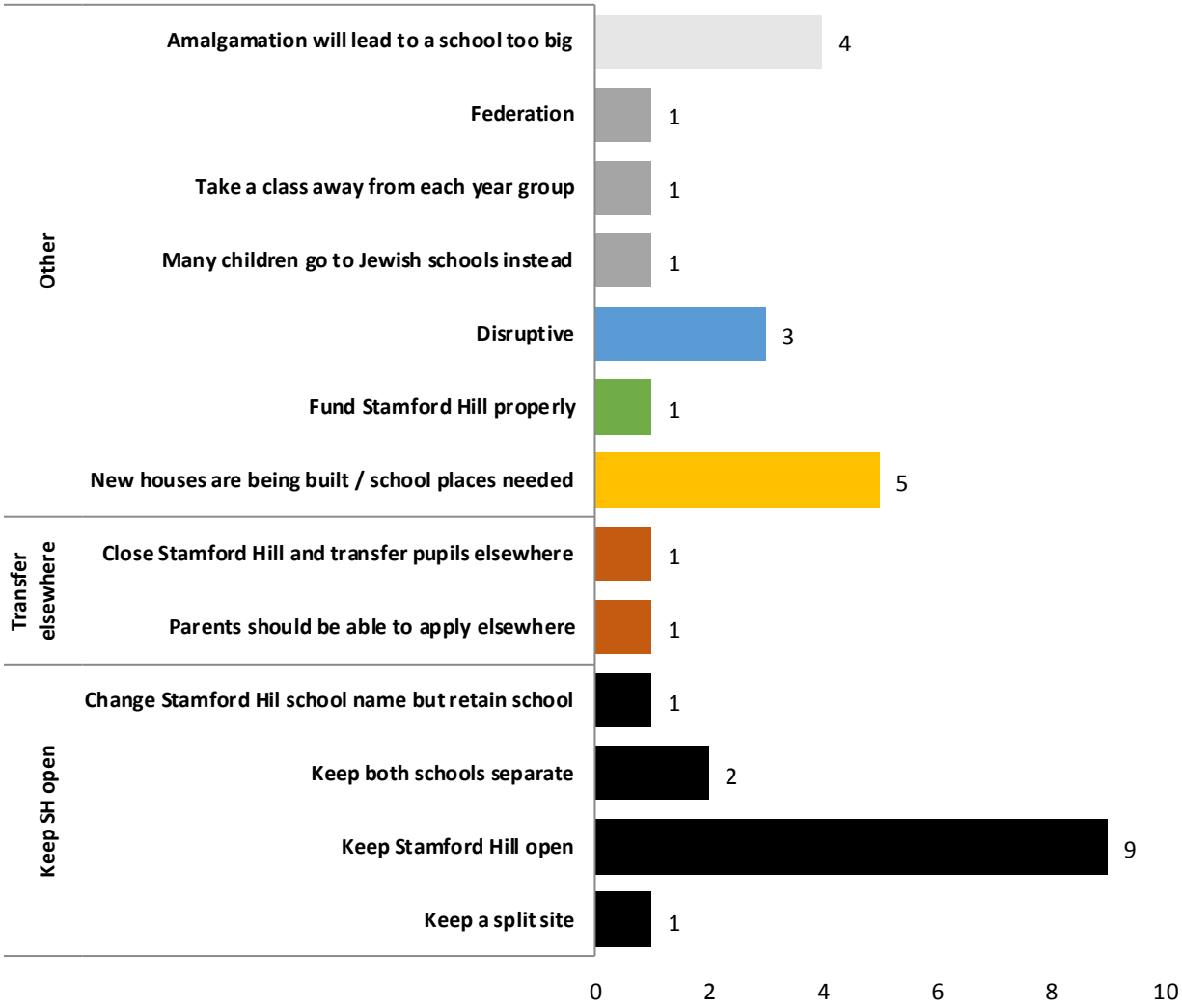
In analysing the responses to question some 26 issues were raised. For the sake of clarity these have been grouped, where possible into the themes shown above.

The most popular themes were around the immediate impact of amalgamation (shown in grey above) mentioned by 25 respondents, changes that could or should be made to Stamford Hill (shown in orange above) and issues relating to funding (shown in green above).

The three most popular responses were Stamford Hill should stay open (13), Amalgamation should benefit Stamford Hill (12) and additional funding is required especially for Stamford Hill pupils (9).

Question 3 - If you don't agree with Stamford Hill and Tiveton amalgamating which of the following is your preferred approach?

Source: Haringey Education Service 2019



Similar themes to question 2 were identified in question 3 and these have been identified above by colour. The most popular response was to keep Stamford Hill open (9 respondents) followed by a view that new housing is being built and school places will be needed (5) and that amalgamation will lead to a school that is too big (4).

5. Appendices

Please find a copy of the original survey form below and the open text responses to Questions 2 and 3 below this.

Consultation on the options for Stamford Hill Primary School

The Council is currently undertaking a public consultation to gather views on the future of Stamford Hill Primary School and this short survey has been designed to gather responses from all local stakeholders including parents, carers and staff. Tell us what you think by completing the questions below by **8 May 2019**.

Q1 To what extent do you agree or disagree with the proposal to amalgamate Stamford Hill Primary School and Tiverton Primary School?

- ❑ Strongly Agree
- ❑ Agree
- ❑ Disagree
- ❑ Strongly disagree
- ❑ Neither agree nor disagree

Q2 Please expand on the reason for your answer to Q1 below:

_____
_____
_____
_____
_____
_____
_____
_____

Alternative approaches

Q3 If you don't agree with Stamford Hill Primary and Tiverton Primary amalgamating which of the following is your preferred approach?
Please refer to the Frequently Asked questions for more information about each of these approaches

About You

Asking questions about you can help us improve the services we deliver to the community, monitor what different groups of people think about a particular service or issue and influence decisions that affect them.

The Data Protection Act 1998 sets out how Haringey Council Services must look after the information you share with us. Haringey Council Services will only use the information collected in this questionnaire to inform the redesign of services. We will not use your contact details when analysing consultation responses.

Q4 Please tell us who you are (tick all that apply)

- ❑ Teacher
- ❑ Headteacher
- ❑ Parent
- ❑ Governor
- ❑ Haringey Council employee
- ❑ Other

please tell us: _____

What is your full post code?

Q5 _____

Age

Q6 What is your age group?

- ❑ Under 18
- ❑ 19-24
- ❑ 25-29
- ❑ 30-44
- ❑ 45-59
- ❑ 60-64
- ❑ 65-74
- ❑ 75-84

- ❑ 85-89
- ❑ 90 and over
- ❑ Prefer not to say

Disability

Under the Disability Discrimination Act a person is considered to have a disability if she/he has a physical or mental impairment which has a substantial and long-term adverse effect on her/his ability to carry out normal day-to-day activities. Since 2005, people with HIV, cancer and multiple sclerosis (MS) are covered by the DDA.

Q7 Do you have any of the following conditions which have lasted or are expected to last for at least 12 months?

- ❑ Deafness or partial loss of hearing
- ❑ Blindness or partial loss of sight
- ❑ Learning disability
- ❑ Developmental disorder
- ❑ Mental ill health
- ❑ Long term illness or condition
- ❑ Physical disability
- ❑ Other disabilities
- ❑ No disabilities
- ❑ Prefer not to say

Ethnicity

Below we are asking you to let us know which ethnic group best describes you? (Please tick one box from the appropriate section)

Q8 Please indicate your ethnicity

- ❑ White / White Other
- ❑ Mixed / multiple ethnic groups
- ❑ Asian / Asian British
- ❑ Black / African / Caribbean / Black British
- ❑ Other ethnic group
- ❑ Prefer not to say

Gender

Q9 What is your gender?

- ❑ Male
- ❑ Female
- ❑ Prefer not to say

Q1 Does your gender differ from your birth sex?
0

- ❑ Yes
- ❑ No
- ❑ Prefer not to say

Religion

Q1 Do you have a religion or belief that you would like to mention?
1

- ❑ Christian
- ❑ Muslim
- ❑ Jewish
- ❑ Buddhist
- ❑ Hindu
- ❑ Sikh
- ❑ Rastafarian
- ❑ No religion
- ❑ Prefer not to say
- ❑ Other

Please write in the box _____

Thank you for taking the time to complete this survey

Survey data – Raw output.

Responses to Question 2 Please expand on the reason for your answer to Q1 below.

Note: No changes to spelling have been made, minor changes made to protect respondent anonymity.

Tiverton Primary school already have two classes per year. My daughter wouldn't thrive in such big numbers.
I do belive that it was during the absence of permanent techer is due caused of numbers declined. But now there is a very experienced head teacher and he need to give a chance to prove himself please. Stamford H ill primary school will fill the shortage gap.
Tiverton School has been doing really well, achieving a 'good' Ofsted rating and increasing pupil numbers. The extra staff/pupils might upset the balance. Stamford Hill has started to improve and without the 'Inadequate' Ofsted rating it is unlikely the school would have closed. There is a lot of housing being built in the surrounding areas so although the decline in birth rate is a concern it is likely pupil numbers will grow (and Tiverton would be unable to provide the places due to limited space).
Support should be offered to keep Stamford Hill Open-it was a good school but cuts to budget have had a huge impact on staffing and resources.
I'm assuming this is a big Jewish area and families are choosing Jewish schools over regular state primary schools?
There is going to be a massive development on the St Ann's Hospital site which will increase the number of families looking for schools in the area.
Their is always a great need for school places and with new developments being built all over the area. New families moving into the area.
In principle I am supportive of this proposal as an alternative to Academisation or simple closure but I am concerned that once the surplus places are lost it will not currently be possible to reprovide them within the maintained sector due to government policy
Number of students falling?, but there are more than 700 homes beeing built around the school, have you considered of how many children are going to come and live with their families in these new homes? Schools will be needed.
I don't agree
I don't agree
Because amalgamation means Stamford Hill to desapear
I want my child to continue at this school
In principle I agree that a proposed amalgamation would benefit Stamford hill school that recently became a school in special measures and obviously joining a good school such as Tiverton would benefit the school and local community. But i do have concerns! Is the proposed amalgamation due to the fact that Stamford hill received a disappointing Ofsted report and will that be noted in the report? Will Tiverton School receive additional funding when the amalgamation takes place? Will it be funded and supported in developing its early year's department as I believe was the case for Stamford hill which will no longer be available if the school amalgamates with Tiverton. Once children have been accepted will the school be quickly funded for any additional needs that are discovered I am aware that some of the children already at Tiverton from Stamford hill are below age expectations and are receiving support without any additional funding. The Head teacher at Tiverton works extremely hard to raise standards for all children, taking on an amalgamation is a massive undertaking therefore will support be guaranteed for the Head Teacher and Senior leaders at Tiverton.
I agree with the proposal to amalgamate Stamford Hill Primary School and Tiverton Primary School. I think it would benefit Stamford hill school as Stamford Hill School recently had an Ofsted and were graded special measures. Therefore joining Tiverton which has been graded good with elements of outstanding by Ofsted would benefit Stamford Hill School and local community. Is one of the reasons this amalgamation has been proposed due to the reason Stamford Hill School need support as the school was graded special measures? If so will this be made clear in the report? Also I a concern is, what amount of additional funding will Tiverton School receive if the amalgamation takes place? Or will Tiverton have any additional funding? What support will be in place from the local authority? What support will be in place for the Early Years department? This is

important and necessary in-order to enable us to accept younger children in an appropriate department. How long will it take for Tiverton School to be funded for any funding including, additional needs pupils, as this amalgamation will cause an increase of pupils with special educational needs arriving from Stamford school. This will also affect our data and we will need time to help raise the standards of the influx of pupils who are below age expected achievements. Will this this be supported by the local authority through awareness of the additional time we will need to achieve this and not suddenly bring our data results down on national data records. What support and funding will be in place for this? Also what additional support will be in place for the Head teacher and senior leadership team at Tiverton? Will support be guaranteed for the Head Teacher and Senior leaders at Tiverton?
To increase student numbers at Tiverton, making each year group 2 forms as previously.
Stamford Hill has provided for many generations. If numbers are falling, then surely if teaching improves greater numbers will apply. It seems a great waste of a public school when other areas in London have a very small amount of spaces. This is a much better site also. Why not keep this site open and not close.
Since there isn't enough funds coming from the government to work in Stamford Hill, it is in our own interest to leave or join another school so there would be enough funds to support our children
It is because they will separate the friendship of the kids.
Stamford Hill primary school will fill this gap that something in school. Once teachers and headteacher can fill the shortage in the school then they will be more parent would like to register their child in Stamford Hill primary school
Stamford Hill primary school will fill this gap that something in school. Once teachers and headteacher can fill the shortage in the school then they will be more parent would like to register their child in Stamford Hill primary school
Economics makes this sensible. However: What about looking at housing policy? Will the decisions made now need to be reversed in two or three (or more) years time? What if there is an influx of families looking for schools into this area after these decisions are made.
It is too much hassle and not necessary.
Because some year groups have so few pupils and it might help for the school to have more benefits.
I don't think that that we shouldn't join Tiverton because then the children will leave their school or won't like the children in Tiverton so they won't feel comfortable. I also think that year 1 and 2 should go to Tiverton and years 3 to 6 should stay and after year 6 leaves or years the rest should go to Tiverton.
I am writing to state that I support the amalgamation and believe that Tiverton is well placed to lead on the new arrangements. Furthermore, we would like to do so as soon as possible, in order to minimise uncertainty for both schools and their communities. Tiverton Primary School leadership team, staff and GB have the skills, determination and commitment to undertake amalgamation fruitfully with another school by bringing together all the children. (Across one or two sites) This project will require essential additional support, resources and finance (as already documented in detail in the consultation report from the Tiverton governing body) for the amalgamation to be achieved with the best possible outcomes for the new school community. I am confident that appropriate resourcing by the Local authority, together with the dedication and resilience of the Tiverton team will serve to support a highly successful amalgamation.
In principle, I see the amalgamation as a positive move for our school. However, it is important to have clarity about funding and additional support which may be needed in transitioning pupils from one school to another – this is in terms of integrating the children well and being supported in filling any gaps which may exist in their learning and attainment given that they have been in a struggling school.
Broadly, I do agree. However, I am concerned about a few aspects which, I believe, have not been discussed with us in detail or explained clearly. The main ones would include the budget, support and assessment. Since we would be adding to our cohort pupils from a school deemed to be inadequate (and with poor academic record), extra support and funding need to be in place as students' knowledge gaps would have to be addressed. They might also need further support in their learning and personalised assessment which would take into account their academic past. Hence we would need adequate funding as well as some sort of formal acknowledgment that covers the points mentioned above.
I agree in principle depending on adequate funding and acknowledgement that there should be support for Tiverton Primary School who will be taking pupils from a school that has recently been judged as inadequate. Teachers will need to rectify issues raised in the Ofsted report, such as poor academic achievement to date. Will there be funding for Tiverton staff leading initiatives as this will

be an additional workload? We will also need to plan for interventions to support pupils with lower levels in order to close the gap. The amalgamation will have a negative effect on Tiverton data and they will need to explain the impact to external agencies such as Ofsted and the DFEE
I agree with proposal to amalgamate Stamford Hill Primary School and Tiverton Primary School. Stamford Hill Primary School recently had an Ofsted and was graded special measures. I think it would benefit Stamford Hill Pupils. My concern is that what amount of additional funding and support will Tiverton Primary School receive, if the amalgamation takes place.
I agree with the proposal to amalgamate Tiverton and Stamford Hill schools as I think it would offer students currently at Stamford Hill an opportunity to grow and develop in the vibrant, supportive and dynamic learning environment that is Tiverton Primary. Of course, there would need to be adequate resources and financial and other support in order to make a successful transition. If this support is in place I am sure that an amalgamation will lead to very positive educational outcomes.
I have concerns as a teacher about the additional funding for Tiverton Primary School to provide support for pupils who are coming from a school that was rated inadequate in December 2018. As a teacher I am expected to support the raising of attainment at Tiverton Primary School and my Performance Management is partially based on this. As a teacher will I be given an additional teaching assistant to help support these pupils from Stamford Hill meet their targets? Will the DFE and Ofsted be informed that Tiverton Primary School has amalgamated with an inadequate school and thus might suffer from decline in standards in the short term?
At Tiverton Primary School, it makes sense to amalgamate as the falling rolls at Stamford Hill Primary School will have a huge impact on income and spending. There are a few unresolved questions which I believe having clear answers to will give the community and our parents peace of mind as restricted spending may occur due to lack of funds. Tiverton Primary School have taken a few children during mid-academic year from Stamford hill which we won't be receiving funding for until 2020/21 – could alternative arrangements be made under special circumstances if we amalgamate? Tiverton Primary School has a deficit budget. What is the current position of Stamford Hill in regards to their budget? If they do carry a deficit or a surplus, will Tiverton Primary School be expected to take this on? Will there be additional funding to support the amalgamation aside from pupil funding? If and when the amalgamation happens, how can Tiverton Primary School be sure we can operate both site and be able to afford teaching and support costs and not jeopardise the children's extra curriculum and still be able to provide enrichment to the children?
In principle I agree to the proposal to amalgamate with Stamford Hill Primary School with Tiverton Primary School, as I believe that all children should have the best education and equality of opportunities. However, my question is will Tiverton receive additional resources and funding if the amalgamation takes place? And due to Stamford Hill Primary being inadequate, says to me that pupils have not received the best education meaning that pupils are below in their attainment. This will affect Tiverton's local and national league table; will this be taken into account? And is there a guarantee that there will be additional support from the LA?
I feel that if handled correctly the amalgamation could be very positive for both schools. Open, transparent discussion should take place on a regular basis as the amalgamation develops. I would expect that children with special educational needs and disabilities coming over from Stamford Hill would be given the funding needed to ensure that they receive support from outside agencies such as Educational psychologists and speech and language input. I would hope that any vulnerable and disadvantaged children coming over from Stamford Hill were clearly identified as soon as possible. Furthermore, it is essential that these children can be supported appropriately. Tiverton would require resourcing to cope with this extra cohort of children and families.
I would like to express support for the proposed amalgamation on behalf of the governing body of Tiverton Primary School, subject to the queries we have raised being addressed adequately. As a governing body, we feel that amalgamation is the preferential option if supported properly as it would address the falling roll in the area while ensuring the least disruption for pupils coming from Stamford Hill and maximum educational benefit. Our queries fit into two categories: those relating to the roles of the two schools being amalgamated, and those relating to the proper financing of an amalgamation. Roles of the Schools While we recognise that the primary reason for reducing PAN in the local area is the falling roll, we would appreciate reassurances that it is recognised that Tiverton is best placed to lead on the new arrangement. Tiverton Primary School is led by an exceptional Headteacher who has leadership capacity to support another school through Executive Headship by bringing all the children into one school (over one or two sites). Her talented leadership team manage the school well, supported by a stable and capable staff body and an involved and skilled Governing Body. Any new amalgamated school led by Tiverton leadership would have to work more intensively with children coming from Stamford Hill Primary in order to understand their needs and to enable them to meet age-related expectations. Unfortunately, standards at Stamford

Hill, which were criticised in their OFSTED report, will need time and increased resources to tackle, like all schools in special measures. While the recent Headteacher at Stamford Hill Primary is doing sterling work, many of the children who have joined us already have needed additional input. We would like the authority to recognise this issue and offer whatever resources are available. In the council Cabinet meeting on March 12th, the main reasons stated for the amalgamation were the falling numbers of pupils locally and Stamford Hill's status as an 'inadequate' school. The latter reason has not been recognised in public discussion of the proposed amalgamation since. As a governing body, we would appreciate assurances that the council recognises the challenge that would lie ahead if we were to integrate Stamford Hill children into the Tiverton community. We would expect that, where relevant (such as at the point of amalgamation and at an inspection), Haringey Council would liaise with Ofsted and the DfE to reinforce the fact that the amalgamation was a solution to support standards as well as a decision taken for financially efficiency. Finally, we would like confirmation that the Headteacher at Tiverton Primary, Resham Mirza, would be given overall leadership of the amalgamated schools and would be enabled to make decisions about staffing based on her own judgement, supported by her senior leaders and the governing body. There would not be a guaranteed transfer of Stamford Hill staff to Tiverton, although proper process would of course be followed. It would be practical for the Headteachers at both schools continue a productive relationship with Resham becoming involved in permanent staffing decisions made at Stamford Hill, following the consultation. Financial support available: Amalgamating the two schools would mean new financial pressures on the new school, which we are confident our Headteacher and School Business Manager would be able to manage given the proper support. We would like to recognise and thank the council for their efforts so far in uncovering what funding may be available, and remind them of the questions we are still seeking confirmed answers to, as below: If places were guaranteed for all Stamford Hill pupils at Tiverton, this would inevitably lead to 'bulge classes', which we anticipate would take several years of natural transition to manage back into being full classes. We would like assurance that the bulge class funding made available to other schools in Haringey in similar situations would be made available for as long as necessary. We will need to operate on a split site basis at least temporarily and will need additional support in the form of split site funding and other measures such as a crossing patrol before and after school. We would like to be re-assured that any additional funding would be available to support any children from Stamford Hill with SEND who need accelerated learning. We would request additional resources to support fast-tracked assessments. We need support in managing finances across both schools. We welcome news that Stamford Hill is not in deficit, structurally or historically, which we would seek to confirm with Stamford Hill school leadership. We would like to reassure the authority that our own deficit is reducing rapidly under careful management but we do not wish to jeopardise our own position. We would expect the authority to use all means at its disposal to protect the new school during the transition. We have given much thought to these queries as amalgamation is a very serious step, one that we hope will have a positive effect on the local communities and we are determined to make this work for the children. Once these queries have been addressed and there is clarity about the support that is available and necessary, the governing body of Tiverton would be happy to work alongside the team at Stamford Hill to find ways to move forward together after the consultation period.
First I do not agree with the school the Tiverton is not adapted for what they intend to do, and it is too small for this project.
Because you do not want there to be enough space for all the children of Stamford Hill and if there was, it would be an all-encompassing school and I would not say that there is a good education.
I do not really mind; since it has to be done
I am very happy with the school. I feel that by being a smaller school, the teachers are more focused on each of the children reaching the desired level. If there is no room for all the children, it would be better to accept a few children that are on waiting lists at other schools.
Because of the drastic change that our children would have in changing school buildings
First reason: NON-ETHICAL. They do not provide appropriate information for parents. Second reason: HARINGEY is acting irresponsibly, attacking the integrity of the students. Third reason: Psychological and emotional damage to students due to not enough information provided which leads to confusion among both parents and pupils. For these REASONS HARINGEY is disrespecting the basic rights to sincere and truthful information. Respect the normal development of the activities of (Stamford Hill) for the well-being of the pupils and parents/families. For the reasons stated above, the merger is not a positive alternative.
I definitely do not agree because I believe that the school wants it for other reasons. They should accept other children so that they do not close the school.
The class rooms will be crowded. The students may not be in the same class with the same level

Students. The period of settling; friends and the atmosphere will change.
I definitely don't want these two school to be merged. My son is in Xth year and my daughter is in Xnd year in Stamford Hill School. If these two schools are merged, the level of education will go down and our children will be mentally depressed. Nobody has any right to do this. Please do not merge the schools. Do not send the children to another school like parasite. My request from you is to act by thinking the children. Thanks.
I must agree because there is no other solution anyway!

Responses to Question 3

If you don't agree with Stamford Hill Primary and Tiverton Primary amalgamating which of the following is your preferred approach?

Either split site or keeping Stamford Hill open.
As i was saying with new and permanent experience head teacher, Stamford Hill primary school will bounce back fully.
I would prefer for the two schools to continue as separate bodies.
Keep Stamford Hill open with Robert Leach as Head!
As before, but there are lots of new homes being built in the area which will cater for all religions.
It's a big Jewish settlement. Kids are going to Jewish Specialized schools. There are lots of homes being built in the area soon, these kids will be from all religious backgrounds and need schooling Other local schools on the area are already over subscribed. Where will these kids go if you close this school?
The schools should remain as separate schools.
Take a class away from each year group.
n/a
Due to the Ofsted report for the School as inadequate, changing the name and keeping the school could be a very good option.
Federation or amalgamation I choose federation
Keep the school as there are many residential developments
There are hundreds of residential developments around the school, which means families are going to live in them so schools will be needed
There are hundreds of homes being built around the school
I preferred Stamford Hill to be for them to get the fund that they needs.
If any parent does not agree to join Tiverton primary school she/he should look for a school of their own choice
Because it will complicate the children with the friends.
Local authority need to step up and save Stamford Hill primary school. This is a good school obviously.
Think of the long-term needs of this area. Ensure the Stamford Hill building is in use for as long as possible.
Perhaps the school may have to shut down. Students transfer to another.
I disagree also because Y6 people that are leaving and would like to come back to our Primary wouldn't be able to come to visit.
I think this school should stay as it is because children might not like it. Also when year 5 and 6 leaves then the rest should go to Tiverton. Year 1 and 2 though should go only because it won't make a big difference to them.
I do not want the merger because there will not be enough places for everyone, how can a school have enough room for 100 children. It would be a huge change, and this process of change could cost us dearly. We are talking about children who need to be happy in their educational environment.
I think that the other school has a lot more children and many of the Stamford Hill pupils would be without a place. I think it would be a drastic change for all of the children because they have been in this educational establishment since pre-kinder.
The arbitrary decisions of the council (HARINGEY) are the cause of many students leaving our school. Stamford Hill (THE MERGER) is not the alternative. Because (TIVERTON) does not have the appropriate infrastructure to accommodate more pupils and this situation will be reflected in the unhappiness of the pupils: Note: "The damage is irreversible" "The solutions are easy".
They are building more houses in this area and more families will come and therefore more

children.
Children will find difficult to concentrate, there will be different personnel, they will not be able to adopt.

EQUALITY IMPACT ASSESSMENT

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

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited by or under the Act
- Advance equality of opportunity between persons who share a 'relevant protected characteristic' and persons who do not share it
- Foster good relations between persons who share a 'relevant protected characteristic' and persons who do not share it

In addition, the Council complies with the Marriage (Same Sex Couples) Act 2013."

Stage 1 – Screening

Please complete the equalities screening form. If screening identifies that your proposal is likely to impact on protected characteristics, please proceed to stage 2 and complete a full Equality Impact Assessment (EqIA).

Stage 2 – Full Equality Impact Assessment

An EqIA provides evidence for meeting the Council's commitment to equality and its responsibilities under the Public Sector Equality Duty.

When an EqIA has been undertaken, it should be submitted as an attachment/appendix to the final decision-making report. This is so the decision maker (e.g. Cabinet, Committee, senior leader) can use the EqIA to help inform their final decision. The EqIA once submitted will become a public document, published alongside the minutes and record of the decision.

Please read the Council's Equality Impact Assessment Guidance before beginning the EqIA process.

1. Responsibility for the Equality Impact Assessment	
Name of proposal	Amalgamation between Stamford Hill and Tiverton Primary Schools
Service area	Schools and Learning
Officer completing assessment	Nick Shasha
Equalities/ HR Advisor	Hugh Smith
Cabinet meeting date (if applicable)	**11 February 2020**
Director/Assistant Director	Eveleen Riordan

2. Summary of the proposal

Please outline in no more than 3 paragraphs

- *The proposal which is being assessed*
- *The key stakeholders who may be affected by the policy or proposal*
- *The decision-making route being taken*

Proposal: This proposal concerns the amalgamation between Stamford Hill, N15 6HD and Tiverton Primary Schools, N15 6SP. This would involve the closure of Stamford Hill Primary School, with the displaced pupils being accommodated by Tiverton Primary School.

The main reason for this proposal is to ensure the sustainability of all our primary school estate in the light of falling demand. Haringey currently has a surplus of Reception school places equivalent to 9 forms of entry (261 places) or around 8% of our total Reception capacity. The 2019 School Place planning report indicates that this surplus is projected to rise to 459 by 2021/22. The proposal will ensure that sufficient school places are available to meet local demand.

Stakeholders: The key stakeholders are children currently enrolled at both Stamford Hill and Tiverton Primary schools, their parents and carers and those staff currently employed by the Council to work at the school.

Decision-making: We received approval from Cabinet to consult on our proposed amalgamation. The consultation and representation periods have now completed, and the results are considered here.

It is expected that the displaced pupils at Stamford Hill will relocate to Tiverton Primary School (400m away). Parents and carers will also be given the opportunity to apply for places in other Haringey primary schools where vacancies exist.

3. What data will you use to inform your assessment of the impact of the proposal on protected groups of service users and/or staff?

Identify the main sources of evidence, both quantitative and qualitative, that supports your analysis. Please include any gaps and how you will address these

This could include, for example, data on the Council's workforce, equalities profile of service users, recent surveys, research, results of relevant consultations, Haringey Borough Profile, Haringey Joint Strategic Needs Assessment and any other sources of relevant information, local, regional or national. For restructures, please complete the restructure EqIA which is available on the HR pages.

Protected group	Service users
Sex	May 2019 School census
Gender Reassignment	No national or local collected data
Age	May 2019 School census

Disability	2018 School census and data from Haringey SEN team
Race & Ethnicity	January 2019 School census (which has ethnicity)
Sexual Orientation	No local collected data on sexual orientation, however there is ONS annual population data (2016) and ONS sexual identity, UK (2015), which are estimates.
Religion or Belief (or No Belief)	Synthetic data derived from the 2011 ONS National census
Pregnancy & Maternity	2011 census
Marriage and Civil Partnership	2011 census

Outline the key findings of your data analysis. Which groups are disproportionately affected by the proposal? How does this compare with the impact on wider service users and/or the borough's demographic profile? Have any inequalities been identified?

Explain how you will overcome this within the proposal.

Further information on how to do data analysis can be found in the guidance.

1. Sex and age

Service users (Primary children by sex and age) -

	Stamford Hill							
	R	**1**	**2**	**3**	**4**	**5**	**6**	**Total**
Female	6	**4**	**12**	**12**	**10**	**12**	**14**	**70**
Male	13	**5**	**9**	**12**	**9**	**13**	**11**	**72**
Female %	32%	44%	57%	50%	53%	48%	56%	**49%**
Male %	68%	56%	43%	50%	47%	52%	44%	**51%**
Grand Total	**19**	**9**	**21**	**24**	**19**	**25**	**25**	**142**

	Tiverton							
	R	**1**	**2**	**3**	**4**	**5**	**6**	**Total**
Female	20	27	20	25	20	20	25	**157**
Male	10	26	17	17	29	32	27	**158**
Female %	67%	51%	54%	60%	41%	38%	48%	**50%**
Male %	33%	49%	46%	40%	59%	62%	52%	**50%**
Grand Total	**30**	**53**	**37**	**42**	**49**	**52**	**52**	**315**

	Haringey – all primary schools							
	R	**1**	**2**	**3**	**4**	**5**	**6**	**Total**

Female	1,475	1,419	1,454	1,548	1,493	1,571	1,587	**10,547**
Male	1,544	1,545	1,585	1,549	1,663	1,517	1,570	**10,973**
Female %	49%	48%	48%	50%	47%	51%	50%	**49%**
Male %	51%	52%	52%	50%	53%	49%	50%	**51%**
Grand Total	**3,019**	**2,964**	**3,039**	**3,097**	**3,156**	**3,088**	**3,157**	**21,520**

Source: School Census May 2019

The data shows a reasonably equal distribution between female and male at Stamford Hill, Tiverton and across all Haringey primary schools. There is some year-to-year fluctuation at both Stamford Hill and Tiverton though this is to be expected given the small cohort sizes.

The age distribution at Stamford Hill, Tiverton and across all Haringey schools shows an equitable distribution. There is a current surplus of vacancies across Planning area 3 (where Stamford Hill and Tiverton are located) and indeed across Haringey as a whole. Should Stamford Hill close (with the net effect of losing 1 form of capacity) there is enough local capacity to ensure all the existing cohort can receive a school place

Staff at Haringey schools

	All teachers who are male (%)	All teaching assistants who are male (%)	All Non-classroom Based School Support Staff who Are Male (%)	Auxiliary Staff who Are Male (%)
Haringey	29.2%	15.0%	23.6%	21.6%
Stamford Hill	0%	20.2%	0%	Suppressed
Tiverton	Suppressed	Suppressed	Suppressed	Suppressed

Source: SFR25 2017
Note: Some data for Stamford Hill and Tiverton have been suppressed due to low sample sizes

The majority of Haringey primary school staff are female, and this is reflected in each category of school staff. The imbalance of teaching staff is most apparent in teaching assistants, of which 15% are male across Haringey and 20.2% across Stamford Hill. If the outcome of this consultation leads to a reduction of staff female teachers and teaching assistants are therefore more likely to be affected by the proposal than male teachers and teaching assistants because of their greater prevalence in the school workforce.

Age of staff at Haringey primary schools

Percentage of teachers aged 50 or over

Stamford Hill	Tiverton	Haringey
Suppressed	Supressed	20.2%

Source: SFR25 2017
Note: Data for Stamford Hill and Tiverton have been suppressed due to low sample sizes and data for Haringey is for all schools, primary and secondary

The data above suggests (due to low sample sizes) that neither Stamford Hill nor Tiverton have many teachers above the age of 50. If data collected during any subsequent consultation suggests that any proposal will inadvertently impact upon teachers based upon the protected characteristic of age attempts to mitigate this impact may need to be undertaken.

2. Gender reassignment

We do not hold data on the number of people who are seeking, receiving or have received gender reassignment surgery, and there is not national data collected for this characteristic. The Equality and Human Rights Commission estimate that there are between 300,000-500,000 transgender people in the UK. We will need to consider the inequalities and discrimination experienced for this protected group. For the purposes of this EqIA, we will use the inclusive term Trans* in order to represent the spectrum of transgender and gender variance.

3. Disability –

Service users: Total number of Children & Young People with statements or plans maintained by Haringey as at March 2018

Year	Totals	Year	Totals
Pre-School/Nursery	11	**Year 9**	129
Reception	56	**Year 10**	138
Year 1	78	**Year 11**	129
Year 2	88	**Year 12**	111
Year 3	114	**Year 13**	122
Year 4	96	**Year 14**	104
Year 5	113	**Year 15**	69
Year 6	114	**Year 15 plus**	115
Year 7	123		
Year 8	138	**Totals**	**1,848**

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

Source: Haringey SEN team 2018

4. Ethnicity of pupil cohorts at Stamford Hill, Tiverton and Haringey primary schools

Service users: Ethnic composition (main groups and sub categories) of Haringey's primary school (Reception to Year 6) pupil population as at January 2019:

Haringey (Sub category) – Percentage (%)			
	Stamford Hill	Tiverton	Haringey
Any other white background ethnic origin	35%	39%	29%
White British ethnic origin	2%	4%	20%
Black African ethnic origin	13%	22%	14%
Any other ethnic group ethnic origin	21%	11%	6%
Black Caribbean ethnic origin	12%	7%	7%
Any other mixed background ethnic origin	1%	5%	5%
White and black Caribbean ethnic origin	2%	1%	3%
Bangladeshi ethnic origin	1%	2%	2%
White and Asian ethnic origin	0%	0%	2%
Any other black background ethnic origin	5%	2%	2%
Any other Asian background ethnic origin	0%	0%	2%
White and black African ethnic origin	3%	1%	1%
Chinese ethnic origin	0%	0%	1%
Indian ethnic origin	0%	1%	1%
Pakistani ethnic origin	0%	4%	1%
Irish ethnic origin	1%	0%	1%
Gypsy/Roma ethnic origin	0%	0%	0%
Traveller of Irish heritage ethnic origin	0%	1%	0%
Sum of number of pupils unclassified	2%	0%	1%
Total		100%	0%

Source: School Census January 2019
Note: Totals may not sum to 100% because of rounding

The data above confirms that both Stamford Hill and Tiverton have ethnically diverse pupil cohorts as do Haringey primary schools overall. Perhaps the most significant difference shown above is the proportion of White British pupils across Haringey as a whole (20%) compared to Stamford Hill (2%) and Tiverton (4%). This is likely because of the differing ethnic make-up of the borough between wards in the East where Stamford Hill and Tiverton are located and those in the West.

Staff ethnicity: ethnic profile of teachers, teaching assistants, non-classroom-based school support staff and auxiliary staff

Staff category	Stamford Hill	Tiverton	Haringey
BAME Teachers (as a proportion of all Teachers)	54.5%	83.3%	46.5%
BAME Teaching Assistants (as a proportion of all Teaching Assistants)	85%	64.3%	67.2%
BAME Non-classroom Based School Support Staff (as a proportion of all Non-classroom Based School Support Staff)	66.7%	50%	58.8%
BAME Auxiliary Staff (as a proportion of all Auxiliary Staff)	Suppressed	88%	75.2%

Source: SFR25 2017

The staff ethnicity data shows the broad composition of ethnicities among classroom and non-classroom staff.

At Tiverton three of the four groups of staff have over 50% representation from BAME ethnicities. At Stamford Hill, all three staff groups that have data also show 50% representation from BAME ethnicities (data for auxiliary staff is suppressed). Across all Haringey schools (primary and secondary) teachers from a BAME ethnicity make up just under half of all teachers (46.5%) whilst the other 3 categories show BAME representation of 67.2%, 58.8% and 75.2% respectively.

BAME communities are more likely to experience inequalities, such as discrimination and poverty. A greater proportion of Haringey schools' staff are White British as compared to pupils at Haringey schools.

5. Sexual orientation –

We do not hold ward or borough level data on sexual orientation, and it is not collected nationally through the Census. However, the ONS estimates that 3.7% of Haringey's population are lesbian, gay or bisexual (LGB), which is the 15th largest LGB community in the country[1], and is likely to be reflected in both the pupil and parent populations. However, ONS data shows that 0.5% families are same sex cohabitating couples [2], which suggests that LGB people are less likely to be parents, compared with the wider population.

6. Religion or belief (or no belief) –

Religion or belief is not covered by the PLASC school census, which means that we don't have access to records for 2017. The best alternative proxy is the Haringey data derived from the England and Wales Census 2011 data on religion by age. Data on the appropriate age groups (0-4 and 5-7) has been combined to provide an approximation of

[1]https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/sexuality/articles/subnationalsexualidentityestimates/uk2013to2015#introduction

[2] https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/sexuality/bulletins/sexualidentityuk/2015

the likely religious or belief profile of primary aged children in Haringey.

The notional number is based upon the known sample size of Reception aged pupils in Haringey (3,067) multiplied through the distribution of religion or belief from the 2011 Census.

	Percentage (%)	Notional Number
Christian	39.7%	1,218
No religion	20.9%	641
Religion not stated	12.3%	377
Muslim	19.3%	592
Jewish	5.6%	172
Hindu	1.0%	31
Buddhist	0.8%	25
Sikh	0.3%	9
Other religion	0.2%	6
Total	100%	3,067

Source: ONS (2011 Census data for Haringey)
Note: * Totals may not add up due to rounding

Those affected by the proposal are therefore more likely to be Christian, Muslim, or have no religion. Plans will need to have due regard to diversity issues relating to these communities though it should also be noted that the proposal is to reduce primary school places rather than those currently in use by pupils.

7. Pregnancy and maternity[3]

The proportion of 0-4-year olds in the Census 2011:

	Number of 0-4 year olds
Haringey	7.1%
London	7.2%
England and Wales	6.2%

Haringey has a higher proportion compared to the England and Wales average but is marginally below the London average. Decisions will need to consider the needs of mothers with young children as they are likely to be disproportionately affected by the proposal.

8. Marriage and Civil Partnership[4]

	Married (heterosexual couples)	Civil Partnership
Haringey	32.2%	0.6%

[3] Census 2011
[4] Census 2011

London	40%	0.4%
England and Wales	47%	0.2%

The number of married people (only available to heterosexual couples at the time) is significantly lower than in London and England. However, the proportion of people in civil partnerships is higher in the area compared to the London and England and Wales average. Decisions will need to ensure all couples in a civil partnership are treated exactly the same as couples in a marriage.

4. a) How will consultation and/or engagement inform your assessment of the impact of the proposal on protected groups of residents, service users and/or staff?

Please outline which groups you may target and how you will have targeted them

Further information on consultation is contained within accompanying EqIA guidance

Two consecutive consultations (two pre-statutory) were undertaken with stakeholders to establish how the proposal might impact upon protected groups of residents, service users and/or staff. This was in in accordance with the recommendation set out in the statutory guidance issued by the DFE "Opening and Closing Maintained Schools 2019."

The initial consultation on options for the future of Stamford Hill Primary received the most responses (52) whilst the second on the single preferred option of 'amalgamation' received fewer (10).

Following this Cabinet agreed the publication of a statutory notice proposing the closure of Stamford Hill with displaced pupils being accommodated at Tiverton Primary School from September 2020.

The representation period did not receive any comments or objections. It is felt the decline in response rates leading to no comments or objections is related to a growing understanding and acceptance of the main reasons for the proposal (falling local pupil rolls) along with an acceptance of the main solutions to this issue, amalgamation with Tiverton primary school.

This can be observed against the dwindling number of stakeholders due to parents of pupils registered at Stamford Hill Primary School moving their child(ren) to other schools (including Tiverton Primary School).

During the consultation periods, the Council and school emphasized to all parents the benefits of pupils remaining at Stamford Hill Primary School until the time came for the whole year group to move. Despite this, the risk of pupils transferring to Tiverton Primary School and other schools was always present from the point that the consultation on an amalgamation commenced.

The Council, co-ordinating in-year school admissions on behalf of the vast majority of Haringey schools (community, VA, foundation and Academies) cannot lawfully refuse to admit a pupil to a school where the admitting school has available places. There has been, and there continues to be a significant number of vacancies across the school estate,

including places in some year groups at Tiverton Primary School.

Each consultation took the form of an online and paper survey. Copies of the survey were made available in English, Polish, Turkish, Portuguese and Spanish and translated back into English for inclusion in the analysis.

Other engagement activities:

A statutory notice and full proposal were published on Thursday 17 November 2019 on the Haringey consultation section of the Council's website and on the Schools and Education section. In addition, the statutory notice was also posted at the main entrances to both Stamford Hill and Tiverton Primary Schools and at other prominent locations on the school sites. The notice was also published in the Enfield and Haringey Independent.

A letter was sent to all staff and parents of registered pupils at Stamford Hill Primary and Tiverton Primary Schools informing them of the full proposal on the Haringey website, including details on how written representation could be submitted. These letters were translated into four languages (Polish, Turkish, Portuguese and Spanish) representative of the local demographic and copies made available on request from the main school offices at both schools.

The statutory notice and full proposal were also emailed to the all local Haringey primary and secondary schools, nurseries, children centres, MPs, trade unions, the diocese and neighbouring authorities.

A frequently asked questions (FAQs) document was published on the Haringey website and also available to view in Polish, Portuguese, Spanish and Turkish.

Prior to the start of the representation period, Officers held a series of public meetings at Stamford Hill and Tiverton Primary Schools to discuss the proposal and answer questions from interested stakeholders. Interpreters were arranged to translate for families with English not as their first language. The minutes from these public meetings were published on the Haringey website and also available to view in the four translated languages.

Two further formal meetings were arranged with school staff and their trade union representative in January 2020 to address HR matters and offer support and guidance in relation to redeployment and redundancy packages.

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?

The consultation has not revealed any negative impact on protected groups of residents, service users, principally because we fully expect to still have a surplus of primary school places in the local area.

Survey documents and consultation responses were translated into Spanish, Portuguese, Turkish and Polish.

Respondent profile – Initial consultation (March to May 2019)
Background: Of 52 respondents, 23 (44%) were parents, 6 each (12%) were either Haringey council employees or teachers, 2 (4%) were governors, 1 (2%) was a headteacher and 14 (27%) were Other.

Postcode: The most popular postcode for respondents was N15 (46%), followed by N16 (8% and EN8 (4%). 8 other responses (16%) were received from other postcodes and 27% didn't respond.

Age group: 58% of respondents were aged 30-44, 31% were aged 45-59, 6% under 18 and 2% 25-29. 4% didn't respond.

Disability: 73% of respondents had no disability. 6% had either a physical disability, a long-term illness/condition or another disability. 12% preferred not to say and 10% left this question blank.

Ethnicity: 38% of respondents were White/White Other, 13% each were either Other ethnic group or Black/African/Caribbean/Black British, 6% were multiple ethnic groups and 4% each were Asian/Asian British or left this question blank. 21% preferred not to say.

Gender and different from birth sex: 65% of respondents were female, 17% male, 15% preferred not to say and 2% left this question blank. 67% said their gender didn't differ from their birth sex, 4% said it did differ, 15% preferred not to say and 13% left this question blank.

Religion: 54% of respondents are Christian, 15% Muslim and 2% Jewish whilst 15% stated no religion, 10% preferred not to say and 4% left this question blank.

To what extent did you agree or disagree with the proposal to amalgamate Stamford Hill primary school and Tiverton primary school?
52% of respondents either disagreed or strongly disagreed with the proposal to amalgamate Stamford Hill primary school with Tiverton primary school whilst 41% agreed or strongly agreed with the proposal. Some 8% neither agreed nor disagreed.

Please expand on the reason for your answer to Q1:
The most popular themes were around the immediate impact of amalgamation mentioned by 25 respondents, changes that could or should be made to Stamford Hill and issues relating to funding. The three most popular responses were Stamford Hill should stay open (13), Amalgamation should benefit Stamford Hill (12) and additional funding is required especially for Stamford Hill pupils (9).

If you don't agree with Stamford Hill and Tiverton amalgamating which of the following is your preferred approach?
The most popular response was to keep Stamford Hill open (9 respondents) followed by a view that new housing is being built and school places will be needed (5) and that amalgamation will lead to a school that is too big (4 respondents).

Respondent profile – Secondary consultation (September to October 2019)
Background: Of 10 respondents, 7 were parents and 1 each was a teacher, council employee and school business manager

Postcode: 4 respondents were from N15, 5 from other postcodes and 1 didn't respond.

Age group: 7 respondents were aged 30-44, 2 were aged 45-59 and 1 preferred not to say.

Disability: 8 respondents had no disability, 1 preferred not to say and 1 didn't respond.

Ethnicity: 5 respondents were White / White Other, 3 were a different ethnic group and 1 each preferred not to say or left the question blank.

Gender and different from birth sex: The majority of respondents were female.

Religion: 5 respondents were Christian and 3 were Muslim.

To what extent do you agree or disagree with the proposal to amalgamate Stamford Hill primary school and Tiverton primary school?
Some 4 respondents agreed or strongly agreed with the proposal to amalgamate Stamford Hill primary school with Tiverton primary school whilst 6 respondents disagreed or strongly disagreed.

Please expand on the reason for your answer to Q1:
3 reasons were identified: issues directly concerning Tiverton primary school, issues directly concerning Stamford Hill primary school and Other.

Note: For reasons identified in 4a above no consultation responses were received for the 3rd consultation.

a) HR for affected groups
b) Transition planning

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

1a. Sex – Service users *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

Positive		Negative		Neutral impact	X	Unknown Impact	

The main impact of this proposal is that surplus primary school places will be reduced in the relevant planning area by reducing capacity. These places are in addition to those projected to be required by pupils it is anticipated that no impact on this characteristic (sex) will occur for pupils.

1b. Sex – teaching staff *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

Positive		Negative	X	Neutral impact		Unknown Impact	

The proposed closure of Stamford Hill Primary School will result in a reduction in the number of teachers and teaching assistants employed by the Council. As a greater proportion of school staff are women rather than men it is more likely women will be affected by this change.

Any potential impact needs to be evaluated in the context of scale and the fact that this bias of teaching staff to be female in primary schools is a local, London and national characteristic. Thus, contraction or expansion of teaching supply inevitably impacts (or benefits) females more than males. Affected staff should be supported by appropriate procedures such as access to a redeployment pool and support given to find another role in the Council.

2. Gender reassignment *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

The main impact of this proposal is that surplus primary school places will be reduced in the relevant planning area by reducing capacity. These places are in addition to those projected to be required by pupils. We do not anticipate that this will have any impact on this group (gender reassignment).

However, steps will be taken to ensure that this protected group is not subject to discrimination as a result of this change in criteria.

Positive		Negative		Neutral impact		Unknown Impact	X

3. Age *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

Positive		Negative		Neutral impact	X	Unknown Impact	

The main impact of this proposal is that surplus primary school places will be reduced in the relevant planning area by reducing capacity. These places are in addition to those projected to be required by pupils it is anticipated that no impact on this characteristic (age) will occur.

This change in primary school place provision is likely to result in the reduction of teaching and teaching assistant staff required though there is no reason to think teachers or teaching assistants of a specific age will be negatively affected.

4. Disability *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

Positive		Negative		Neutral impact	X	Unknown Impact	

The main impact of this proposal is that surplus primary school places will be reduced in the relevant planning area by reducing capacity. These places are in addition to those projected to be required by pupils and it is anticipated that no impact on this characteristic (disability) will occur.

This change in primary school places is likely to result in the reduction of teaching and teaching assistant staff required by the Council though there is no reason to think teachers or teaching assistants with disabilities will be negatively affected.

However, steps will be taken to ensure that this protected group is not subject to discrimination as a result of this change in criteria.

SEN pupils should not experience any change as a result of this proposal.

5. Race and ethnicity *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

Positive		Negative		Neutral impact	X	Unknown Impact	

The main impact of this proposal is that surplus primary school places will be reduced in the relevant planning area by reducing capacity. These places are in addition to those projected to be required by pupils and it is anticipated that no impact on this characteristic (race and ethnicity) will occur.

This change in primary school place provision is likely to result in the reduction of teaching and teaching assistant staff required by the Council though there is no reason to think teachers or teaching assistants of specific ethnicity will be negatively affected.

However, steps will be taken to ensure that this protected group is not subject to discrimination as a result of this change in criteria.

Pupils of any specific race or ethnicity should not experience any change as a result of this

proposal.

6. Sexual orientation *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

Positive		Negative		Neutral impact	X	Unknown Impact	

We do not hold ward or borough level data on sexual orientation, and it is not collected nationally through the Census. However, the ONS estimates that 3.7% of Haringey's population are lesbian, gay or bisexual (LGB), which is the 15th largest LGB community in the country[5], which is likely to be reflected in both the pupil and parent populations. However, ONS data shows that 0.5% families are same sex cohabitating couples [6], which suggests that LGB people are less likely to be parents, compared with the wider population. However, we will need to ensure that discrimination based on sexual orientation is eliminated in the application of this criteria.

We do not anticipate that this change will have any impact on people based on their sexual orientation and we will continue to ensure there is no discrimination based on sexual orientation.

7. Religion or belief (or no belief) *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

Religion or belief is not covered by the PLASC school census which means that we don't have access to records for 2018. The best alternative proxy is the Haringey data derived from the England and Wales Census 2011 data on religion by age. Data on the appropriate age groups (0-4 and 5-7) has been combined to provide an approximation of the likely religious or belief profile of primary aged children in Haringey.

There is no reason to suspect that children with any particular religion or belief (or indeed none) will be disproportionately affected by the proposal given that the proposal only intends to remove surplus school places.

Positive		Negative		Neutral impact	X	Unknown Impact	

8. Pregnancy and maternity (*Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

The proposed closure of Stamford Hill Primary School will result in a reduction of teaching and teaching assistant staff required by the Council. As a greater proportion of school staff are women it is possible that staff members who are pregnant may be more impacted by this proposal. It is important to note though that there may not be any school staff affected

[5]https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/sexuality/articles/subnationalsexualidentityestimates/uk2013to2015#introduction

[6] https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/sexuality/bulletins/sexualidentityuk/2015

under this characteristic.

Any potential impact needs to be evaluated in the context of scale and the fact that the sex bias of teaching staff in primary schools is a local, London and national characteristic. Affected staff should be supported by appropriate procedures such as access to a redeployment pool and support given to find another role in the Council.

However, monitoring of this protected group should ensure it is not disproportionately affected.

Positive		Negative		Neutral impact	X	Unknown Impact	

9. Marriage and Civil Partnership (*Consideration is only needed to ensure there is no discrimination between people in a marriage and people in a civil partnership)*

Teachers or teaching assistants who may be affected by this proposal who are in a civil partnership will be treated the same as people who are married.

Positive		Negative		Neutral impact	X	Unknown Impact	

10. Groups that cross two or more equality strands e.g. young black women

This proposal is more likely to affect certain groups including:
Children from White Other backgrounds
Working-age women

Outline the overall impact of the policy for the Public Sector Equality Duty:

- **Could the proposal result in any direct/indirect discrimination for any group that shares the protected characteristics?**
- **Will the proposal help to advance equality of opportunity between groups who share a protected characteristic and those who do not?**
  This includes:
  a) **Remove or minimise disadvantage suffered by persons protected under the Equality Act**
  b) **Take steps to meet the needs of persons protected under the Equality Act that are different from the needs of other groups**
  c) **Encourage persons protected under the Equality Act to participate in public life or in any other activity in which participation by such persons is disproportionately low**
- **Will the proposal help to foster good relations between groups who share a protected characteristic and those who do not?**

- There is a possibility that this proposal could disadvantage women due to the greater prevalence of women amongst teachers and teaching assistants across

Haringey schools' staff.

- The proposal should be viewed in the context of ensuring the sustainability and breadth of offer at Haringey's primary school estate. Doing nothing would put many schools under possibly intolerable financial burden due to growing surpluses which would likely worsen wider educational outcomes for all pupils.
- Moreover, Stamford Hill is currently OFSTED rated Inadequate. Moving its current cohort of pupils to any other Haringey primary school would ensure they were educated at a school with a Good or Outstanding OFTSED rating – all other Haringey primary schools are rated as Good or Outstanding. This represents a step towards advancing equality of opportunity for these children.

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. 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.	Y
Adjust the proposal: the EqIA identifies potential problems or missed opportunities. Adjust the proposal to remove barriers or better promote equality. Clearly set out below the key adjustments you plan to make to the policy. If there are any adverse impacts you cannot mitigate, please provide a compelling reason below	
Stop and remove the proposal: the proposal shows actual or potential avoidable adverse impacts on different protected characteristics. The decision maker must not make this decision:	

6 b) Summarise the specific actions you plan to take to remove or mitigate any actual or potential negative impact and to further the aims of the Equality Duty

Impact and which protected characteristics are impacted?	Action	Lead officer	Timescale
Sex	*Ensure all staff affected are given full and fair access to the redeployment pool.*	*Eveleen Riordan*	*Q1-Q3 2020*
Pregnancy and maternity	*Monitor this group to ensure that if this characteristic is affected (i.e. if pregnant or staff on maternity are included) those affected are given full and fair access to the redeployment pool*	*Eveleen Riordan*	*Q1-Q3 2020*

N/A			
N/A			

Please outline any areas you have identified where negative impacts will happen as a result of the proposal, but it is not possible to mitigate them. Please provide a complete and honest justification on why it is not possible to mitigate them.

As mentioned above there is a possibility that this proposal could adversely impact female teachers / teaching assistants as greater numbers of them are female rather than male and are likely to be made redundant or re-deployed. And as result of the impact on sex there could also be an additional impact on pregnancy and maternity.

The negative impact on these teachers and teaching assistants has been identified as a potential issue in the proposal to close Stamford Hill Primary School. However, the proposal is a reasonable and proportionate response to ensure the sustainability and breadth of offer at Haringey's primary school estate. Taking no action would put many schools under possibly intolerable financial burden which would likely worsen wider educational outcomes.

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

Following the results of the consultation it is proposed to consider any possible mitigating factors that may alleviate impacts of these teachers / teaching assistants. This will include access to redeployment, HR support and guidance in applying for alternative positions and redundancy packages, where applicable.

7. Authorisation

EqIA approved by .....Eveleen Riordan..... (Assistant Director)	Date .....21 January 2019.....

8. Publication

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

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

Department for Education

Opening and closing maintained schools

Statutory guidance for proposers and decision-makers

November 2019

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1: Summary

About this guidance

This is statutory guidance from the Department for Education. This means that recipients must have regard to it when carrying out duties relating to establishing (opening) a new maintained school and / or the discontinuance (closing) of an existing maintained school.

The purpose of this guidance is to ensure that good quality school places are provided where they are needed, and that surplus capacity is removed where necessary. It should be read in conjunction with Part 2 and Schedule 2 of the Education and Inspections Act (EIA) 2006 as amended by the Education Act (EA) 2011 and *The School Organisation (Establishment and Discontinuance of Schools) Regulations 2013*.

Review date

This guidance will be reviewed in September 2020.

Who is this guidance for?

This guidance is relevant to all categories of maintained school, unless explicitly stated otherwise, and is for those proposing to open and / or close a school (e.g. governing bodies, dioceses, and local authorities (LAs)), decision-makers (LAs, the Schools Adjudicator and governing bodies), and for those affected by a proposal (e.g. dioceses, trustees, parents etc.).

Proposers and decision-makers must have regard to this guidance when making proposals or decisions related to Schedule 2 of EIA 2006 (as amended by EA 2011) and the Establishment and Discontinuance Regulations.

Separate advice is available on making prescribed alterations to maintained schools and significant changes to academies and academy closure by mutual agreement.

It is the responsibility of LAs, proposers and school governing bodies to ensure that they act in accordance with the relevant legislation and have regard to statutory guidance when seeking to make changes to or to open or close a maintained school and they are advised to seek independent legal advice where appropriate. Similarly when making decisions on such proposals, LAs and

Schools Adjudicator must act in accordance with the law and must have regard to statutory guidance.

Main points

- Where a LA identifies the need for a new school, specifically to meet increased basic need in their area, section 6A of EIA 2006 places them under a duty to seek proposals to establish an academy (free school) via the 'free school presumption' process. The LA is responsible for providing the site for the new school and meeting all associated capital and pre-/post–opening revenue costs.
- The final decision on all new free school presumption proposals lies with the Regional Schools Commissioner (RSC) on behalf of the Secretary of State.
- In November 2018, the department launched a capital scheme for proposers to apply to the department for capital funding to support the creation of new voluntary aided (VA) schools under section 11 of the EIA 2006. More information can found here.
- Proposers wishing to establish a new school may also wish to consider opening a free school.
- It is possible for any person ('proposer'), in certain circumstances, to publish a proposal for a new maintained school outside of the competitions processes under section 11 of EIA 2006. It is also possible to apply to the Secretary of State for consent to publish proposals to establish a new maintained school under section 10 of EIA 2006.
- All decisions on proposals to open or close a maintained school must be made with regard to the factors outlined in this guidance and follow the relevant statutory process.
- Both the consultation period and the representation period should be carried out in term time to allow the maximum numbers of people to see and respond to what is proposed.
- The decision-maker will need to be satisfied that the consultation and representation period were appropriate, fair and open, and that the proposer has given full consideration to all the responses.
- Proposers should be aware of the guidance for decision makers set out in part 5 of this guidance and ensure that their proposals address the considerations that the decision-maker must take into account. The decision-maker must consider the expressed views of all those affected

by a proposal or who have an interest in it, including cross-LA border interests. The decision-maker should not simply take account of the number of people expressing a particular view. Instead, they should give the greatest weight to responses from those stakeholders likely to be most directly affected by a proposal – especially parents[1] of children at the affected school(s).

- In determining proposals decision-makers must ensure that the guidance on schools causing concern (intervening in failing, underperforming and coasting schools) has been considered where necessary.
- Within one week of the date of their publication the documents below **MUST** be sent to the Secretary of State (via schoolorganisation.notifications@education.gov.uk):
    - a copy of the statutory proposal
    - a copy of the statutory notice
    - a copy of the decision record on the proposal.
- The School Organisation Team will make the necessary updates to the Get Information About Schools (GIAS) system

[1] A 'parent' should be considered to be anyone who has parental responsibility, including parents, carers and legal guardians.

2: Proposing a new school

This section sets out how to propose the establishment of a new school. Proposer groups may also wish to consider establishing a free school.

Type of Proposal	Proposer	Decision-Maker	Right of appeal to the Adjudicator?
Free School Presumption	Other proposers (academy trusts/sponsors)	RSC (on behalf of the Secretary of State)	No
Section 7 (Stage 1) Any free school proposals will be considered first. If a proposal is received and considered suitable the competition ends and the the free school proposal is taken forward.	Other proposers	RSC (on behalf of the Secretary of State)	No
Section 7 (Stage 2) Where no suitable free school bid is received, proposals submitted for a new foundation, foundation special or voluntary school will be considered.	Other proposers	LA[2] (Schools Adjudicator where the LA is involved in the Trust of a proposed foundation school)	No

[2] Where the LA does not make a decision within the prescribed two month period, they must refer the proposal to the Schools Adjudicator.

Type of Proposal	Proposer	Decision-Maker	Right of appeal to the Adjudicator?
Section 11	Other proposers	LA[3]	The Diocesan Board of Education of any CofE diocese in the relevant area. The bishop of any Roman Catholic church in the relevant area. Proposers (if the LA is the decision maker)
Section 10	LA	Schools Adjudicator	No.
Section 10	All other proposers	LA (Schools Adjudicator where the LA is involved in the Trust of a foundation school)	Where the LA is the decision maker[4]; Proposers The Diocesan Board of Education of any CofE diocese in the relevant area. The bishop of any Roman Catholic church in the relevant area.

Related proposals

A proposal should be regarded as 'related' if its implementation (or non-implementation) would prevent or undermine the effective implementation of another proposal. Proposers should ensure that this information is set out clearly within their proposal.

[3] Where the LA does not make a decision within the prescribed two-month period, they must refer the proposal to the Schools Adjudicator.

[4] Where the Schools Adjudicator is the decision-maker, there is no right of appeal.

The free school presumption

Where a LA identifies the need for a new school to meet basic need for additional school places, section 6A of EIA 2006 places the LA under a duty to seek proposals to establish an academy (free school) via the 'free school presumption'.

The LA is responsible for providing the site for the new school and meeting all associated capital and pre-/post-opening revenue costs. All new free school presumption proposals require the RSC's approval (on behalf of the Secretary of State) as it is the Secretary of State who will enter into a funding agreement with the academy trust/sponsor.

LAs planning a presumption project to establish a primary school should include nursery provision in the specification, unless there is a demonstrable reason not to do so.

In considering the need for a new school, the LA should take account of any proposals they are aware of that will meet that need. If a LA has received a proposal for a new LA maintained school, and subsequently identifies the need for a new school, then the LA can decide the maintained school proposal[5] before deciding whether it is necessary to seek proposals via the free school presumption.

School competitions

If the free school presumption competition does not yield a suitable proposal, then a statutory competition can be held under section 7 of the EIA 2006. This will not require a separate application for the Secretary of State's approval, because the Secretary of State will inform the LA that approval to hold a section 7 competition is given at the same time as informing the LA that no suitable free school proposal was identified.

Where a LA holds a section 7 competition, the LA must follow the statutory process set out in Schedule 2 to EIA 2006 and the Establishment and Discontinuance Regulations.

The LA must publish a specification for the new school. The specification is only the minimum requirement and proposals may go beyond this. Proposers may submit proposals for a free school, foundation, foundation special or voluntary school into the competition. Where a free school proposal is received, the RSC

[5] Where the LA does not make a decision within the prescribed two month period, they must refer the proposal to the Schools Adjudicator.

(on behalf of the Secretary of State) will consider any free school proposals first when making a decision on the case.

The LA is expected to provide premises and meet the capital costs of implementing the winning proposal and must include a statement to this effect in the notice inviting proposals. Proposers should set out the estimated premises requirements and/or capital costs of a proposal submitted in response to a competition and, where these exceed the initial cost estimate made by the LA, the proposer should set out the reasons for the additional requirements and/or costs.

Proposing a maintained school outside competitive arrangements

It is possible to publish proposals for a new maintained school outside of the competitive arrangements at any time. Sections 10 and 11 of the EIA 2006 permit proposals to establish new schools under certain conditions either with the Secretary of State's consent (section 10 cases) or without (section 11 cases).

In all cases, proposers must follow the required statutory process as set out in part 4 of this guidance.

Section 11 proposals

Any persons ('proposer'), e.g. a diocese or charitable trust, may publish a proposal, at any time, for a new school outside the free school presumption and competitions process under section 11 of the EIA 2006.

The Secretary of State's consent is not required in the case of proposals for:

- a new community or foundation primary school to replace a maintained infant and a maintained junior school;
- a new voluntary aided school (e.g. in order to meet demand for a specific type of place such as demand from those of a particular faith);
- a new foundation or voluntary controlled school resulting from the reorganisation of existing faith schools in an area, including an existing faith school losing or changing its religious designation;
- a new foundation or community school, where a section 7 competition has been held but did not identify a suitable provider;
- a former independent school wishing to join the maintained sector; and
- a new maintained nursery school.

The statutory process described in part 4 must be followed to establish the new school.

In November 2018, the department launched a capital scheme to support the delivery of new voluntary aided schools. Further information about the scheme is available here.

Section 10 proposals

It is also possible to apply to the Secretary of State for 'consent to publish' proposals to establish a new school under section 10 of EIA 2006:

- for a community or foundation school to replace an existing maintained school; or
- for a brand new foundation or voluntary controlled school.

Proposers wishing to apply for consent should email schoolorganisation.notifications@education.gov.uk and request an application form. Each request for consent will be considered on its merits and the particular circumstances of the case.

Proposers should wait to receive confirmation of consent before following the statutory process in part 4 to establish the new school.

The Schools Adjudicator will decide LA proposals (as well as proposals where the LA are involved in the trust of a proposed foundation school or fails to determine the proposals within the specified time). The LA will decide proposals from other proposers[6].

Factors to consider when proposing a new school

Proposers should consider the following factors when making proposals to establish a new school.

Demand vs Need

For parental choice to work effectively, there may be some surplus capacity in the system as a whole. Competition from additional schools and places in the system will lead to pressure on existing schools to improve standards. However, excessive surplus capacity should be managed appropriately. Proposers may wish to discuss their plans with their LA to understand levels of need for their proposed school.

Proposers should also demonstrate parental demand for the new school places and the type of provision being proposed, the quality and diversity of provision available in the local area, and the impact of the new places on existing educational provision in the local area.

[6] Where the LA does not make a decision within the prescribed two month period, they must refer the proposal to the Schools Adjudicator.

Proposed admission arrangements

Proposers should set out their intentions for the admission arrangements of the proposed school, including, where the proposal is for a voluntary or foundation school, whether the school will have a religious character and apply faith-based admissions criteria.

Proposers should ensure that they consider all expected admission applications when considering demand for the school, including those from outside the LA area in which the school is situated.

National Curriculum

All maintained schools must follow the National Curriculum unless they have secured an exemption for groups of pupils or the school community[7].

Integration and community cohesion

Schools have a key part to play in providing opportunities for young people from different backgrounds to learn with, from and about each other; by encouraging, through their teaching, an understanding of and respect for other cultures, faiths and communities.

Proposer should have regard to the Integrated Communities Action Plan as well as any local integration and community cohesion strategies.

When making a proposal, the proposers should take account of the community to be served by the school and set out how:

- The school will be welcoming to pupils of all faiths and none; and show how the school will address the needs of all pupils and parents.
- How the school will provide a broad and balanced curriculum and prepare children for life in modern Britain including through the teaching of spiritual, moral, social and cultural (SMSC) education.
- How the school will promote fundamental British values of democracy, the rule of law, individual liberty and mutual respect and tolerance of those with different faiths and beliefs or none.
- How the school will encourage pupils from different communities, faiths and backgrounds to work together, learn about each other's customs, beliefs and ideas and respect each other's views.

[7] Under sections 90, 91, 92 and 93 of the Education Act 2002.

Travel and accessibility

Proposers should be satisfied that accessibility planning has been properly taken into account and that the proposal will not adversely impact disadvantaged groups.

LAs have a duty to promote the use of suitable travel and transport to school. Proposals should include a statement that the proposals are not expected to increase journey times, increase transport costs or result in children being prevented from travelling sustainably due to unsuitable walking or cycling routes.

Funding

Proposers must include a statement setting out that any land, premises or necessary funding required to implement the proposal will be available and that all relevant local parties (e.g. trustees or religious authority) have given their agreement to the funding arrangements.

Proposers relying on the department as a source of capital funding should not assume that approval of the proposal will trigger the release of capital funds from the department, unless the department has previously confirmed in writing that such resources will be available.

School premises and playing fields

Under the School Premises (England) Regulations 2012 all maintained schools are required to provide suitable outdoor space in order to enable physical education to be provided to pupils in accordance with the school curriculum; and for pupils to play outside safely.

Under the School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013, where proposals for a new VA school provide for the provision of playing fields, the duty to implement that part of the proposal (i.e. to provide the playing field) rests with the LA.

For Foundation, Foundation Special, and Voluntary Controlled schools, the duty to implement any proposals falls to either the governing body, or LA, as the proposal respectively provides for them to do so (i.e. the proposal for the new school will specify who will be providing the playing fields, which they then have a duty to actually provide).

Non-statutory guidelines setting out suggested areas for pitches and games courts are in place. Where the proposals for a new foundation or voluntary school are approved, the LA must transfer any interest it has in the premises to either the trustees of the school or, where the school has no trustees, the school's foundation body to be held by that body for the relevant purposes. The LALAmust pay to relevant persons any reasonable costs incurred in connection with the transfer.

If any doubt or dispute arises as to the persons to whom that transfer it to be made, it must be made to such persons as the Schools Adjudicator thinks proper.

3: Proposing to close (discontinue) a maintained school

This section sets out information for LAs and governing bodies wishing to propose the closure of a maintained school.

Under Section 15 of the EIA 2006, a LA can propose the closure of ALL categories of maintained school. The statutory process is set out in part 4. The governing body of a voluntary, foundation or foundation special school may also publish proposals to close its own school following the statutory process. Alternatively, it may give at least two years' notice of its intention to close the school to the Secretary of State and the LA.

The table below sets out a summary of the process for closing a maintained school[8]:

Proposer	Type of proposal	Decision-maker	Right of appeal to the Adjudicator?[9]
LA	Following a statutory process to close a community, community special or maintained nursery school	LA	The Diocesan Board of Education of any CofE diocese in the relevant area. The bishop of any Roman Catholic church in the relevant area.

[8] Proposers should be aware that in ALL cases where the LA does not make a decision within the prescribed two month period, they must refer the proposal to the Schools Adjudicator.
[9] Where the Schools Adjudicator is the decision maker, there is no right of appeal.

Proposer	Type of proposal	Decision-maker	Right of appeal to the Adjudicator?[9]
LA	Following a statutory process to close a foundation, foundation special or voluntary (VC or VA) school	LA	The Diocesan Board of Education of any CofE diocese in the relevant area. The bishop of any Roman Catholic church in the relevant area. The governing body or any foundation of the foundation or voluntary school specified in the proposals.
Governing Body	Following a statutory process to close a voluntary (VC or VA), foundation or foundation special school	LA	The Diocesan Board of Education of any CofE diocese in the relevant area. The bishop of any Roman Catholic church in the relevant area. The governing body or any foundation of the foundation or voluntary school specified in the proposals.

Reasons for closing a school

Reasons for closing a maintained school include, but are not limited to, where:

- There are surplus places elsewhere in the local area which can accommodate displaced pupils and there is no predicted demand for the school in the medium to long term;
- It is to be merged or amalgamated with another school;
- It has been judged inadequate by Ofsted and there is no sponsored academy solution;
- It is to acquire, lose or change its religious character;
- It is no longer considered viable; or
- It is being replaced by a new school.

Schools causing concern

In determining proposals, decision-makers must ensure that the guidance on schools causing concern (intervening in failing or underperforming schools) has been considered where necessary.

Related proposals

Where proposals are related, this should be made clear in consultation and representation periods, in published notices, and proposals. All notices should be published together / or as one notice (e.g. where one school is to be enlarged because another is being closed, a single notice could be published) and specified as 'related'.

Related proposals must also be considered together and, where possible, decisions should be made at the same time.

The presumption against the closure of rural schools

Proposers should be aware that the Department expects all decision-makers to adopt a presumption against the closure of rural schools. This doesn't mean that a rural school will never close, but that the case for closure should be strong and clearly in the best interests of educational provision in the area.

The presumption doesn't apply where a rural infant and junior school on the same site are being closed to establish a new primary school.

Proposers should set out whether the school is referred to in the Designation of Rural Primary Schools (England) Order or, where it is a secondary school, whether the school is identified as rural on the Get Information about Schools database.

Proposers should provide evidence to show they have carefully considered:

- alternatives to closure including: federation with another local school; conversion to academy status and joining a multi-academy trust; the

scope for an extended school to provide local community services and facilities e.g. child care facilities, family and adult learning, healthcare, community internet access etc;

- transport implications i.e. the availability, and likely cost of transport to other schools and sustainability issues;
- the size of the school and whether it puts the children at an educational disadvantage e.g. in terms of breadth of curriculum or resources available;
- the overall and long term impact on the local community of the closure of the village school and of the loss of the building as a community facility; and
- wider school organisation and capacity of good schools in the area to accommodate displaced pupils.

The presumption against the closure of maintained nursery schools

Proposers should be aware that decision-makers are expected to adopt a presumption against the closure of maintained nursery schools. This does not mean that a maintained nursery school will never close, but that the case for closure should be strong.

Where a proposal is for the closure of a maintained nursery school, the proposer should set out:

- plans to develop alternative early years provision clearly demonstrating that it will be at least equal in quantity and quality to the provision provided by the nursery school with no loss of expertise and specialism; and
- replacement provision is more accessible and more convenient for local parents.

Amalgamations

There are two ways to amalgamate two (or more) existing maintained schools:

- The LA or governing body (depending on school category) can publish a proposal to close two, or more, schools and the LA, or a proposer other than the LA (e.g. diocese, faith or parent group, trust), can publish a proposal to open a new school, depending on category. Where this is a presumption school, this will be subject to publication of a section 6A notice (see part 2). This will result in a new school number being issued.

- The LA and / or governing body (depending on school category) can publish a proposal to close one school (or more) and enlarge / change the age range / transfer site (following the statutory process as / when necessary) of an existing school, to accommodate the displaced pupils. The remaining school would retain its original school number, as it is not a new school, even if its phase has changed.

Existing schools wishing to acquire, change or lose a religious character

It is not possible for an existing maintained school to change its religious character. Instead, the LA or governing body must publish a proposal to close the existing school and a proposer, normally a faith organisation, must issue a 'related' proposal to establish a new voluntary or foundation school with a religious character. This can be done by either gaining the Secretary of State's consent under section 10 or as a special case under section 11 of EIA 2006.

In **ALL** cases, before the religious designation flexibilities can be utilised, the proposer will need to apply separately, to the Secretary of State, for the new school to be designated with a religious character. This would normally be done once the proposal for the new school has been approved.

Schools designated with a religious character that close will automatically have the designation revoked. This means that where two or more schools have amalgamated and the intention is that the successor school will have a religious designation, the new school will have to apply for that designation. Upon gaining a religious designation, a school cannot immediately change its admissions policy to include faith-based criteria. It will need to have consulted on, and determined, its admission arrangements in accordance with the School Admissions Code.

Two years notice of closure – voluntary and foundation schools

In addition to the statutory process for closure in part 4, the governing body of a voluntary or foundation school may, subject to specified provisions[10], give the Secretary of State and the LA at least two years' notice of their intention to close the school.

The trustees of a foundation or voluntary school must give their governing body at least two years' notice if they intend to terminate the school's occupation of its

[10] As outlined in section 30 of the SSFA 1998, and including those in the DBE Measure 1991.

site. The minimum two years' notice allows the LA and / or governing body time to make alternative arrangements for pupils.

Closure of a community or foundation special school in the interests of pupils

The Secretary of State may direct[11] a LA to close a community special or foundation special school if he considers it is in the interests of the health, safety or welfare of the pupils. Prior to making the direction, the Secretary of State must consult: the LA, any other LA who would be affected by the closure of the school;, the person(s) who appoints the foundation governors (for a foundation special school with a foundation); and any other person(s) the Secretary of State considers appropriate.

The Secretary of State must give notice of the direction in writing to both the governing body and the head teacher of the school. The school must be closed on the date specified by the Secretary of State.

Temporary school closures

A proposal to close a school is not required where a school will temporarily cease to operate due to a rebuild. Where a school operating over multiple sites proposes to cease operations on one (or more) of its sites, the proposal will be for a prescribed alteration, and not a school closure.

[11] Section 17 of EIA 2006

4: The statutory process

This section sets out the stages of the statutory process. The statutory process below must be followed for opening[12] and closing[13] a maintained school.

Stage one: consultation

It is a statutory requirement to consult any parties the proposer thinks is appropriate before publishing proposals under section 10 or 11 for new schools and for section 15 proposals to close a maintained school.

The proposer may use the consultation to consider a range of options for the future of a school (e.g. amalgamation, federation or closure). However, the proposer must then publish specific proposals (see stage two of the statutory process below). It is these specific proposals setting out details of the new school or the school to be closed which can be commented on or objected to during the statutory representation period.

It is for the proposer to determine the nature and length of the consultation. It is best practice for consultations to be carried out in term time to allow the maximum number of people to respond. Proposers should have regard to the Cabinet Office guidance on Consultation principles when deciding how to carry out the consultation period.

In the case of the closure of rural primary schools and special schools, the Act sets out some particular groups who must be consulted. This is set out in Annex A.

Stage two: publication

A statutory proposal should be published within 12 months of the initial consultation period being completed. This is so that it can be informed by up-to-date feedback. A proposal **MUST** contain the information specified in either Schedule 1[14] for establishing a new school or Schedule 2 for closing a school of the Establishment and Discontinuance Regulations. Annex B summarises the information required for closure proposals and Annex C summarises the information required for establishing a new school under the section 10 or 11 processes.

[12] Under sections 10 and 11 of EIA 2006
[13] Under section 15 of EIA 2006
[14] Of the School Organisation (Establishment and Discontinuance) (England) Regulations 2013.

The proposer must publish the full proposal on a website along with a statement setting out:

- how copies of the proposal may be obtained;
- that anybody can object to, or comment on, the proposal;
- the date that the representation period ends; and
- the address to which objections or comments should be submitted.

A brief notice containing the website address of the full proposal must be published in a local newspaper and may also be published in a conspicuous place on the school premises (where any exist), such as at all of the entrances to the school.

In all cases, within one week of the date of publication on the website, the proposer **MUST** send a copy of the proposal and the information set out above to:

- the Secretary of State (schoolorganisation.notifications@education.gov.uk);
- Where the proposal is to close a special school, the parents of every registered pupil at the school;
- The Diocesan Board of Education of any Church of England diocese in the relevant area;
- the bishop of any diocese of the Roman Catholic Church any part of which is comprised in the area of the relevant authority; and
- any other body or person that the proposer thinks is appropriate (e.g. any relevant religious authority).
- Where the proposal is for a new school under section 10 or 11 of the EIA 2006 and the LA is not the proposer, the LA which it is proposed would maintain the school.
- Where the proposal is for the closure of a maintained school, the governing body or the LA responsible for maintaining the school (as appropriate)

Within one week of receiving a request for a copy of the proposal the proposer must send a copy to the person requesting it.

Stage three: representation

Except where a proposal is for the closure of a rural primary school or a special school, where there are prescribed consultees (see Annex A), proposers of a school closure should consult organisations, groups and individuals they feel to be appropriate during the representation period (the information at Annex A can be used for examples).

The representation period starts on the date of publication of the statutory proposal and **MUST** last for four weeks. During this period, any person or organisation can submit comments on the proposal to the LA, to be taken into account by the decision-maker. It is also good practice for LAs to forward representations to the proposer (subject to any issues of data protection or confidentiality) to ensure that they are aware of local opinion.

The decision-maker will need to be satisfied that the proposer has had regard for the statutory process and must consider **ALL** the views submitted during the representation period, including all support for, objections to, and comments on the proposal.

Stage four: decision

The LA will be the decision-maker on a school closure proposal, unless the closure proposal is 'related' to another proposal that is to be decided by the Schools Adjudicator.

The Schools Adjudicator will decide proposals for new schools made by the LA (and cases where the LA is involved in the trust of a proposed foundation school). The LA will decide proposals for new schools from other proposers.

The Schools Adjudicator will also be the decision-maker in any case where the LA does not make a decision within a period of two months of the end of the representation period. Where this happens, the LA must, within a week of the end of that two-month period, refer the case to the Schools Adjudicator.

The decision-maker must have regard to the statutory decision makers guidance contained in this document.

When issuing a decision, the decision-maker can:

- reject the proposal;
- approve the proposal without modification;
- approve the proposal with such modifications as they think desirable, after consulting the LA and/or proposer (as appropriate); or

- approve the proposal – with or without modification – subject to certain conditions[15] (such as the granting of planning permission) being met.

A proposal can be withdrawn by the proposer at any point before a decision is taken. When revoking a proposal prior to a decision being made, the proposer must send written notice to the LA and the Schools Adjudicator (where applicable). A notice must also be placed on the website where the original proposals were published.

Where the LA is the decision-maker, within one week of making a determination they **MUST** publish their decision and the reasons for that decision being made on their website. They **MUST** arrange for notification of the decision and reasons for it to be sent to:

- The Secretary of State (via schoolorganisation.notifications@education.gov.uk)
- the governing body/proposers (as appropriate);
- the Schools Adjudicator;
- The Diocesan Board of Education of any Church of England diocese in the relevant area;
- the bishop of any diocese of the Roman Catholic Church any part of which is comprised in the area of the relevant authority; and
- for a special school, the parents of every registered pupil at the school;
- any other body considered appropriate (e.g. other relevant religious authority); and
- the trustees of the school (where relevant e.g. site trustees).

Where the Schools Adjudicator is the decision-maker, where possible they should send notification of the decision and reasons for it, within one week of making a determination to the LA and the Secretary of State (via schoolorganisation.notifications@education.gov.uk) to ensure the appropriate records can be updated and to allow for any actions required as a consequence of the decision to be completed (e.g. an admissions preference exercise following approval to close a school).

Rights to refer LA decisions to the Schools Adjudicator

For rights to refer a decision taken by the LA on establishment proposals to the Schools Adjudicator, see table on page 6. For rights to refer a decision taken by the LA on closure proposals to the Schools Adjudicator, see table on page 15.

[15] As specified in regulation 16 of the Establishment and Discontinuance Regulations

Within one week of receipt of a request for a referral, a LA decision-maker must send the proposal, representations received and the minutes and papers from the meeting at which it considered the proposals to the Schools Adjudicator.

There is no right of appeal against determinations made by the Schools Adjudicator. Adjudicator decisions can be challenged only by judicial review in the courts.

Stage five: implementation

There is no maximum limit on the time between the publication of a proposal and its proposed date of implementation. However, decision-makers should be confident the proposers have good justification (for example an authority-wide reorganisation) if they propose a timescale longer than three years.

The proposer must implement a proposal in the form approved, including any modifications made by the decision-maker.

The school organisation team will make the necessary changes to the school(s) GIAS record(s).

For proposals to establish a new school, the proposer should contact the school organisation team (via schoolorganisation.notifications@education.gov.uk) one month before the proposed opening date to confirm that the new school will be opening on time. It is at this point that a GIAS record will be created and your school will be assigned a URN.

Modification post determination

If it becomes necessary, due either to a major change in circumstance or it being unreasonably difficult to implement a proposal as approved, the proposer can propose modifications (e.g. to amend the implementation date) to the decision-maker before the approved implementation date. However, proposals cannot be modified to the extent that new proposals are substituted for those that have been approved.

The LA or the Schools Adjudicator (where the original proposals were decided by the Schools Adjudicator) will be the decision maker for any proposals for modifications post determination.

Revocation

If the proposer does not wish to implement an approved proposal because doing so would be unreasonably difficult or circumstances have changed (so that implementation would be inappropriate) the proposer must publish a revocation

proposal, in order to be relieved of the duty to implement. A revocation proposal must contain:

- a description of the original proposal as published;
- the date of the publication of the original proposal; and
- a statement as to why the duty to implement the original proposal should not apply.

The proposer must publish the revocation proposal on a website and a brief notice of the proposal in a local newspaper. Details of what must be included in this notice are the same as in the publication section.

Within one week of publication, the proposer must send copies of the proposal to:

- The Secretary of State (via schoolorganisation.notifications@education.gov.uk)
- Any other body or person that the proposer think appropriate.

Proposers must send the revocation proposal to the LA within one week of the date of publication on the website. Where the original proposal was decided by the Schools Adjudicator, the LA must refer the revocation proposal together with any comments or objections within two weeks of the end of the representation period to the Schools Adjudicator.

5: Guidance for decision-makers

This section sets out the considerations that should be made by the LA or Schools Adjudicator when deciding proposals to establish or discontinue (close) a school. The decision-maker must have regard to the statutory guidance contained in this document. Proposers will wish to ensure that their proposals contain the information that the decision-maker will need in order to decide the proposal taking account of this section of the guidance.

The LA will be the decision-maker on a school closure proposal, unless the closure proposal is 'related' to another proposal that is to be decided by the Schools Adjudicator.

The Schools Adjudicator will be the decision-maker for LA proposals to establish a new school (and cases where the LA is involved in the trust of a proposed foundation school). The LA is the decision-maker for any proposals for a new school from other proposers.

The Schools Adjudicator will be the decision-maker in any case where the LA does not make a decision within a period of two months from the end of the representation period. Where this happens, the LA must, within a week of the end of that two month period, refer the case to the Schools Adjudicator.

In all cases, the decision-maker should be satisfied that the proposer has carried out the statutory process satisfactorily and should have due regard to all responses received during the representation period.

Issuing a decision

When issuing a decision, the decision-maker can:

- reject the proposal;
- approve the proposal without modification;
- approve the proposal with such modifications as they think desirable, after consulting the LA and/or proposer (as appropriate); or
- approve the proposal – with or without modification – subject to certain conditions[16] (such as the granting of planning permission) being met.

Such decisions **must** be taken within two months of the end of the representation period, it is **not** possible for a LA to defer the decision beyond the two-month period.

[16] As specified in regulation 16 of the Establishment and Discontinuance Regulations

A proposal can be withdrawn by the proposer at any point before a decision is taken. When doing so the proposer must send written notice to the LA and the Schools Adjudicator (if the proposal has been sent to them). A notice must also be placed on the website where the original proposal was published. It is good practice to notify any other interested parties that the proposal has been withdrawn.

Where the LA is the decision-maker, within one week of making a determination they **must** publish their decision and the reasons for such a decision being made on their website. They **must** arrange for notification of the decision and reasons for it to be sent to:

- The Secretary of State (via schoolorganisation.notifications@education.gov.uk)
- the governing body/proposers (as appropriate);
- the Schools Adjudicator;
- The Diocesan Board of Education of any Church of England diocese in the relevant area;
- the bishop of any diocese of the Roman Catholic Church any part of which is comprised in the area of the relevant authority; and
- for a special school, the parents of every registered pupil at the school;
- any other body considered appropriate (e.g. other relevant religious authority); and
- The trustees of the school (where relevant e.g. site trustees).
- Where the Schools Adjudicator is the decision-maker, where possible they should send notification of the decision and reasons for it, within one week of making a determination to the LA and the Secretary of State (via schoolorganisation.notifications@education.gov.uk) to ensure the appropriate records can be updated and to allow for any actions required as a consequence of the decision to be completed (e.g. an admissions preference exercise following approval to close a school).

Factors to consider when determining proposals

Demand and need

When considering proposals to establish new provision, the decision-maker should be satisfied that the proposer has demonstrated demand for the provision being proposed. This should include:

- the evidence presented for any projected increase in pupil population (such as planned housing developments) and any new provision opening in the area (including free schools), in relation to the number of places to be provided.
- the quality and diversity of schools in the relevant area and whether the proposal will meet or affect the needs of parents; raise local standards and narrow attainment gaps.
- the popularity of other schools in the area and evidence of parental demand for a new school. Whilst the existence of surplus capacity in neighbouring schools should not in itself prevent the creation of new places, they should consider the impact of the new places on existing good educational provision in the local area.

When determining proposals to discontinue (close) provision, the decision-maker should be satisfied that there are sufficient surplus places elsewhere in the local area to accommodate displaced pupils, and the likely supply and future demand for places in the medium and long term.

The decision-maker should take into account the overall quality of alternative places in the local area, balanced with the need to reduce excessive surplus capacity in the system. The decision-maker should have regard for the local context in which the proposals are being made, taking into account the nature of the area, the age of the children involved and, where applicable, alternative options considered for reducing excess surplus capacity.

Suitability

When considering any proposal for a new maintained school, the decision-maker should consider the proposal on its merits and take into account all matters relevant to the proposal. Any proposal put forward by organisations which advocate violence or other illegal activity must be rejected. In order to be approved, a proposal should demonstrate that, as part of a broad and balanced curriculum, the proposed new school would promote the spiritual, moral, cultural, mental and physical development of pupils at the school and of society, as set out in the department's guidance on Promoting fundamental British values through SMSC.

Proposed admission arrangements

Before approving a proposal the decision-maker should confirm that the admission arrangements of the school are compliant with the School Admissions Code. Although the decision-maker cannot modify proposed admission

arrangements, the decision-maker should inform the proposer where arrangements seem unsatisfactory and the admission authority should be given the opportunity to revise them.

National Curriculum

All maintained schools must follow the National Curriculum unless they have secured an exemption for groups of pupils or the school community[17].

School size

Decision-makers should not make blanket assumptions that schools should be of a certain size to be good schools, although the viability and cost-effectiveness of a proposal is an important factor for consideration. The decision-maker should also consider the impact on the LA's budget of the need to provide additional funding to a small school to compensate for its size.

Equal opportunity issues

The decision-maker must have regard to the Public Sector Equality Duty (PSED), which requires them to have 'due regard' to the need to:

- eliminate discrimination;
- advance equality of opportunity; and
- foster good relations between people with a protected characteristic and those without that characteristic.

The decision-maker must consider the impact of the proposals on the relevant protected characteristics and any issues that may arise from the proposals (e.g. where there is a proposal to establish new single sex provision in an area, there is equal access to single sex provision for the other sex to meet parental demand). Decision-makers should be satisfied that the proposer has shown a commitment to providing access to a range of opportunities which reflect the ethnic and cultural mix of the area, whilst ensuring that such opportunities are open to all.

Integration and community cohesion

The decision-maker should consider the impact of any proposal on local integration and community cohesion objectives and have regard to the Integrated Communities Action Plan.

[17] Under sections 90, 91, 92 and 93 of the Education Act 2002.

When considering, publishing or deciding a proposal, the proposer and the decision-maker should take account of the community to be served by the school and the views of different sections within the community. They should also consider:

- Whether the school will be welcoming to pupils of any faith and none; and how the school will address the needs of all pupils and parents.
- Whether the curriculum will be broad and balanced and prepare children for life in modern Britain including through the teaching of spiritual, moral, social and cultural (SMSC) education.
- Whether the school will promote fundamental British values of democracy, the rule of law, individual liberty, and mutual respect and tolerance of those with different faiths and beliefs and none.
- Whether the school will encourage pupils from different communities, faiths and backgrounds to work together, learn about each other's customs, beliefs and ideas and respect each other's views.

Travel and accessibility

The decision-maker should satisfy themselves that the proposers have been taken into account accessibility planning and that the proposal will not adversely impact on disadvantaged groups.

Decision-makers should consider whether the proposal will unreasonably extend journey times or increase transport costs or result in too many children being prevented from travelling sustainably due to unsuitable walking or cycling routes. The decision-maker will need to consider the local context, for example in areas with excessive surplus places, the decision-maker should consider whether the travel implications of the proposal are reasonable compared to those for alternative options.

A proposal should also be considered on the basis of how it will support and contribute to the LA's duty to promote the use of sustainable travel and transport to school.

Further information is available in the statutory Home to school travel and transport guidance for LAs.

Funding

The decision-maker should be satisfied that any land, premises or necessary funding required to implement the proposal will be available and that all relevant local parties (e.g. trustees or religious authority) have given their agreement to the funding arrangements.

Where proposers are relying on the department as the source of capital funding, there can be no assumption that the approval of a proposal will trigger the release of capital funds from the department, unless the department has previously confirmed in writing that such resources will be available.

Where a proposer is proposing a new voluntary aided school under section 11 and has applied for capital funding from the department, the decision-maker may, if satisfied that the department has given written 'in principle' agreement to provide capital funding, approve the proposals on the condition that the proposer enter into an arrangement with the Department for Education for any necessary building work.

Schools causing concern

In determining proposals, decision-makers must ensure that the guidance on schools causing concern (intervening in failing or underperforming schools) has been considered where necessary.

Rural schools and the presumption against closure

Decision-makers should adopt a presumption against the closure of rural schools. This does not mean that a rural school will never close, but the case for closure should be strong and a proposal must be clearly in the best interests of educational provision in the area. When producing a proposal to close a rural primary school, the proposer must consider:

- the likely effect of the closure of the school on the local community;
- the proportion of pupils attending the school from within the local community i.e. is the school being used by the local community;
- educational standards at the school and the likely effect on standards at neighbouring schools;
- the availability, and likely cost to the LA, of transport to other schools;
- whether the school is now surplus to requirements (e.g. because there are surplus places elsewhere in the local area which can accommodate displaced pupils, and there is no predicted demand for the school in the medium or long term);
- any increase in the use of motor vehicles which is likely to result from the closure of the school, and the likely effects of any such increase; and
- any alternatives to the closure of the school.

‘Rural primary school’, in this context, means any school referred to in the Designation of Rural Primary Schools (England) Order. Proposers should also consider the above factors when proposing the closure of a rural secondary school. Rural secondary schools are identified on the Get Information about Schools database using the Office for National Statistics' Rural and Urban Area Classification. Decision-makers should consider this indicator when deciding a proposal for the closure of a rural secondary school. Where a school is not recorded as rural on GIAS, the decision-maker can consider evidence provided by interested parties that a particular school should be regarded as rural.
The presumption against the closure of rural schools does not apply in cases where a rural infant and junior school on the same site are being closed to establish a new primary school.

Maintained nursery schools and the presumption against closure

Decision-makers should adopt a presumption against the closure of maintained nursery schools. This does not mean that a nursery school will never close, but the case for closure should be strong and the proposal should demonstrate that:

- plans to develop alternative early years provision clearly demonstrate that it will be at least equal in quality and quantity to the provision provided by the nursery school with no loss of expertise and specialism; and
- replacement provision is more accessible and more convenient for local parents.

In considering a proposal to close a school which currently includes early years provision, the decision-maker should consider whether the alternative early years provision will integrate pre-school education with childcare services and/or with other services for young children and their families.

Balance of denominational provision

In deciding a proposal to close a school that has been designated with a religious character, decision-makers should consider the effect that this will have on the balance of denominational provision in the area, as well as taking account of the number of pupils currently on roll, the medium and long term need for places in the area, and whether standards at the school have been persistently low.

In relation to the balance of denominational provision, if an infant and a junior school of a particular religious character in an area are to close and be replaced with a new all-through school, then there should normally be a preference for

that new school to be of the same religious character as the predecessor schools.

Where one school has a religious character and the other does not, or has a different religious character, both proposers and decisions-makers should consider what would best meet the needs of the local community. Decision-makers should consider what impact the proposal will have on the balance of denomination provision in the area, the quality of the provision available (particularly when proposing a merger) and parental demand in the area for the different types of provision.

Community services

Some schools may be a focal point for family and community activity, providing extended services for a range of users, and their closure may have wider social consequences. Where the school is providing access to extended services, provision should be made for the pupils and their families to access similar services through their new schools or other means.

Determining revocation proposals

When a proposer or LA does not wish to implement an approved proposal because doing so would be unreasonably difficult or circumstances have changed (so that implementation would be inappropriate), the proposer must publish a revocation proposal, to be relieve themselves and/or the LA of any duty to implement.

The LA will be the decision-maker for revocation proposals with the exception of cases where the original proposal was determined by the Schools Adjudicator. In such cases, the LA must refer the revocation proposal together with any comments or objections within two weeks of the end of the representation period to the Schools Adjudicator. Where the LA made the initial determination of the original proposals and the proposals were later referred to the adjudicator, the LA should determine any revocations proposals made.

The decision-maker should be satisfied that the proposer has carried out the statutory process appropriately (as set out in part 4 of this guidance) and should have regard for any responses received during the representation period.

LAs must determine a revocation proposal within two months of the end of the representation period. Where the LA has not determined the proposal by the end of the two-month period, the decision-maker must refer the decision to the Schools Adjudicator. The decision-maker should make such persons aware of the decision as they consider appropriate. This should include:

- the Secretary of State (via schoolorganisation.notifications@education.gov.uk)
- the governing body/proposers (as appropriate);
- the Schools Adjudicator or LA (as appropriate);
- the Diocesan Board of Education of any Church of England diocese in the relevant area;
- the bishop of any diocese of the Roman Catholic Church any part of which is comprised in the area of the relevant authority; and
- for a special school, the parents of every registered pupil at the school;
- any other body considered appropriate (e.g. other relevant faith organisation); and
- the trustees of the school (where relevant e.g. site trustees).

Determining requests to modify approved proposals

Proposers may request modifications to approved proposals or ask the body which approved the proposals to specify a later date in respect of conditional approval[18]. Where the Schools Adjudicator determined the original proposals, the LA must refer the case to the Schools Adjudicator within two weeks of receipt of the request from the proposers.

The decision-maker should be satisfied that the proposal does not modify the existing proposals to the extent that new proposals are substituted for those that were originally published.

Where approved proposals are modified, the LA or the Schools Adjudicator (as the case may be) must notify the Secretary of State (via schoolorganisation.notifications@education.gov.uk within one week of the date of the proposals being modified.

Where the bodies listed below are unsatisfied with the outcome of a decision taken on a revocation, they may appeal to the Schools Adjudicator within four weeks of the publication of the decision. The Schools Adjudicator will take a fresh decision on the proposals.

- the Diocesan Board of Education for any diocese in the Church of England that is comprised in the area of the relevant authority;
- the bishop of any Roman Catholic Church in the area of the relevant authority;
- the proposers;

[18] Under paragraph 21(2)(a) of Schedule 2 to the Act

- the governing body or trustees of any foundation or voluntary school which is the subject of the proposals (where relevant).

Within one week of receiving the appeal the LA must send to the adjudicator:

- any objections or comments in relation to the proposals;
- minutes of the meeting at which the revocation proposals were considered; and
- any papers considered by the LA at that meeting.

Annex A: School closure consultations

In the case of the proposed closure of a rural primary school or a community or foundation special school, prior to publishing a statutory notice and proposal, proposers **must**, under section 16(1) of EIA 2006 consult:

- The LA (as appropriate);
- The parents of registered pupils at the school;
- where the LA is a county council the local district or parish council where the school that is the subject to the proposal is situated; and
- in the case of a special school – any LA which maintains an EHC plan or statement of special educational needs in respect of a registered pupil at the school.

The Secretary of State considers that these bodies, along with those listed below should be consulted in the case of the proposed closure of all schools:

- the governing body (as appropriate);
- pupils at the school[19];
- (if a proposal involves, or is likely to affect a school which has a particular religious character) the appropriate diocese or relevant faith group[20];
- the trustees of the school (if any);
- teachers and other staff at the school;
- any LA likely to be affected by the proposal, in particular neighbouring authorities where there may be significant cross-border movement of pupils;
- the governing bodies, teachers and other staff of any other school that may be affected;
- parents of any pupils at other schools who may be affected by the proposal including where appropriate families of pupils at feeder primary schools;
- any trade unions who represent staff at the school; and representatives of any trade union of staff at other schools who may be affected by the proposal;

[19] Under section 176 of the Education Act 2002.
[20] Under the DBE Measure 1991 Church of England schools must consult with their diocese before making closure proposals.

- MPs whose constituencies include the school that is the subject of the proposal or whose constituents are likely to be affected by the proposal; and
- any other interested organisation / person that the proposer thinks are appropriate.

Annex B: Statutory proposals for school closures

As set out in Schedule 2 to the Establishment and Discontinuance Regulations the information below **must** be included in a proposal to close a school:

Contact details

The name and contact address of the LA or governing body publishing the proposals and the name, address and category of the school it is proposed that should be discontinued.

Implementation

The date on which it is proposed to close the school or, where it is proposed that the closure be implemented in stages, the dates of and information about each stage.

Reason for closure

A statement explaining the reason why closure of the school is considered necessary.

Pupil numbers and admissions

The numbers (distinguishing between compulsory and non-compulsory school age pupils), age range, sex, and special educational needs of pupils (distinguishing between boarding and day pupils) for whom provision is currently made at the school.

Displaced pupils

A statement and supporting evidence about the need for school places in the area including whether there is sufficient capacity to accommodate displaced pupils.

Details of the schools or further education colleges at which pupils at the school to be discontinued will be offered places, including—

a) any interim arrangements;

b) the provision that is to be made for those pupils who receive educational provision recognised by the LA as reserved for children with special educational needs; and

c) in the case of special schools, the alternative provision made by any LA other than the LA which maintain the school.

Details of any other measures proposed to be taken to increase the number of school or further education college places available if necessary, in consequence of the proposed discontinuance.

Impact on the community

A statement and supporting evidence about the impact on the community of the closure of the school and any measures proposed to mitigate any adverse impact.

Rural primary schools

Where proposals relate to a rural primary school designated as such by an order made for the purposes of section 15, a statement that the LA or the governing body (as the case may be) considered section 15(4).

Balance of denominational provision

Where the school has a religious character, a statement about the impact of the proposed closure on the balance of denominational provision in the area and the impact on parental choice.

Maintained nursery schools

Where proposals relate to the discontinuance of a maintained nursery school, a statement setting out—

a) the LA's assessment of the quality and quantity of the alternative provision compared to the school proposed to be discontinued and the proposed arrangements to ensure the expertise and specialism continues to be available; and

b) the accessibility and convenience of replacement provision for local parents.

Sixth form provision

Where the school proposed to be discontinued provides sixth form education, the effect for 16 to 19 year olds in the area that the closure will have in respect of—

a) their educational or training achievements;

b) their participation in education or training; and the range of educational or training opportunities available to them.

Special educational needs provision

Where existing provision that is recognised by the LA as reserved for pupils with special educational needs is being discontinued, a statement as to how the LA or the governing body (as the case may be) believes the proposals are likely to lead to improvements in the standard, quality and/or range of the educational provision for these children.

Travel

Details of length and journeys to alternative provision.

The proposed arrangements for travel of displaced pupils to other schools including how the proposed arrangements will mitigate against increased car use.

Annex C: Statutory proposals for establishing a new school

As set out in the Establishment and Discontinuance Regulations the information below must be included in section 10 and 11 proposals to establish a new school:

Contact details

The name and contact address of the LA or the proposers (as the case may be).

Implementation

The date on which it is proposed that the school be opened or, where it is proposed that the opening be implemented in stages, the dates of and information about each stage.

Where the proposals are to establish a voluntary, foundation or foundation special school, a statement as to whether the proposals are to be implemented by the LA or by the proposers, and if the proposals are to be implemented by both,

(a) a statement as to the extent that they are to be implemented by each body, and

(b) a statement as to the extent to which the capital costs of implementation are to be met by each body.

Reason for the new school

A statement explaining the reason why the new school is considered necessary and whether it is to replace an existing school or schools.

Category

Whether the school will be a foundation or foundation special school (and, if so, whether it is to have a foundation), a voluntary school (and whether it will be voluntary controlled or voluntary aided), a community or community special school, or a LA maintained nursery school and, if required by section 10, a statement that the Secretary of State's consent has been obtained to publish the proposals.

Ethos and religious character

A short statement setting out the proposed ethos of the school, including details of any educational philosophy, which it is proposed that the school will adhere to.

If it is proposed that the school is to have a religious character, confirmation of the religion or religious denomination in accordance with whose tenets religious education will, or may be required to be provided at the school; and a statement that the proposers intend to ask the Secretary of State to designate the school as a school with such a religious character.

Where it is proposed that the school—

(a) has a religious character, evidence of the demand in the area for education in accordance with the tenets of the religion; or

(b) adheres to a particular philosophy, evidence of the demand for education in accordance with that philosophy that is not already met in other maintained schools or academies in the area.

Pupil numbers and admissions

The numbers (distinguishing between compulsory and non-compulsory school age pupils), age range, sex, and special educational needs of pupils (distinguishing between boarding and day pupils) for whom provision is to be made at the school.

Admission arrangements

Except in relation to proposals for special schools, the proposed admission arrangements and over-subscription criteria for the new school including, where the school is proposed to be a foundation or voluntary school which is to have a religious character—

(a) the extent to which priority for places is proposed to be given to children of the school's religion or religious denomination; and

(b) the extent, if any, to which priority is to be given to children of other religions or religious denominations or to children having no religion or religious denomination.

Early years provision

Where the proposals are to include provision for pupils aged two to five—

(a) details of how the early years provision will be organised, including the number of full-time and part-time pupils, the number of places, the number and length of sessions in each week, and the services for disabled children that will be offered;

(b) how the school will integrate the early years provision with childcare services, and how the proposals for the establishment of the school are consistent with the integration of early years provision with childcare;

(c) evidence of parental demand for additional early years provision;

(d) assessment of capacity, quality and sustainability of provision in schools, and in settings outside of the maintained school sector which deliver the Early Years Foundation Stage within three miles of the school; and

(e) the reasons why schools and settings outside the maintained school sector which deliver the Early Years Foundation Stage within three miles of the school and which have spare capacity, cannot make provision for any forecast increase in the numbers of such children.
Sixth form provision

Where it is proposed that the school will provide sixth form education, for 16 to 19 year olds in the area, how the proposals will —

(a) improve the educational or training achievements;

(b) increase participation in education or training; and

(c) expand the range of educational or training opportunities available to them.

Where the addition of sixth-form provision is being proposed, a change of age-range will be required, and proposers should refer to the prescribed alterations guidance.

Special educational needs provision

Whether the school will have provision that is recognised by the LA as reserved for children with special educational needs and, if so, the nature of such provision.

Details of the proposed policy of the school relating to the education of pupils with special educational needs.

Where the school will replace existing educational provision for children with special educational needs—

(a) a statement on how the proposer believes the proposal is likely to lead to improvements in the standard, quality and range of educational provision for these children;

(b) details of the improvements that the proposals will bring in respect of—

(i) access to education and associated services including the curriculum, wider school activities, facilities and equipment with reference to the LA’s Accessibility Strategy;

(ii) access to specialist staff, both education and other professionals, including any external support or outreach services;

(iii) access to suitable accommodation; and

(iv) supply of suitable places.

Single sex school

Where the school is to admit pupils of a single sex—

(a) evidence of local demand for single sex education and how this will be met if the proposals are approved; and

(b) a statement giving details of the likely effect the new school will have on the balance of provision of single sex education in the area.

Curriculum

Confirmation that the school will meet the general requirements in relation to the curriculum contained in section 78 of EA 2002 and an outline of any provision that will be in addition to the basic curriculum required by section 80 of EA 2002, in particular any 14-19 vocational education.

Relevant experience of proposers

Evidence of any relevant experience in education held by the proposers including details of any involvement in the improvement of standards in education.

Effects on standards and contributions to school improvement

Information and supporting evidence on—

(a) how the school will contribute to enhancing the diversity and quality of education in the area; and (b) how the school will contribute to school improvement.

Location and costs

A statement about -

(a) the area or the particular community or communities which the new school is expected to serve;

(b) the location of the site or sites including, where appropriate, the postal address or addresses;

(c) the current ownership and tenure (freehold or leasehold) on which the site will be held, and if the site is to be held on a lease, details of the proposed lease;

(d) whether the site is currently used for the purposes of another school and if so, why the site will no longer be required by the other school;

(e) the estimated capital costs of providing the site and how those costs will be met (including the extent to which the costs are to be met by the proposers and the LA) and how the proposers intend to fund their share of the costs of implementing the proposals (if any);

(f) whether planning permission is needed under the Town and Country Planning Act 1990, and when it is anticipated that it will be obtained;

(g) confirmation from the Secretary of State or LA (as the case may be) that funds will be made available (including costs to cover any necessary site purchase).

Travel

The proposed arrangements for travel of pupils to the school.

Federation

Details of any proposals for the school to be established as a federated school.

Voluntary aided schools

Where the school is to be a voluntary aided school—

(a) details of the trusts on which the site is to be held; and

(b) confirmation that the governing body will be able and willing to carry out their obligations under Schedule 3 to SSFA 1998.

Foundation schools

Where the school is to be a foundation or foundation special school, confirmation as to—

(a) whether it will have a foundation and if so, the name or proposed name of the foundation;

(b) the rationale for the foundation and the particular ethos that it will bring to the school;

(c) the details of membership of the foundation, including the names of the members;

(d) the proposed constitution of the governing body; and

(e) details of the foundation’s charitable objects.

Annex D: Further Information

This guidance primarily relates to:

- The Education and Inspections Act 2006, as amended by the Education Act 2011
- The School Standards and Framework Act 1998, as amended by the Education Act 2002
- The School Organisation (Establishment and Discontinuance of Schools) Regulations 2013
- The School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013
- The free school presumption – Departmental advice for local authorities and new school proposers (May 2018)
- Presumption against the closure of primary schools
- Rural and Urban Area Classification
- The Religious Character of Schools (Designation Procedure) Regulations 1998
- How to apply for religious designation
- Schools Adjudicator
- School Admissions Code

It also relates to:

- School Governance (Constitution) (England) Regulations 2012
- School Governance (Roles, Procedures and Allowances) (England) Regulations 2013
- Governors handbook.
- School Premises (England) Regulations 2012
- The School Companies Regulations 2002 as amended by the 2003 Regulations and the 2014 Regulations
- Change your charity's governing document
- Academies Act 2010
- Making significant changes to an existing academy and Closure by Mutual Agreement (2018);
- Regional Schools Commissioner
- Consultation principles

Department for Education

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Appendix 6 - Statutory notice and full proposal

Statutory Notice – Proposal to close Stamford Hill Primary School with displaced pupils transferring to Tiverton Primary School (amalgamation)

NOTICE is given in accordance with section 15(1) of the Education and Inspections Act 2006 that Haringey Council, River Park House, 225 High road, London N22 8HQ intends to discontinue Stamford Hill Primary School, Berkeley Rd, London N15 6HD on 31 August 2020.
It is proposed to close Stamford Hill Primary School on 31 August 2020 with displaced pupils transferring to Tiverton Primary school (amalgamation). There is no intention to increase the number of places at Tiverton Primary School, as there are enough surplus places available within the school to accommodate all pupils. There is also a surplus of places at most other local schools for families who may prefer alternatives.

It is recognised that displaced pupils will need to make new journeys to school and some pupils may have further to travel. However, analysis on existing pupil addresses shows that 30% of pupils will have a shorter journey to Tiverton Primary school. Moreover, no existing pupil at Stamford Hill Primary school will have to travel more than 160 metres further to their new school since Tiverton Primary is immediately adjacent to Stamford Hill Primary.
Full consultation has been undertaken over a period of 6 months (the most recent running from 9 September and 21 October 2019), including meetings with staff, governors, and parents along with other interested parties. A four-week period of representation will now commence, which is the final opportunity for people and organisations to express their views about the proposal.

This Notice is an extract from the complete proposal. Copies of the complete proposal can be obtained from the Council's website https://www.haringey.gov.uk/consultation-future-stamford-hill-primary-school or by writing to: School Admissions, 7th floor, Haringey Council, River Park House, 225 High road, London N22 8HQ or by email to schoolconsultation@haringey.gov.uk.

Within four weeks from the date of publication of this proposal, any person may object to or make comments on the proposal by sending them to School Admissions, 7th floor, Haringey Council, River Park House, 225 High road, London N22 8HQ or by email to schoolconsultation@haringey.gov.uk.

Eveleen Riordan

Assistant Director for Schools and Learning

20 November 2020

Statutory proposal for closure of Stamford Hill Primary School with displaced pupils transferring to Tiverton Primary School (amalgamation)

1. Contact details

Name and address of Local Authority publishing the proposal:

Haringey Council, River Park House, 225 High road, London N22 8HQ

Name, address and category of school proposed to be discontinued with displaced pupils being transferred to Tiverton Primary School (amalgamation):

Stamford Hill Primary School, Berkeley Rd, London N15 6HD

2. Implementation

Date on which it is proposed to close Stamford Hill Primary School with displaced pupils transferring to Tiverton Primary School (amalgamation):

31 August 2020

3. Reason for closure of Stamford Hill with displaced pupils transferring to Tiverton Primary School (amalgamation)

Following an 'inadequate' inspection judgement by Ofsted in November 2018, the Regional Schools Commissioner, on behalf of the Secretary of State and the Department of Education, placed a directive academy order on the school. Since April 2016, the Department has issued directive academy orders to maintained schools that Ofsted has rated as inadequate. It aims for these schools to open as sponsored academies.

Significant concerns were raised about the long-term sustainability of Stamford Hill Primary School in terms of the vulnerability of its financial stability and its historic ability to attract pupils to the school. Based on the low level of demand for school places locally and the expected future continuing declining demand, the Council considers that Stamford Hill Primary and other local schools will continue to face difficult financial challenges because classes won't be full (schools are largely funded 'per pupil' i.e. how many pupils attend the school).

Schools in the surrounding local area currently have a significant surplus of places and our current school roll projections do not indicate any future demographic growth before 2026/27 and possibly beyond.

In view of this, the Regional Schools Commissioner agreed for the Council to consider alternative options for the future of Stamford Hill Primary School. The Council's preferred option and one that provides a long-term sustainable solution to local falling demand, is an **amalgamation** between Stamford Hill Primary School and Tiverton Primary School which is located in close proximity to Stamford Hill and on the other side of Seven Sisters Road. The proposal would mean the closure of Stamford Hill Primary with the displaced pupils being accommodated by Tiverton Primary School, to create a single two form entry school operating from one site.

Full consultation has been undertaken over a period of six months (the most recent running between 9 September and 21 October 2019), including meetings with staff, governors, and parents, along with other interested parties.

4. Pupil numbers and admissions

The school is a co-educational mainstream community school for pupils aged 2 to 11. The school has a Published Admission Number (PAN) of 30 for each year group, giving a total of 240 places (including nursery places). As at October 2019, the school had 99 pupils on roll.

The school does not provide educational provision recognised by the local authority as being reserved for children with special educational needs. There are 12 pupils on roll (provisional October census 2019) who have been identified as having special educational needs (SEN support) and no pupils with an Education Health and Care Plan (EHCP).

5. Displaced pupils

There are currently 99 pupils on roll: 14 in nursery, 14 in Reception, 13 in Year 1, 1 in Year 2, 8 in Year 3, 18 in Year 4, 15 in Year 5, and 16 in Year 6 (provisional October census 2019).

Provision is available at the nearest school to Stamford Hill Primary School, with available places, Tiverton Primary School to accommodate all displaced pupils (amalgamation).

Tiverton Primary School is rated by Ofsted as 'Good.'

During the consultation, it was indicated that some families may have preference for other local schools. All other schools in the local area are rated by Ofsted as 'Good' or 'Outstanding' and have vacancies across most year groups. The Local Authority will endeavour to meet parental preference for school places, wherever possible.

An amalgamation between Stamford Hill Primary and Tiverton Primary will create a single organisation operating as a two-form entry school. This is more aligned with the current projected level of demand in the area i.e. an amalgamated school will satisfactorily fill two forms of entry as opposed to the current surplus created by three forms of entry across two individual schools.

Current projections for school places indicate that there are sufficient places for future cohorts following the closure of the school. The local authority will monitor the projected need for future school places and propose changes, if required, to ensure sufficient places are available.

6. Impact on the community

The school provides use of its facilities on Sundays for a local church group, however, suitable alternative facilities are available for hire at various nearby locations. There will be no loss of any enrichment clubs or programmes for local families in the community.

There will not be an adverse impact on the families of registered pupils at the school because Tiverton Primary School is rated by Ofsted as 'Good' and is able to provide a good standard of educational provision for displaced pupils. We also project that there will be a surplus of school places in the local area at schools rated by Ofsted as 'Good' or 'Outstanding' for families that may prefer other local school(s).

As part of the public consultations carried out from March 2019, the Council identified harder to reach groups in the diverse communities of Stamford Hill Primary School (Spanish, Portuguese, Turkish and Polish). Tiverton Primary School and other schools in the local area all actively promote different cultures and beliefs.

7. **Rural Primary Schools**

Not applicable

8. **Balance of denominational provision**

The school does not have a denominational status. The proposed closure will not affect the number of primary schools within Haringey with denominational status.

There will continue to be 4 schools with denominational status within Planning Area 3 (1 Church of England and 3 Roman Catholic).

The number of non-denominational primary schools will reduce by 1.

9. **Maintained nursery schools**

Not applicable

10. **Sixth form provision**

Not applicable

11. **Special educational needs provision**

The school has no provision reserved for children with special educational needs. There are currently no pupils on roll with an Education, Health and Care Plan (provisional October 2019 census).

12. **Travel**

The approximate distances for home to school travel for pupils from Nursery to Year 6 currently attending the school ranges from 0.0415 to 5.1158 miles.

The table below shows the difference in travel for all year groups to Tiverton Primary School. Thirty percent of the total school cohort will have a shorter journey to Tiverton than their current journey to Stamford Hill. The maximum distance added to a child's journey would be less than a tenth of a mile (i.e. 160 metres). The average child would be travelling only 20 metres further to attend school at Tiverton.

Difference in travel from home to Tiverton Primary School		
Difference in travel	**Number of pupils (all year groups)**	**% of pupils**
Shorter travel	30	30.3%
Up to $^{1}/_{10}$ mile more (160 metres)	69	69.7%
Total pupils	99	100.0%

It is anticipated that pupils will walk or use public transport to travel to Tiverton Primary School and therefore any impact on road traffic would be minimal. There is also sufficient local transport provision to cover the routes from home to school of current pupils.

13. Procedure for making representations (objections and comments)

Within four weeks from the date of publication of this proposal, any person may object to or make comments on the proposal by:

Email: schoolconsultation@haringey.gov.uk

Post: Stamford Hill Consultation, Education Services, Haringey Council, 7th Floor River Park House, 225 High road, London N22 8HQ

Closing date for responses is Wednesday 18 December 2019 at midnight. We will not be able to consider any responses received after this date

All responses received during the representation period will be published on the Council's website in January 2019.

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Report for: Cabinet 11th of February 2020

Title: Osborne Grove Nursing Home consultation

Report authorised by : Beverley Tarka, Director Adult and Health

Lead Officer: Caroline Humphrey, Transformation Project Lead
Caroline.humphrey@haringey.gov.uk
0208 489 1174

Ward(s) affected: ALL

Report for Key/ Non Key Decision: Reports to the Cabinet should be classified according to the definition of a key decision set out in the Council's Constitution (Part 4, Section D, Rule 12 Access to Information Rules).

1. Describe the issue under consideration

1.1 Osborne Grove Nursing Home (the Home) is a 32 bed nursing home, owned and managed by the Council. In June 2018, Cabinet decided that the Home should remain opened to the current residents pending the outcome of a feasibility study on the future options for nursing care provision on the site. A detailed Feasibility Study has been carried out with the engagement of stakeholders and partners and Cabinet considered this paper in July 2019. The preferred option adopted by Cabinet is to demolish the current building and build a new 70 bed nursing home to meet local need. The demolition and construction works requires the Home to be closed and residents moved to suitable alternative nursing accommodation that will meet their care and support needs. It would be detrimental to the wellbeing of residents to remain in situ and on site during building and demolition works. On 10th September Cabinet approved for consultation with residents, carers and other stakeholders the proposal to close the Home to allow for demolition and construction works. The consultation commenced on Monday 7th October, 2019 and closed on Sunday 5th January 2020.

1.2 Cabinet is now asked to consider the feedback from the consultation, the equalities impact assessment assessment of the proposal, the analysis of the issues and the legal duties and then to make a decision on the proposal to close the Home

2. Cabinet Member Introduction

2.1 The cabinet decision in July 2019, to build a new 70-bed nursing home on the Osborne Grove site, demonstrates the Council's commitment to providing high-quality nursing care in the borough and represents a major investment in new facilities. As demand for nursing care continues to grow there is a need to

increase the supply of residential nursing care places and this development will do that.

2.2 The Feasibility Study determined that the redevelopment of Osborne Grove would have implications for the current residents, in terms of health and personal wellbeing due to the inevitable disruption that would result from the building work and site preparation. Therefore an extensive consultation has been undertaken and this report sets out the findings and recommendations to proceed.

3. Recommendations

Cabinet is asked:

3.1 To consider and take into account the feedback from the consultation set out in section 6.

3.2 To consider and take into account the Equalities Impact Assessment undertaken at Appendix 1 which includes actions proposed to mitigate the impact of the proposed closure on protected groups.

3.3 Having considered the above, to agree to the closure of Osborne Grove Nursing Home to allow for the demolition works and construction of a new 70 bed nursing home on site.

3.4 To agree that the closure be subject to an implementation plan that includes:

a) engagement with all stakeholders including service users and carers:
b) the re-assessment or review of the care and support needs of service users with a view to identifying suitable alternative provision to meet assessed needs; and
c) individual transition plan that is sensitive to the needs of service users, mitigates the impact of the closure, ensures the process of change is safely handled and the care and support needs of the service user continue to be met.

3.5 To agree that the closure is managed in accordance with the Managing Care Home Closures Good Practice Guide and Management Checklist approved by the CQC.

4. Reasons for decision

4.1. In June 2018 a decision was taken by Cabinet to stop the previously agreed closure of the Home, pending a feasibility study to be undertaken for the future development of the site. Part of this decision was that the existing residents should be allowed to remain in the Home if they choose, pending the outcome of the feasibility study report.

4.2. In July 2019 the feasibility report was presented to Cabinet and they agreed to endorse the preferred option: that is, to demolish the current building and rebuild a 70 bed nursing provision including the clinic site, ensuring that the use

of the site overall is maximised The feasibility study considered the viability of the current residents in the home remaining on site during demolition and construction works. There were likely to be significant impact on their health and wellbeing. The highlighted impacts include but are not limited to: a) excessive noise levels; b) general health and safety; c) demolition and construction dust and air quality; d) security of the care home in a construction site; and e) the likely need to relocate residents twice. The development could not safely commence with residents on site given the level of disturbance. The Home would have to close and residents moved to suitable alternative accommodation that will meet their care and support needs. Therefore, in September 2019, Cabinet decided to consult residents, their family members and carers and other stakeholders for their views on the proposal to close the Home.

4.3 The consultation commenced on Monday 7th October, 2019 and closed on Sunday 5th January 2020. The feedback from the consultation are set out in section 6 of this report. There is support as well as opposition to the proposal to close the Home. There is concern about the suitable alternative accommodation to be provided to residents and that a relatively new building is going to be demolished and that the beds should be filled. But there is also support for the proposed expanded provision.

4.4 The proposed closure will be managed in accordance with "The Managing Care Home Closures" Guidance which aims to ensure that, where temporary or permanent care home closure situations arise, there is a joined-up and effective response from all partners involved to minimise as much as possible the impact on people using services, their families, carers and advocates and to keep them as fully informed and involved as possible throughout the change. Thorough assessments of both needs and risks, on an individual basis and for individual plans would be developed. This will ensure that suitable alternative nursing accommodation is provided to residents. Also, that the transition to their new nursing homes are handled safely.

4.5 The health and wellbeing of the residents are a priority for the Council and their care and support needs will continue to be met. The proposed new expanded 70 bed nursing provision including the clinic site will significantly improve the provision for the elderly in the Borough. It will ensure that current and future needs for nursing home provision are met. It will maximise the whole use of the site. It will create services that are more flexible, are more personalised and give greater choice. The new provision will have better long-term outcomes for people at lower cost and would ensure that the Council is better prepared for an ageing population. The closure of the Home and move of residents to suitable alternative nursing home would enable these outcomes to be achieved.

5. Alternative options considered

5.1. The option to retain the current 32 bed dual registration residential/nursing home on the site was considered but rejected, primarily because it would not increase the registered nursing capacity within the borough and because it would not address a number of fundamental design issues with the current

building which prevent it functioning effectively as a nursing home and which could not be fully addressed due to structural limitations.

5.2. As part of the detailed feasibility study that was conducted, options for being able to accommodate the remaining residents on site were considered but this in itself would require a move to another part of the building and presented considerable risks to well being and quality of life. Therefore this was not deemed appropriate.

5.3. The option of not consulting on the proposal to close the home and relocate residents to allow for the preferred development Option was considered and rejected. Fairness demands that residents, carers and other stakeholders are consulted before a final decision is made.

6. Background information

6.1. Local Context

6.1.1. Osborne Grove Nursing Home is a nursing home for older people with complex health needs. The Home is run by Haringey Council as the Provider. The Clinical Commissioning Group (CCG) provides an inspection and advisory role to the Council. The service has capacity for 32 beds spread across 4 units.

6.1.2. On 26th June 2018, the Cabinet reversed a decision to close the Home and 'confirmed we are committed to enabling those of the current residents of the Home who want to stay there to do so' and to explore in depth two high level options identified in the options appraisal through detailed feasibility studies. Cabinet further agreed to:

a) Retain ownership of Osborne Grove Nursing Home.
b) Maintain the designation of the site for residential and nursing care.
c) Allow the remaining residents to remain in situ pending the feasibility study.
d) Explore two options to develop and expand nursing care capacity on site.
e) Continue to support a co-design approach to the developments at OGNH.

6.1.3. The decision to keep the Home as a site for residential and nursing care was taken in recognition of the increasing demand on adult social care, specifically nursing care, in the borough. As there is a pressing need to grow capacity in the sector across the whole of North Central London and to capitalise on opportunities to do this wherever possible.

6.2. Feasibility Report

6.2.1. The existing building has a number of shortcomings which have been confirmed through the Feasibility Study, although the scheme was a new build only completed in 2008. The building was originally designed as a residential care home, but has been used as a nursing home as the acuity of needs of residents

has increased. The design of the building is unsuitable to cater for the needs of an increasingly frail resident population. Below is a list of some, though by no means all, of these issues:

- The building only has one lift located some distance away from a large proportion of residents' bedrooms. The lift is not wide enough for a hospital bed which creates significant problems from a mobility perspective and to ensure bed bound residents have an opportunity to move with some ease around the building or in an emergency.
- Department for Health: Care Homes for older people national minimum standards/care home regulation 3rd edition's guidance for the provision of all new build nursing homes that Bedrooms should exceed 12sq metres of usable floor space excluding ensuite facilities. The bedrooms in the current building inclusive of ensuites are 15.5m2 which means the rooms fall short of current standards for new build older peoples care homes. In practical terms, this means that care staff cannot access the beds from both sides, but only from one side.
- There is a lack of en-suite wet rooms in the building which impedes the ability of residents to wash within their own rooms (as opposed to washing in assisted bathrooms) or independently should they be able to.
- The width of the doors in a number of bedrooms is not sufficient for a hospital bed or for residents with mobility issues.
- The layout of the building creates numerous 'blind-spots' which necessitate a more intensive staffing structure than that generally associated with schemes of the current size. Each wing comprises 8-beds this compares with most purpose-built nursing homes where there are 12-15 beds per unit.
- There are a number of additional fire safety concerns with the property which the Council has been addressing with the London Fire Brigade relating to the building's ability to withstand heat for an adequate length of time in the event of a fire.
- The building is not built to withstand progressive collapse. Current building guidance states that only residents who are able to mobilise would be able to reside in these rooms therefore this limits which residents the council could place in these beds.
- Structural walls limiting design team ability to adjust room composition.

6.2.2. After extensive consultation, on July 11th 2019, a report was presented to Cabinet that set out 4 potential options for the site; these were;

a) Option 1: Extension of the current building to 70 nursing home beds (not including the clinic site).
b) Option 2: Extension of the current building to 70 nursing home beds (including the clinic site).
c) Option 3: Demolition of current building and build 70 bedroom nursing home (not including the clinic site).
d) Option 4: Demolition of current building and build 70 bedroom nursing home (including the clinic site).

6.2.3. Cabinet reviewed the feasibility study and approved the preferred option of; demolition of current building and build 70 bedroom nursing home (including the clinic site).

6.2.4. The feasibility study considered the viability of the current residents in the home remaining during demolition and construction works and it was determined that there were two potential options for accommodating current residents onsite during the construction phase. However, in appraising these options, officers and the design team consider it inadvisable for current residents to remain on site from a safeguarding perspective, due to the impact that construction works would have on the health and wellbeing of this vulnerable patient group. Highlighted impacts include but are not limited to: noise; health and safety; construction dust impacting on air quality; relocating residents twice; and concerns around security.

6.2.5. The preferred option was for alternative nursing provision to be sought for the residents within Haringey or neighbouring boroughs and for the Home to be closed to enable the demolition and construction works to commence. Therefore a consultation with those affected by this proposal was necessary.

6.3. **Residents**

6.3.1. There remain two residents currently in the Home on two different floors floor. Both residents have appropriate care plans and care arrangements in place. They both have complex care needs and are supported by a range of appropriate professionals. For confidentiality reasons, it would be inappropriate to discuss in detail individuals implications but there are considerable risks associated with undertaking extensive building works with residents with significant health needs on site.

6.4. **Consultation on Closure**

6.4.1. The public consultation commenced on Monday 7th October 2019 and closed on Sunday 5th January 2020.

6.4.2. The consultation sought the views of residents, families and carers, partners and the general public on the closure of Osborne Grove nursing Home.

6.4.3 The consultation provided that the council is proposing to close Osborne Grove Nursing Home. This would enable the necessary site inspection works, planning and demolition to commence for the development of the new expanded 70 bed nursing home.

6.4.4 The council proposes to relocate residents to suitable alternative nursing home provision that is capable of meeting their care and support needs and promoting their wellbeing. There will be a reassessment of residents needs and care and support plan. The assessment will take into account existing care plans and risk assessment. The outcome of the re-assessment will inform the decision on the suitability of the alternative nursing home provision.

6.4.5 A transition plan will be developed with each resident and their family/carers, with support from social workers and health services, to ensure the move to alternative care is safely and sensitively handled. An Assessment and Transition Process guide for residents, carers and family members on the re-assessment and transition process is attached as Appendix 7.

6.4.6 The process will be very carefully managed and adhere to the Managing Care Home closures checklist (PDF, 62KB) (attached as Appendix 8) as devised by the Association of Directors of Adult Social Services (ADASS).

6.5. Methodology and Approaches

6.5.1. The following consultation method was followed:

- **Letter:** All current residents of the nursing home, their carers and families received a letter detailing the reasons for the proposed closure of the nursing home and how they could express their views on the proposed closure. This included a questionnaire with a pre-paid envelope - included within the letter along with supporting documentation. This is attached as Appendix 5.

- **Online:** The consultation questionnaire was published online via a dedicated web page which gave an outline of the proposals and provided supporting documentation including the cabinet report, and comprehensive Q&As. This is attached as Appendix 3, 4 and 6

- **Paper copies:** Stakeholders were able to request paper copies of the questionnaire via a dedicated email address or by writing to the council.

- **Drop-in sessions:** Two external drop-in sessions were organised at the nursing home to assist residents, carers and their families to discuss the implications of the consultation and to express their views and ask questions.

- **Staff consultation meeting**: all Osborne Grove Nursing Home staff were invited to two consultation meetings on 7th November, 2019 to discuss the implications of the consultation and how they could express their views. In addition management held an all day drop in session on the 28th

- **Partner letters:** Statutory Agencies (including GP surgeries) and the voluntary sector were sent a letter informing them of the proposals along with details about how they could have their say and signposting them to further information either via Haringey's website; the Service Manager's telephone number or via an email address.

- **Press releases:** A mixture of proactive and reactive press statements was sent to the media during the period of consultation.

6.6. **Consultation responses**

6.6.1. Attached as Appendix 2 is a summary of the responses to the consultation. There were only 3 responses received to the external online consultation and none received from the two internal drop in sessions and none also received from the two staff consultation meetings. The numbers of attendees are set in the table below.

Completed online questionnaires	3
Number attending external drop-in sessions	1
Number attending staff meetings	8

Of the Online questionaires responses received;

- Two understood the reasons for proposing to close the Home and One did not.
- One agreed with the proposal pending the rebuild, one strongly disagreed and one was not sure.
- Suitable alternative accommodation was the main and only concern raised and by one respondent.
- One respondent asked that that the Co-Design Group be kept informed of any developments to aid transition.
- There were two additional comments, one supporting the proposals for the site and one opposing the proposal and questioning the rebuild proposal.

6.6.2. There were no specific comments to the proposals in any of the drop in sessions, discussion was focussed on explaining the process and potential next steps.

6.6.3. As to the response questioning the need for a new built, the council believes that as demand for nursing care continues to grow there is a need to increase the supply of residential nursing care places in the Borough. The proposed development will enable the council to better meet this demand in a facility that is specifically designed to provide nursing care. Further as indicated in Paragraph 6.2.1 above, the current design of the building is no longer suitable for an ageing population.

6.6.4. The Council is committed to and will continue to keep all stakeholders including the Co-Design Group informed of developments as appropriate.

6.6.5. As to the response raising concern about suitable alternative accommodation for residents, the Managing Care Home Closure best practice guidance will be followed to ensure that appropriate accommodation is provided that best meets the care and support needs of the residents. Further details can be found in section 6.8 below.

6.6.6. It is recommended that the proposal should proceed as outlined in the report.

6.7. **Staff Consultation**

6.7.1. It is recognised that staff have been subject to a difficult period through this process, besides the uncertainty around the future of the Home that still remains.

6.7.2. Staff were notified of the recommendations of the Feasibility Report and were consulted at the same time.

6.7.3. The consultation provided staff the opportunity to engage in a variety of ways to meet personal preferences, this included meetings, 1:2:1's and written options.

6.7.4. A number of staff took up these opportunities but no formal responses were received from the consultation.

6.8. **Managing Closure**

6.8.1. It is recognised that Care homes are people's homes and as a result a best practice guide along with a checklist has been developed nationally to help support potential closures.

6.8.2. This guidance has been developed through work with, and input from, a significant number of stakeholders including the Association of Directors of Adult Social Services, Local Government Association, NHS England, the Care Quality Commission, provider and commissioning organisations and representative bodies for people using services and their carers.

6.8.3. The Managing Care Home Closures Guidance aims to ensure that, where temporary or permanent care home closure situations arise, there is a joined-up and effective response from all partners involved to minimise as much as possible the impact on people using services, their families, carers and advocates and to keep them as fully informed and involved as possible throughout the change.

6.8.4. There are a number of essential principles that apply in care home closure situations, endorsed by stakeholders. These are:

- Communication and Engagement. To inform service users and their families/carers of Cabinet's decision and the steps to be taken to implement the decision. To work with service users, their families/carers and advocates to develop an implementation plan which would include necessary safeguards and a personalised transition plan.
- As part of the implementation plan, there will be a review or re-assessment of the care and support needs of service users and with a view to identifying an alternative provision that meets their assessed needs.
- Commissioning Service to work with service users and carers to access alternative provision.
- Engage with providers and other stakeholders to ensure a joined up approach to meeting the needs of service users affected by the proposal.

6.8.5. The guide sets out key issues that need to be addressed, underpinned by a detailed checklist of actions to ensure people are at the heart of the process. It

is proposed that this best practice guide and checklist would be used in managing the Home closure.

6.8.6. Whilst it is recognised that any closure will have impacts there is evidence also that carefully planned and managed closures are linked to better outcomes than disorderly relocations. Moves to higher quality settings are also associated with improved outcomes.

6.8.7. A key element of the plan requires thorough assessments of both needs and risks on an individual basis and for individual plans to be developed accordingly. This means that if the decision after the consultation is to close that no timescale for closure can be given until the completion of the assessments and understanding of the care and support planning requirements.

6.8.8. The Council will discuss the proposed approach with those directly affected to ensure that it takes account of any concerns or issues they may have.

7. Contribution to strategic outcomes

7.1 The Borough Plan 2019-2023, sets out the vision and priorities for the Council and partners in Haringey over the next four years.

7.1.1 The development of Osborne Grove Nursing Home contributes to Priority 2: People, Our vision is a Haringey where strong families, strong networks and strong communities nurture all residents to live well and achieve their potential.

7.1.2 Osborne Grove Nursing Home development links directly with;

Outcome 7: All adults are able to live healthy and fulfilling lives, with dignity, staying active, safe and connected in their communities.

a. Objective 7b: People will be supported to live independently at home for longer.

   Increased intermediate care provision will enable more people to regain the skills and confidence they require to live independently in the community and will deliver the following outcomes for residents:
   - More people are supported to avoid going into hospital unnecessarily
   - More people are supported to remain as independent as possible after a stay in hospital
   - More people are prevented from moving into residential care unnecessarily

b. Objective 7d: Adults with multiple and complex needs will be supported to achieve improved outcomes through a coordinated partnership approach.

7.2 This work is also aligned to the Better Care Fund plan, a joint plan between the Council and the Clinical Commissioning Group, the aim of which is for people in Haringey to be healthier and have a higher quality of life for longer. It aims to

give people more control over the health and social care they receive, for it to be centred on their needs, support their independence and be provided locally wherever possible.

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

8.1. Finance

8.1.1. This report is requesting to consider the outcome of the consultation on moving the remaining residents of Osborne Grove Nursing Home and to close the home and proceed to develop a 70-bed nursing home on the site.

8.1.2. The current monthly cost of running Osborne Grove is £100k (annual £1.2m) and the cost of alternative provision for the remaining clients is estimated at £13k a month (annual £156k).

8.1.3. The proposed 2020/21 - 2024/25 Budget and MTFS plans has been formulated assuming that a decision to close and redevelop Osborne Grove Nursing Home would be made. Should this not be the case, the resultant additional costs would need to be taken into account in the Councils ongoing corporate financial planning.

8.1.4. The current proposed 2020/21 - 2024/25 MTFS includes sufficient capital budget to carry out the proposed redevelopment

8.2 Procurement

8.2.1 Stategic Procurement notes the contents of this report and is supportive of the recommendation for the reasons outlined above; the home will be closed to facilitate the redevelopment of the site into a 70-bedded nursing home in order to enable the Council to meet current and future demand given the paucity of this provision in borough. This will however, necessitate the relocation of current residents in alternative suitable homes that can provide the right care and support either in borough or in proximity to it

8.2.2. As this request is for Cabinet to consider the outcome of the consultation and implementation of a closure plan there are no immedidate procurement ramifications regarding that decision. However, the identification and securing of alternative care provision must be undertaken in a compliant manner, (CSO 9.01 and 13) which should include but is not limited to the Council's Dynamic Purchasing System , or block contracts provision

8.3 Legal

8.3.1 Cabinet is being asked to make a decision on whether to close Osbourne Grove Nursing Home, a residential care provision for adults with care and support needs.

8.3.2 Section 1 of the Care Act 2014 (Promoting individual well-being) requires the Council when exercising its care and support functions in respect of an individual, to promote the individual's wellbeing. "Well-being", in relation to an individual, means that individual's (a) personal dignity (including treatment of the individual with respect); (b) physical and mental health and emotional wellbeing; (c) protection from abuse and neglect; (d) control by the individual over day-to-day life (including over care and support, or support, provided to the individual and the way in which it is provided); (e) participation in work, education, training or recreation; (f) social and economic well-being; (g) domestic, family and personal relationships; (h) suitability of living accommodation; and (i) the individual's contribution to society.

8.3.3 In exercising its care and support function in the case of an individual, the Council must have regard to, amongst others, a) the individual's views, wishes, feelings and beliefs; b) the importance of preventing or delaying the development of needs for care and support or needs for support and the importance of reducing needs of either kind that already exist; c) the importance of the individual participating as fully as possible in decisions relating to the care and support and being provided with the information and support necessary to enable the individual to participate; d) the need to protect
people from abuse and neglect; and (h) the need to ensure that any restriction on the individual's rights or freedom of action is kept to the minimum necessary. The Department of Heath has issued statutory guidance under the Care Act 2014 named Care and Support Statutory Guidance Updated October 2018 which the Council must have regard to in exercising its function under the Act.

8.3.4 Section 5 of the Act (Promoting diversity and quality in provision of services) requires the Council to promote an efficient and effective market in services for meeting care and support needs with a view to ensuring service users (a) has a variety of providers and services to choose from; (b) has a variety of high quality services to choose from; and (c) has sufficient information to make an informed decision about how to meet the needs in question. This is often referred to as the duty to facilitate and shape the market for care and support. The Statutory Guidance provides that "4.2. The Care Act places new duties on local authorities to facilitate and shape their market for adult care and support as a whole, so that it meets the needs of all people in their area who need care and support, whether arranged or funded by the state, by the individual themselves, or in other ways. The ambition is for local authorities to influence and drive the pace of change for their whole market, leading to a sustainable and diverse range of care and support providers, continuously improving quality and choice, and delivering better, innovative and cost-effective outcomes that promote the wellbeing of people who need care and support."

8.3.5 The Council must ensure that there is sufficiency of provision "in terms of both capacity and capability – to meet anticipated needs for all people in their area needing care and support – regardless of how they are funded (Paragraph 4.43 of the Guidance).

8.3.6 When an adult is found to have care and support needs following a needs assessment under section 9 of the Act (or in the case of a carer, support needs following a carer's assessment under section 10), the Council must determine whether those needs are at a level sufficient to meet the "eligibility criteria"

under section 13 of the Act. Sections 18 and 20 of the Act set out the duty of Council to meet those adult's needs for care and support and those carer's needs for support which meet the eligibility criteria. For service users and carers at the Home or affected by the proposal, the Council must continue to meet their eligible needs.

8.3.7 Section 42 of the Act (Enquiry by local authority) places a duty on the Council to make enquiries, or to ask others to make enquiries, where they reasonably suspect that an adult in its area is at risk of neglect or abuse, including financial abuse. The purpose of the enquiry is to establish with the individual and/or their representatives, what, if any, action is required in relation to the situation; and to establish who should take such action. This safeguarding duty apply to an adult who: a) has needs for care and support; b) is experiencing, or at risk of, abuse or neglect; and c) as a result of those care and support needs is unable to protect themselves from either the risk of, or the experience of abuse or neglect. This duty apply to residents at the Home.

8.3.8 There is a common law duty on the Council to consult with service users, carers, providers, employees and other stakeholders that are likely to be affected by the proposal for the closure of the Home. The consultation must take place at a time when the proposals are still at their formative stages. The Council must provide the consultees with sufficient information to enable them properly to understand the proposals being consulted upon and to express a view in relation to it. The information must be clear, concise, accurate and must not be misleading. The consultees must be given adequate time to consider the proposals and to respond. The consultation feedback in section 6 sets out how the Council has discharged this common law duty.

8.3.9 The Council must give genuine and conscientious consideration to the responses received from the consultees during the consultation before making its final decision on the proposals. The report at section 6 and Appendix 2 sets out the responses from services users, carers, family members and other stakeholders.

8.3.10 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 unlawful 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. 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. In line with its equalities duties, the Council have undertaken an Equality Impact Assessments (EQIA) of the proposals on the protected groups and are set out in Appendix 1 and at section 8.4 of the report together with the steps to mitigate the impact of the proposals.

8.3.11 The responses to the consultation on the proposals, the EQIA of the proposals and the steps being taken to mitigate the impact, the general duties of the Council under the Care Act and the Statutory Guidance referred to above, all must be considered before Cabinet makes its decision on the proposals. Cabinet members must ask themselves a) whether it is justifiable to close the Home in the way proposed or at all, having regard to the need to protect and promote the welfare of the service users and the risks inherent in the changes proposed; b) whether the mitigating steps proposed are sufficient or whether more needs to be done; c) whether the proposals ought to be adopted or discarded; and d) whether there is adequate provision for monitoring the proposed changes, so that changes can be made, if necessary.

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 recommendations are to consider and take into account the feedback from the consultation on the proposal to move remaining service users and close Osborne Grove Nursing Home, and in light of the responses to close Osborne Grove Nursing Home pending the redevelopment of the site to provide additional nursing provision for the borough. This course of action is recommended owing to concerns regarding the health, safety, and wellbeing of residents were they to remain in situ.

8.4.4 The decision will primarily affect residents of OGNH and their carers in the short-term and Haringey residents who are in need of nursing care in the long-term. In both instances, it will primarily affect older people and those with long-term health conditions and/or disabilities. In addition, it is likely to affect women more than men, BAME residents in proportion to their representation among older people in Haringey, residents with religious beliefs in proportion to their representation among older people in Haringey, and an unknown number of LGBT residents.

8.4.5 The short-term and long-term impacts of the decision on residents have been considered and are set out in full in an equalities impact assessment that is publicly available.

9. Use of Appendices

- Appendix 1 Equalities Impact Assessment
- Appendix 2 Consultation Report
- Appendix 3 Osborne Grove Nursing Home online consultation
- Appendix 4 Consultation Questionnaire hardcopy
- Appendix 5 Osborne Grove Consultation Letter
- Appendix 6 Osborne Grove Consultation Pack Q&A
- Appendix 7 Osborne Grove Assessment and Transition Process Information Pack
- Appendix 8 Managing Care Home Closure Checklist

10. Local Government (Access to Information) Act 1985

Background papers;

- Osborne Grove Nursing Home Feasibility Study.

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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 for those with 'protected characteristics' and those without them
- Fostering good relations between those with 'protected characteristics' and those without them.

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

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	Osborne Grove Nursing Home Proposed Closure
Service area	Adult Social Care
Officer completing assessment	Caroline Humphrey
Equalities/ HR Advisor	Hugh Smith/ Helen Gaffney
Cabinet meeting date (if applicable)	February 2020
Director/Assistant Director	Beverley Tarka

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*

Osborne Grove Nursing Home is a 32-bedded nursing unit currently providing nursing care for less than 5 residents. The home is located on a site, owned by the Council, in Stroud Green which has a sizeable garden, a large carpark and day centre provision.

On 12th December 2017 Cabinet agreed to the closure of the home following a public consultation. A separate EQIA was produced for that decision. It is available here: http://minutes.harinet.haringey.gov.uk/documents/g8292/Public%20reports%20pack%2012th-Dec-2017%2018.30%20Cabinet.pdf?T=10 .

On the 26th June 2018, the cabinet gave approval for Haringey to retain the Osborne Grove site and agreed that its use as a residential/nursing home should continue. Cabinet instructed that a design partner should be identified to undertake a feasibility study into the future design and feasibility options for site. The feasibility study was to include the construction works required to be undertaken, whether this can be undertaken with residents in situ, the risk to and likely impact on residents and whether and how current residents can be safeguarded. An EQIA was produced for that decision. It is available here:
http://minutes.harinet.haringey.gov.uk/documents/g8727/Public%20reports%20pack%2026th-Jun-2018%2018.30%20Cabinet.pdf?T=10

The detailed Feasibility study has been completed and demonstrated that this land offers significant opportunity for development, increasing provision to a 70-bedded nursing unit. The feasibility study provided the council five potential development options for the future of the site at Osborne Grove which and was presented to cabinet in July 2019. Cabinet agreed to move to the next design phase with a variant of Option 4 of the Feasibility Study: demolish the current building and rebuild a 70 bed nursing provision including clinic site whilst ensuring that the use of the site is maximised. The agreed option will increase the supply of beds available in the borough and will create nursing placements fit to meet the increasingly complex needs of service users, however during the final design and build phase there will be a temporary reduction of available beds. A copy of the EQIA can be found here.

http://www.minutes.haringey.gov.uk/ieListDocuments.aspx?CId=118&MId=9151

The feasibility study assessed the possibility of enabling existing residents to remain in the Home. The conclusion of this assessment was that due to the vulnerability and complex health care needs of residents it would not be possible to safely provide care were they to remain in the Home. Therefore Cabinet agreed to consider consultation with residents, carers and other stakeholders on a proposal to move remaining service users and close Osborne Grove Nursing Home pending development of the site for a 70 bed facility, due to concerns about undertaking building works at the Home with service

users in situ and the implications for their health and wellbeing.

On 10th September Cabinet approved a consultation with residents, carers and other stakeholders on the proposal to close Osborne Grove Nursing Home. The public consultation commenced on Monday 7th October, 2019 and ended Sunday 5th January 2020 (thirteen weeks), to take account of the Christmas period.

The key stakeholders are residents, their families and carers, other stakeholders with interest include CCG, Local interest groups that have campaigned around the Home and involved in the Design Group and Staff.

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	Service data State of the Borough https://www.haringey.gov.uk/local-democracy/about-council/state-of-the-borough	Data of permanent staff employed at the Home
Gender Reassignment	Data not held	No data available
Age	Service data State of the Borough https://www.haringey.gov.uk/local-democracy/about-council/state-of-the-borough	Data of permanent staff employed at the Home
Disability	Service data State of the Borough https://www.haringey.gov.uk/local-democracy/about-council/state-of-the-borough	Data of permanent staff employed at the Home
Race & Ethnicity	Service data State of the Borough https://www.haringey.gov.uk/local-democracy/about-council/state-of-the-borough	Data of permanent staff employed at the Home
Sexual	Service data	No data available

Orientation	State of the Borough https://www.haringey.gov.uk/local-democracy/about-council/state-of-the-borough	
Religion or Belief (or No Belief)	Census 2011	Data of permanent staff employed at the Home
Pregnancy & Maternity	Data not held	Data of permanent staff employed at the Home
Marriage and Civil Partnership	Census 2011	No data available

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.

Protected Characteristic	**% Service Users in Nursing Placements in Borough**	**% population in Haringey**	**Staff at OGNH**
Sex	59% female; 41% male	49.3% Female; 50.7% Male	92.6% Female, 7.4% Male
Gender Reassignment	Data not held	Data not held	Data not held
Age	85% over 65; 15% under 65;	10% 65+	25-34 – 3.7% 35-44 – 18.5% 45-54 – 33.3% 55-64 – 37% 66+ - 7.4%
Disability	70% Physical Disability; 18% Dementia; 5% Mental Health Condition; 4% Learning disability; 4% other We expect an increase in people with age related disabilities	23% of Haringey households include one person with a long-term health problem or disability	18.5% staff have declared a disability
Sexual	Data not held	3.7% of Haringey's	Data not held

Orientation		population are lesbian, gay or bisexual (LGB), which is the 9th largest LGB community in the country.	
Race & Ethnicity	50% White; 25% Black British/Black African; 4% Asian/Asian British; 17% Other	57.7% White British/Other; 18.7% Black British/African/Caribbean; 9.5% Asian/Asian British	81% BME, 18.5% white minorities
Religion or Belief (or No Belief)	Data not held	45% Christian; 14% Muslim; 3% Jewish; 2% Hindu; 25% no religion	Data not held
Pregnancy and Maternity	N/A	N/A	Data not held
Marriage and Civil Partnership	Data not held	50% Married; 0.6% Civil Partnered	Data not held

Due to the small number of residents within the Home it has been determined that there is a risk of being able to identify them individually if the data analysis were to be based exclusively on OGNH residents. It is considered good practice to base the data analysis on service level data in these circumstances, noting that it is reasonable to expect that the profile of OGNH residents is broadly consistent with Haringey service users in nursing placements.

As indicated in the table above, nursing care is predominantly commissioned for older people (over 65's) and people with age or health related disabilities. As life expectancy for women is higher than that for men, we are likely to continue to see a higher proportion of women than men accessing nursing care into the future. It is also notable that a significantly higher proportion of service users in nursing placements in Haringey are Black British/Black African.

The selected option will increase the supply of nursing beds in the long term, which will help meet the increased demand for older people's services in the future and will benefit people with protected characteristics, in particular those aged over 65 and women. The recommended options also ensure that the new build nursing home is more suitable than the current provision for people with disabilities and long-term health conditions such as dementia.

The recommended option of relocation of the home's current residents to alternative Nursing homes will disproportionately affect residents over 65, women and those with disabilities. It is likely that moving home will have a considerable impact on these residents and their carers and families, potentially including stress and financial outlay. However, the potential impact on residents' health and wellbeing if they were to remain on the site is considered to be more severe. If the decision is to close OGNH, all residents will be supported to source a new home that meets their needs. Due consideration will be given to the needs of residents with protected characteristics during this process. For instance, residents who need a placement within a certain distance of a place of worship or health facility will be supported to source an appropriate

placement.

We do not hold data of carers or family members who are impacted by the decision.

Staff Impact

There are 27 permanent members of staff employed at the Home.

1. **Sex**

Gender	OGNH	Council Wide
Female	92.6%	68%
Male	7.4%	32%

Women are disproportionately represented in Osborne Grove. Therefore, this group are going to be disproportionality affected by the proposal.

The Council Redeployment Policy will apply to all staff. All staff will be given access to support via My Career' that contains information and tools on subjects such as making applications and CV writing, as well as career coaching and interviews. They will also have access to the Employee Assistance Programme.

2. **Gender Reassignment**

We do not hold any data relating to gender reassignment and are not aware of any member of staff fall under the gender reassignment protected group. If any member of staff who is transgender, we will ensure that no discrimination or harassment will occur.

3. **Age**

Age range	OGNH	Council Wide
16 - 24	0%	1%
25 – 34	3.7%	15%
35 – 44	18.5%	24%
45 – 54	33.3%	37%
55 – 64	37%	21%
65+	7.4%	2

The age profile for staff varies in three distinct areas in comparison to the wider council. There are fewer members of staff in the 25 to 34 age bracket, marginally less in the 45 – 54 bracket and more in the 55 – 64 and 65+. This means that older members of the workforce will be significantly more impacted than other groups,.

The Council Redeployment Policy will apply to all staff. All staff will be given access to support via My Career' that contains information and tools on subjects such as making applications and CV writing, as well as career coaching and interviews. They will also

have access to the Employee Assistance Programme.

4. Disability

	OGNH	Council wide
Disabled staff	18.5%	10%

There is a significantly larger proportion of staff that have declared a disability than council wide, though this data is not comprehensive. Therefore, this group are likely to be disproportionality affected by the proposal.

The Council Redeployment Policy will apply to all staff. All staff will be given access to support via My Career' that contains information and tools on subjects such as making applications and CV writing, as well as career coaching and interviews. They will also have access to the Employee Assistance Programme. Reasonable adjustments will be provided to ensure that disabled people can access these services.

5. Race and ethnicity

	OGNH	Council Wide
Black	77.8%	36%
Asian	0%	9%
Mixed	0%	4%
Other	3.7%	3%
White minorities	18.5%	17%
White	0%	29%
Not Declared	0%	2%

Individuals from a BME background make up the largest proportion of staff, 81.5% in total as compared to the council wide of 69%. This group would be disproportionally effected by the proposal. The Council Redeployment Policy will apply to all staff. All staff will be given access to support via My Career' that contains information and tools on subjects such as making applications and CV writing, as well as career coaching and interviews. They will also have access to the Employee Assistance Programme.

6. Sexual Orientation

We do not hold any data relating to sexual orientation and cannot determine the impact. We have no reason to expect that there will be a differential impact on individuals with this protected characteristic and we will take steps to prevent any discrimination based on this protected characteristic.

7. Religion or belief

We do not hold any data relating to religion or belief and cannot determine the impact. We have no reason to expect that there will be a differential impact on individuals with this protected characteristic and we will take steps to prevent any discrimination based on this protected characteristic.

8. Pregnancy and Maternity

There are no members of staff on maternity leave and we are not aware of any staff being pregnant.

9. Marriage and Civil Partnership Status

We do not hold any data relating to marriage or Civil Partnership and cannot determine the impact. We will treat employees who are in a civil partnership the same as those who are in a marriage.

The Council is running a campaign to improve the equality data of employees across the Council to ensure we have accurate equality data, including the missing characteristics.

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

In September 2019 a report was presented to Cabinet to request permission to consult on the potential closure of Osborne Grove Nursing Home pending the redevelopment of the site. A consultation ran for 90 days that focused on direct contact with those directly affected, and has now concluded.

The consultation involved;

- Letter: All current residents of the nursing home, their carers and families received a letter detailing the reasons for the proposed closure of the nursing home and how they could express their views on the proposed closure. This included a questionnaire with a pre-paid envelope - included within the letter along with supporting documentation.

- Online: The consultation questionnaire was published online via a dedicated web page which gave an outline of the proposals and provided supporting documentation including the cabinet report, and comprehensive Q&As.

- Paper copies: Stakeholders were able to request paper copies of the questionnaire via a dedicated email address or by writing to the council.

- Drop-in sessions: Two external drop-in sessions were organised at the nursing

home to assist residents, carers and their families to discuss the implications of the consultation and to express their views and ask questions.

- Staff consultation meeting: all Osborne Grove Nursing Home staff were invited to two consultation meetings on 7th November, 2019 to discuss the implications of the consultation and how they could express their views. In addition management held an all day drop in session on the 28th

- Partner letters: Statutory Agencies (including GP surgeries) and the voluntary sector were sent a letter informing them of the proposals along with details about how they could have their say and signposting them to further information either via Haringey's website; the Service Manager's telephone number or via an email address.

- Press releases: A mixture of proactive and reactive press statements was sent to the media during the period of consultation.

The consultation was conducted in such a way as to enable all affected stakeholders to participate.

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?

The public consultation commenced on Monday 7th October 2019 and closed on Sunday 5th January 2020.

The consultation sought the views of residents, families and carers, partners and the general public on the closure of Osborne Grove nursing Home.

Only one of the external drop in sessions had one person attend.

Consultation responses

Attached as Appendix 2 is a summary of the responses to the consultation. There were only 3 responses received to the external online consultation and none received from the two internal drop in sessions and none also received from the two staff consultation meetings. The numbers of attendees are set in the table below.

Completed online questionnaires	3
Number attending external drop-in sessions	1

Number attending staff meetings	8

Of the Online questionnaires responses received;

- Two understood the reasons for proposing to close the Home and One did not.
- One agreed with the proposal pending the rebuild, one strongly disagreed and one was not sure.
- Suitable alternative accommodation was the main and only concern raised and by one respondent.
- One respondent asked that that the Co-Design Group be kept informed of any developments to aid transition.
- There were two additional comments, one supporting the proposals for the site and one opposing the proposal and questioning the rebuild proposal.

There were no specific comments raised in any of the drop in sessions, discussion was focussed on explaining the process and potential next steps. The consultation report sets out the details of the returns.

The opposition to the proposal comment appears to be in response to the overall proposals for a new facility on the site. The proposals for the new site has been developed in partnership through the Co-Design Group and will provide much needed additional nursing care facilities for the borough.

There was one response raising specific concerns around alternate suitable accommodation for residents. The Managing Successful Home Closure best practice guidance will be followed to ensure that appropriate accommodation is located that best meets the needs of the residents.

There has been a limited response to the consultation and an even split in support and opposition. The benefits associated with the redevelopment and the likely risks if residents remain on site it is proposed that the proposal is agreed and that the Home be closed and the remaining residents move be conducted in accordance with the best practice guidance. It is recommended that the proposal should proceed as outlined in the report.

The Council is committed to and will continue to keep all stakeholders informed of developments as appropriate.

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

Women are overrepresented among service users. The majority of recipients of nursing care are female due to the higher life expectancy of women.. The option that will be consulted on is to demolish the current building and rebuild a 70 bed nursing provision including clinic site. Ensuring that the use of the site is maximised would be positive for women in the long term as it will increase the supply of nursing beds in Haringey and will ensure these nursing beds are fit for purpose. Women are more likely than men to need nursing services and so would be likely to benefit correspondingly. This option would increase in-borough nursing capacity, allowing service users to remain close to their support networks and helping to meet expected increased demand due to an ageing population.

In the short term, developing a new unit will lead to a period of three years where no additional nursing provision will be delivered on-site. There will be no new provision for prospective residents. This will limit the availability of in-borough nursing placements in the short-term. As women are more likely than men to need nursing services, they are likely to be negatively affected in the short-term by this change. However, the Council will seek to mitigate this by endeavouring to make placements in either Haringey or neighbouring boroughs during this period, including the introduction of block booking of available beds in the borough to boost the supply. As women are overrepresented among service users, they are more likely to be affected by these changes.

Residents

The recommended option of relocation of the home's current residents to alternative Nursing homes will affect more female residents than male residents.

While we understand that moving can have an initial negative impact, residents will be provided better quality care than they are currently. OGNH is currently rated as Requires Improvement by the Care Quality Commission. Residents would only be placed in homes rated Good or Outstanding by the CQC. All residents would have the services of an independent advocate who would support individuals and their families. Advocates would have regard to individual risk assessment and risk management plans and work in a person centred way to support individuals.

In order to mitigate any adverse impact, the Managing Care Home Closures Guidance along with a checklist has been developed to through work with, and input from, a significant number of stakeholders including the Association of Directors of Adult Social Services, Local Government Association, NHS England, the Care Quality Commission, provider and commissioning organisations and representative bodies for people using services and their carers.

The Managing Care Home Closures Guidance aims to ensure that, where temporary or permanent care home closure situations arise, there is a joined-up and effective response

from all partners involved to minimise as much as possible the impact on people using services, their families, carers and advocates and to keep them as fully informed and involved as possible throughout the change. Moves to higher quality settings are associated with improved outcomes.

Although we do not have data on the protected characteristics of carers, we are aware that it is likely that women take on the majority of caring responsibilities. Carers will be engaged in the consultation so that we can better understand the impact and plan mitigating measures for any negative impacts that may arise..

Staff

Due to the high proportion of female staff the impact on this group is expected to be negative. All staff will be supported through the process in accordance with the council's redeployment policy.

Positive	X	Negative	X	Neutral impact		Unknown Impact	

2. Gender reassignment

Residents
The Council does not have local data regarding this protected characteristic. There is no reason to believe that there will be specific impacts for this protected group and the council will try to ensure that discrimination, harassment and victimisation is tackled based upon this and any other protected group.

We will ensure that should any resident, family member or carer identify as transgender we will try to minimise discrimination, harassment or victimisation for this protected group.

Staff

We do not hold data on this protected group. We do not envisage any disproportionate impact on this protected group. We will ensure that should any member of staff be transgender we will try to minimise discrimination, harassment or victimisation for this protected group.

Positive		Negative		Neutral impact		Unknown Impact	X

3. Age

People aged 65+ are overrepresented among service users relative to the population of Haringey. The Option that is being consulted on is to demolish the current building and rebuild a 70 bed nursing provision including clinic site. Ensuring that the use of the site is maximised would be positive for older people who need nursing services as it will increase

the supply of nursing beds in Haringey and will ensure these nursing beds are fit for purpose. This option would increase in-borough nursing capacity, allowing service users to remain close to their support networks. People aged 65+ will be the primary beneficiaries of this change.

In the short term, developing a new unit will lead to a period of three years where no additional nursing provision will be delivered on site. There will be no new provision for prospective residents. This will limit the availability of in-borough nursing placements in the short-term. However, the Council will seek to mitigate this by endeavouring to make placements in either Haringey or neighbouring boroughs during this period, including the introduction of block booking of available beds in the borough to boost the supply. Those affected by this are most likely to be aged 65+ and the short-term impact is likely to be negative overall.

Residents

The recommended option of relocation of the home's current residents to alternative Nursing homes will affect more residents over 65. Due to the nature of the service provision all residents are over 65 years of age.

While we understand that moving can have an initial negative impact, residents will be provided better quality care than they are currently. OGNH is currently rated as Requires Improvement by the Care Quality Commission. Residents would only be placed in homes rated Good or Outstanding by the CQC. All residents would have the services of an independent advocate who would support individuals and their families. Advocates would have regard to individual risk assessment and risk management plans and work in a person centred way to support individuals.

In order to mitigate any adverse impact, the Managing Care Home Closures Guidance along with a checklist has been developed to through work with, and input from, a significant number of stakeholders including the Association of Directors of Adult Social Services, Local Government Association, NHS England, the Care Quality Commission, provider and commissioning organisations and representative bodies for people using services and their carers.

The Managing Care Home Closures Guidance aims to ensure that, where temporary or permanent care home closure situations arise, there is a joined-up and effective response from all partners involved to minimise as much as possible the impact on people using services, their families, carers and advocates and to keep them as fully informed and involved as possible throughout the change. Moves to higher quality settings are associated with improved outcomes.

Although we do not have data on the protected characteristics of carers, we are aware that it is likely that older people are likely to take up caring roles as partners of residents, as well as those of working age caring for a parent. Carers will be engaged through the consultation so that we can better understand the impact of the recommended option on carers and plan measures to mitigate any negative impacts accordingly.

Staff

Due to the high proportion of older staff the impact on this group is expected to be

negative and they may find it more difficult to seek employment. All staff will be supported through the process in accordance with the council's redeployment policy.

Positive	X	Negative	X	Neutral impact		Unknown Impact	

4. Disability

People with disabilities are overrepresented among service users. A high proportion of recipients of nursing care in Haringey have a physical or neurological disability. The recommended option that will be consulted on is to demolish the current building and rebuild a 70 bed nursing provision including clinic site. Ensuring that the use of the site is maximised would be positive in the long-term for people with disabilities who need nursing services as it will increase the supply of nursing beds in Haringey and will ensure these nursing beds are fit for purpose. This option will increase in-borough nursing capacity - allowing service users to remain close to their support networks; will provide nursing capacity that better meets the needs of people with disabilities; and will future proof for age related disabilities, such as dementia.

In the short term, developing a new unit will lead to a period of three years where no nursing provision will be delivered on site. This will limit the availability of in-borough nursing placements in the short-term. However, the Council will see to mitigate this by endeavouring to make placements in either Haringey or neighbouring boroughs during this period, including the introduction of block booking of available beds in the borough to boost the supply. Individuals with disabilities are likely to be over-represented among those affected and the impact is likely to be negative overall.

Residents

The recommended option of relocation of the home's current residents to alternative Nursing homes will affect more residents with a disability.
All of the residents of OGNH have some form of disability. While we understand that moving can have an initial negative impact, residents will be provided a better form of care than they are currently experiencing. OGNH is currently rated as Requires Improvement by the Care Quality Commission. Residents would only be placed in homes rated Good or Outstanding by the CQC. All residents would have the services of an independent advocate who would support individuals and their families. Advocates would have regard to individual risk assessment and risk management plans and work in a person centred way to support individuals.

In order to mitigate any adverse impact, the Managing Care Home Closures Guidance along with a checklist has been developed to through work with, and input from, a significant number of stakeholders including the Association of Directors of Adult Social Services, Local Government Association, NHS England, the Care Quality Commission, provider and commissioning organisations and representative bodies for people using services and their carers.

The Managing Care Home Closures Guidance aims to ensure that, where temporary or permanent care home closure situations arise, there is a joined-up and effective response

from all partners involved to minimise as much as possible the impact on people using services, their families, carers and advocates and to keep them as fully informed and involved as possible throughout the change. Moves to higher quality settings are associated with improved outcomes.

Although we do not have data on the protected characteristics of carers, some carers may have disabilities or impairments themselves. Carers will be engaged through the consultation so that we can better understand the impact of the changes for carers and plan measures to mitigate any negative impacts..

Staff
Due to the high proportion of staff declaring they have a disability the impact on this group is expected to be negative. All staff will be supported through the process in accordance with the council's redeployment policy, reasonable adjustments will additional support will be provided as required to suit individual needs.

Positive	X	Negative	X	Neutral impact		Unknown Impact	

5. Race and ethnicity

The long-term impact of this option would be positive. A higher proportion of recipients of nursing care in Haringey are Black British/Black African/Black Caribbean than the population of Haringey as a whole. The long-term impacts of the option to be consulted on would include ensuring that the use of the site is maximised and increasing Haringey's ability to place clients within borough, close to their support networks. Therefore, the option would proportionately benefit Black British/Black African/Black Caribbean residents.

In the short term, developing a new unit will lead to a period of three years where no nursing provision will be delivered on site. This will limit the availability of in-borough nursing placements in the short-term. However, the Council will see to mitigate this by endeavouring to make placements in either Haringey or neighbouring boroughs during this period, including the introduction of block booking of available beds in the borough to boost the supply. As a higher proportion of service users are from BAME communities, these groups are more likely to be affected than White British residents and the impact is likely to be negative overall.

Residents

While we understand that moving can have an initial negative impact, residents will be provided better quality care than they are currently. OGNH is currently rated as Requires Improvement by the Care Quality Commission. Residents would only be placed in homes rated Good or Outstanding by the CQC. All residents would have the services of an independent advocate who would support individuals and their families. Advocates would have regard to individual risk assessment and risk management plans and work in a person centred way to support individuals.

In order to mitigate any adverse impact, the Managing Care Home Closures Guidance along with a checklist has been developed to through work with, and input from, a

significant number of stakeholders including the Association of Directors of Adult Social Services, Local Government Association, NHS England, the Care Quality Commission, provider and commissioning organisations and representative bodies for people using services and their carers.

The Managing Care Home Closures Guidance aims to ensure that, where temporary or permanent care home closure situations arise, there is a joined-up and effective response from all partners involved to minimise as much as possible the impact on people using services, their families, carers and advocates and to keep them as fully informed and involved as possible throughout the change. Moves to higher quality settings are associated with improved outcomes.

Although we do not have data on the protected characteristics of carers, we are aware that it is likely that carers will be from an ethnic minority community due to the ethnic diversity in both the borough and the Home. Carers will be engaged through the consultation so that we can better understand the impacts of the proposed changes and plan measures to mitigate any negative impacts.

Staff

Due to the high proportion of staff within the BME group, the impact on this group is expected to be negative. All staff will be supported through the process in accordance with the council's redeployment policy.

Positive	X	Negative	X	Neutral impact		Unknown Impact	

6. Sexual orientation

Data is unavailable on the number of service users who identify as lesbian, gay, or bisexual. However, the ONS estimates that 3.7% of Haringey's population are lesbian, gay or bisexual (LGB), which is the 9th largest LGB community in the country. It is therefore likely that LGB individuals will be affected by the decision. The long-term impact of the option that is being consulted on would be positive due to increased capacity for nursing placements in the borough. The short-term impact may be negative as no nursing provision will be delivered on the OGNH site for three years, meaning that LGB people who need nursing services will not be able to receive them there. However, the Council will see to mitigate this by endeavouring to make placements in either Haringey or neighbouring boroughs during this period, including the introduction of block booking of available beds in the borough to boost the supply.

Residents
We do not hold data on this protected group. We do not have any information relating to the impact of carers and family members

We do not envisage any disproportionate impact on this protected group. We will ensure that should any resident, family member or carer be lesbian, gay or bisexual we will endeavour to minimise discrimination, harassment or victimisation for this protected group.

Staff

We do not hold data on this protected group. We will ensure that should any member of staff be lesbian, gay or bisexual we will try to minimise discrimination, harassment or victimisation for this protected group. There would be a further consultation with staff if there is decision to close and will use the consultation to identify any equality issues for this protected group.

Positive		Negative		Neutral impact		Unknown Impact	X

7. Religion or belief (or no belief)

A higher proportion of Haringey residents are from Muslim and Jewish communities, relative to the populations of London or the UK. It is therefore likely that residents from these faith groups, as well as those from Christian communities and those with no religion, will be affected by the decision. In the long-term, residents from faith communities and those with no belief will benefit from additional supply of nursing beds and increased in-borough nursing capacity. The council and any providers will ensure that service provision is compliant with the Council's Public Sector Equality Duty.

Resident

We do not envisage disproportionate impact on service users and will endeavour to prevent discrimination, harassment, and victimisation

While we understand that moving can have an initial negative impact, residents will be provided better quality care than they are currently. OGNH is currently rated as Requires Improvement by the Care Quality Commission. Residents would only be placed in homes rated Good or Outstanding by the CQC. All residents would have the services of an independent advocate who would support individuals and their families. Advocates would have regard to individual risk assessment and risk management plans and work in a person centred way to support individuals. This will take into account the specific needs of individuals relating to their religious beliefs and/or faiths.

In order to mitigate any adverse impact, the Managing Care Home Closures Guidance along with a checklist has been developed to through work with, and input from, a significant number of stakeholders including the Association of Directors of Adult Social Services, Local Government Association, NHS England, the Care Quality Commission, provider and commissioning organisations and representative bodies for people using services and their carers.

The Managing Care Home Closures Guidance aims to ensure that, where temporary or permanent care home closure situations arise, there is a joined-up and effective response from all partners involved to minimise as much as possible the impact on people using services, their families, carers and advocates and to keep them as fully informed and involved as possible throughout the change. Moves to higher quality settings are associated with improved outcomes.

Although we do not have data on the protected characteristics of carers, we will engage carers through the consultation to better understand any impacts based on this protected characteristic and plan measures to mitigate any negative impacts.

Staff
We do not hold data on this protected group and will use the consultation to identify any equality issues for this protected group. We will ensure that should any member of staff have a religious affiliation we will try to minimise discrimination, harassment or victimisation for this protected group.

Positive	X	Negative	X	Neutral impact		Unknown Impact	

8. Pregnancy and maternity

Due to the age group affected by the decision, there is no reason that pregnant women or mothers with young children will be directly affected by the decision.

Positive		Negative		Neutral impact	X	Unknown Impact	

8. Pregnancy and maternity
Residents
Due to the age of residents, there are no residents who fall under this protected group. However, it was recognised, there could be family members and carers that are impacted that fall under this group. We will use the consultation to identify any potential impact and plan measures to mitigate any negative impacts.

Staff
There are no members of staff on maternity leave and we are not aware of any staff being pregnant. Therefore, do not anticipate any impact on this group. If anyone that is pregnant is identified, then they will be supported accordingly.

Positive		Negative		Neutral impact	X	Unknown Impact	

9. Marriage and Civil Partnership

Data is unavailable on the number of service users who are in a civil partnership. Any resident that is in a civil partnership will be treated the same as if they were married.
Staff

We do not hold data on this protected group. We do not envisage any disproportionate impact on this protected group

Positive		Negative		Neutral impact	X	Unknown Impact	

10. Groups that cross two or more equality strands e.g. young black women

Residents
Due to the nature of those receiving care those affected are more likely to affected are those with disabilities and over the age of 65 years old, who are also women.

Staff
The staff group are predominantly female and/or BAME and there are a significant proportion with disabilities.

While we understand that moving can have an initial negative impact, residents will be provided better quality care than they are currently. OGNH is currently rated as Requires Improvement by the Care Quality Commission. Residents would only be placed in homes rated Good or Outstanding by the CQC. All residents would have the services of an independent advocate who would support individuals and their families. Advocates would have regard to individual risk assessment and risk management plans and work in a person centred way to support individuals.

In order to mitigate any adverse impact, the Managing Care Home Closures Guidance along with a checklist has been developed to through work with, and input from, a significant number of stakeholders including the Association of Directors of Adult Social Services, Local Government Association, NHS England, the Care Quality Commission, provider and commissioning organisations and representative bodies for people using services and their carers.

The Managing Care Home Closures Guidance aims to ensure that, where temporary or permanent care home closure situations arise, there is a joined-up and effective response from all partners involved to minimise as much as possible the impact on people using services, their families, carers and advocates and to keep them as fully informed and involved as possible throughout the change. Moves to higher quality settings are associated with improved outcomes.

Outline the overall impact of the policy for the Public Sector Equality Duty:

- **Could the proposal result in any direct/indirect discrimination for any group that shares the protected characteristics?**
- **Will the proposal help to advance equality of opportunity between groups who share a protected characteristic and those who do not?**

  This includes:

  a) **Remove or minimise disadvantage suffered by persons protected under the Equality Act**
  b) **Take steps to meet the needs of persons protected under the Equality Act that are different from the needs of other groups**

c) Encourage persons protected under the Equality Act to participate in public life or in any other activity in which participation by such persons is disproportionately low

- **Will the proposal help to foster good relations between groups who share a protected characteristic and those who do not?**

Any decision to increase nursing capacity for Haringey clients in borough will have a long term positive impact on residents aged 65+, a greater proportion of whom are likely to be women, BAME, and/or have disabilities, by increasing the availability of nursing provision in-borough, and reducing the proportion of Haringey clients that have to be placed out of borough. No direct/indirect discrimination is anticipated, and the increase in provision will help to advance equality of opportunity by taking steps to meet the needs of residents with protected characteristics where these are different from those of other groups.

In the short-term, the preferred option would be to cease capacity at OGNH for a 3-year period. Mitigating actions will be taken to ensure that the wellbeing of those current residents are safeguarded.

In the longer term, there will be actions to ensure future nursing care recipients are afforded as much choice as possible within Haringey or neighbouring boroughs, such as through block booking nursing beds to ensure that supply within the borough is available to residents living within the borough. The increased nursing care capacity at the end of the build period, however, will have a net positive impact on supply and therefore will benefit local residents in the long term.

Residents

Any decision to close the site will affect those currently residing in the Home but the feasibility study identified that it would not be advisable for the current residents to remain in situ during the construction phase of development. This is due to the significant disruption and potential risks to individual residents' health and wellbeing due to being exposed to noise, health and safety concerns, construction dust impacting on air quality and required relocation of residents twice during construction phase. The option to be consulted on would prevent these negative impacts.

We do not have any data regarding the protected characteristics of carers. However, we have identified that there will be some impact for carers and family members of residents. This is likely to have a disproportionate impact on women, BAME communities, disabled people, , older people and people of working age.

The council will seek to mitigate the negative impact of transfer on residents by co-designing with residents, their families, carers and advocates a personalised transition plan, and ensuring that the care residents receive following the move is equal or better to the care they currently receive.

Staff

If the decision to close the Home is made, then all of the members of staff will be affected. As the staff group is significantly female and BAME and a significant number have

declared a disability.

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. 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.	Y
Adjust the proposal: the EqIA identifies potential problems or missed opportunities. Adjust the proposal to remove barriers or better promote equality. Clearly set out below 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 protected characteristics are impacted?	Action	**Lead officer**	**Timescale**
This will affect older people, mostly women, and people with disabilities disproportionately as the Council will need to secure provision that may be out of borough.	Any proposed move will be undertaken in accordance with the Managing Successful Care Home Closure Guidance. Independent advocate support will be offered and provided. Only Homes that have secure Good or Outstanding will be considered.	Head of Adults and Safeguarding Head of Adults and Safeguarding Head of Brokerage	Dates will be dependent on decisions been made and will be updated accordingly.

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:
The development of the home and the transition of new service users to a future scheme on the site, will be monitored to ensure referrals reflect the borough and user profile. Commissioned providers will be required to comply with the Public Sector Equality Duty under the Equality Act 2010 and this duty will be monitored in their contracts. We will also be engaging with a range of stakeholders in the further development of the home to ensure that it meets a wide range of needs, including for those of protected groups, through the established Co-Design Reference Group. The Council will continue to promote individual resident wellbeing and ensure all their needs are safely met and welfare safeguarded. For now, the Council will continue to monitor any impact from its recommended options on the residents at Osborne Grove Nursing Home. This will be through the day-to-day service provision, the Reference Group and in the plans for tasks to be undertaken on the future provision on the site. In regard to any potential move if the decisions to consult then close is made, the move progress will be overseen and monitored through the OGNH Steering Group that is chaired by the Director of Adults and Health and membership includes, service representation, including Safeguarding, HR and Brokerage and CCG representation.
7. Authorisation

8. Publication *Please ensure the completed EqIA is published in accordance with the Council's policy.*

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

Appendix 2 – Responses to the Osborne Grove Nursing Home Consultation

Introduction

This document provides a full summary of the responses, queries and comments raised during the Osborne Grove Nursing Home consultation.

It includes views expressed by those who responded to the consultation. The quotes are extracts from completed questionnaires as no other responses were received.

Background

Cabinet decided in July 2019, to build a new 70-bed nursing home on the Osborne Grove site, following the completion of a Feasibility Study. The study also determined that the redevelopment of Osborne Grove would have implications for the current residents, in terms of health and personal wellbeing due to the inevitable disruption that would result from the building work and site preparation.

Therefore, it agreed to consult on the proposal to move the remaining residents and to close the Home pending development of the site.

The 'consultation' sought the views of residents, families and carers and the general public on the closure of the Home pending the redevelopment of the site.

- The public consultation launched on Monday 7th October 2019 July and closed on Sunday 5th January 2020.

Methodology and Approaches

1.1.1. The following consultation method was followed:

- **Letter:** All current residents of the nursing home, their carers and families received a letter detailing the reasons for the proposed closure of the nursing home and how they could express their views on the proposed closure. This included a questionnaire with a pre-paid envelope - included within the letter along with supporting documentation.

- **Online:** The consultation questionnaire was published online via a dedicated web page which gave an outline of the proposals and provided supporting documentation including the cabinet report, and comprehensive Q&As.

- **Paper copies:** Stakeholders were able to request paper copies of the questionnaire via a dedicated email address or by writing to the council.

- **Drop-in sessions:** Two external drop-in sessions were organised at the nursing home to assist residents, carers and their families to discuss the implications of the consultation and to express their views and ask questions.

- **Staff consultation meeting**: all Osborne Grove Nursing Home staff were invited to two consultation meetings on 7th November, 2019 to discuss the implications of the consultation and how they could express their views. In addition management held an all day drop in session on the 28th

- **Partner letters:** Statutory Agencies (including GP surgeries) and the voluntary sector were sent a letter informing them of the proposals along with details about how they could have their say and signposting them to further information either via Haringey's website; the Service Manager's telephone number or via an email address.

- **Press releases:** A mixture of proactive and reactive press statements was sent to the media during the period of consultation.

All drop-in sessions and meetings were minuted for key comments and questions.

The level of response to the consultation is as follows:

Completed online questionnaires	3
Number attending external drop-in sessions	1
Number attending staff meetings	8

Summary of results

The consultation process has been thorough in trying to reach those that maybe interested in however the response rate has been very low with only 3 responses being received.

Online responses
A total of 3 formal responses were received, all were online questionnaires.

Q1 What is your relationship to Osborne Grove Nursing Home? Please tick one box only.

Response	**Total**
I am an Osborne Grove resident: 0	0
I am a carer or family member of a resident: 0	0
I know someone who is a resident: 0	0
I am a service provider / voluntary group: 1	**33% (1)**
I am a local resident: 2	**67% (2)**
Other - please specify: 0	0

Q2 Do you understand the reasons why the council is proposing to close and rebuild Osborne Grove Nursing Home? Please tick one box only.

Responses	Total
Yes:	67% (2)
No:	33% (1)

Do not know: 0

Q3 To what extent do you agree with the council's proposal to close Osborne Grove Nursing Home pending the rebuild?

Responses	Total
Strongly agree: 0	0
Agree: 1	33% (1)
Not sure: 1	33%(1)
Disagree: 0	0
Strongly disagree: 1	33% (1)

Please give reasons for your view

Please note - the following questions 4 and 5 only apply to residents, carers and family members of Osborne Nursing Home.

Q4 Which out of the following would be your biggest concern if Osborne Grove Nursing Home closed pending the rebuild?

Responses	Total
Staying in the borough:	0
Suitable alternative accommodation:	100% (1)
Having to get used to new staff:	0
Losing friendship groups:	0
Additional expense:	0
No longer accessible for visits:	0
Other- please specify:	0

Q5 If the decision is taken to close Osborne Grove Nursing Home, how could the council support you to make the transition easier?

- *Keep the Co-design group fully appraised of developments at all stages*

Q6 Do you have any further comments?

- *Supporting the expansion and future day use facility so no qualms there*

- *I am astonished that a total rebuild should be thought necessary to a relatively new building that had been purpose built. In my view it is an utter waste of a perfectly good building and a disregard of the needs of the current and past residents. All the beds in the current building should be filled and any work needed should then be considered.*

Drop-in sessions at Osborne Grove Nursing Home

There were two external drop in sessions held, across the two sessions only one person attended.

There were also two internal drop in sessions for staff.

There were no specific comments received as part of these sessions, discussion was focussed on explaining the process and potential next steps.

Conclusion

The consultation received three responses and of these one was in support for the proposal, one against and one unsure. So, there was equal support and opposition to the proposal.

The opposition to the proposal comment appears to be in response to the overall proposals for a new facility on the site. The proposals for the new site has been developed in partnership through the Co-Design Group and will provide much needed additional nursing care facilities for the borough.

There was one response raising specific concerns around alternate suitable accommodation for residents. The Managing Successful Home Closure best practice guidance will be followed to ensure that appropriate accommodation is located that best meets the needs of the residents.

There has been a limited response to the consultation and an even split in support and opposition. The benefits associated with the redevelopment and the likely risks if residents remain on site it is proposed that the proposal is agreed and that the Home be closed and the remaining residents move be conducted in accordance with the best practice guidance.

Osborne Grove Nursing Home Online Consultation

Why are we consulting?

The Council's Cabinet agreed in September 2019 to consult Osborne Grove Nursing Home residents, carers and other stakeholders on proposals to close the Home to allow for the development of a new expanded 70 bed nursing home on site, and to relocate residents to suitable alternative nursing home provision while works commence.

Background

In June 2018 a decision was taken by the council's Cabinet to undertake a feasibility study on the future development of the Osborne Grove Nursing Home site.

Carers and families, third sector and community groups, health and social care partners and other interested stakeholders were actively involved in carrying out the feasibility study. In July 2019 the completed feasibility report detailing options for the future of the site was presented to the council's Cabinet which agreed to endorse the preferred option.

This is to demolish the current Osborne Grove building and build in its place a 70-bed nursing provision that:

- ensures the council meets current and future needs in Haringey
- maximises the use of the site overall
- creates services that are more flexible, are more 'personalised' and give greater choice
- creates local care and support for people in the community
- has better long-term outcomes for people at lower cost
- ensures we are better prepared for an ageing population.

It was further noted in the report that none of the future development options for the site, including the preferred option, could be safely started with the current residents remaining in the home.

The results of the study are available in the Osborne Grove Nursing Home feasibility study (PDF, 561KB).

The proposal

The council's proposal is to close Osborne Grove Nursing Home. This would enable the necessary site inspection works, planning and demolition to commence for the development of the new expanded 70 bed nursing home.

The council proposes to relocate residents to suitable alternative nursing home provision that is capable of meeting their care and support needs and promoting their wellbeing. There will be a reassessment of residents needs and care and support plan. The assessment will take into account existing care plans and risk assessment. The outcome of the re-assessment will inform the decision on the suitability of the alternative nursing home provision.

A transition plan will be developed with each resident and their family/carers, with support from social workers and health services, to ensure the move to alternative care is safely and sensitively handled. An Assessment and Transition Process guide for residents, carers and family members on the re-assessment and transition process can be accessed below:

- Assessment and transition process (PDF, 54KB)

The process will be very carefully managed and adhere to the Managing Care Home closures checklist (PDF, 62KB) as devised by the Association of Directors of Adult Social Services (ADASS).

How to have your say

Please give us your feedback by **Sunday 5 January 2020**.

We want to obtain the views of Osborne Grove residents, their carers/families and health and social care partners on the proposals to close the nursing home to allow works to get underway, including inspection works, planning and demolition and for residents to be relocated to suitable homes that meet their needs while works take place.

For further information see our Osborne Grove Consultation FAQs (PDF, 50KB).

Online

Please respond to the consultation by completing the online questionnaire:

Complete the survey

Drop-in session

Two drop-in sessions for those who would like to discuss the consultation will be held at Osborne Grove Nursing Home, 16 Upper Tollington Park, Finsbury Park, N4 3EL:

- **Thursday 17 October**, 2-3.30pm
- **Thursday 17 October**, 6-7.30pm

Please contact 020 7272 0118 to register your interest in either the afternoon or evening session.

By post

You may also wish to respond by letter. Please contact Adults Safeguarding on 020 8489 5071/5727 to request a paper copy of the questionnaire. Your completed response to the consultation can be sent via FREEPOST to:

Jeni Plummer
Head of Adults Safeguarding
Haringey Council, River Park House
225 High Road, London
N22 8HQ

If you would like to discuss the matter further, please email questions to osbornegroveconsultation@haringey.gov.uk.

Alternatively, please contact Ilona Zeqiri - Registered Manager: 0207 272 0118 or Jeni Plummer - Head of Adults & Safeguarding: 020 8489 5727.

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OSBORNE GROVE REDEVELOPMENT CONSULTATION

1. What is your relationship to Osborne Grove Nursing Home? Please tick one box only

   ☐ I am an Osborne Grove resident

   ☐ I am a carer or family member of a resident

   ☐ I know someone who is a resident

   ☐ I am a service provider / voluntary group

   ☐ I am a local resident

   ☐ Other – please specify

   ☐

2. Do you understand the reasons why the council is proposing to close and rebuild Osborne Grove Nursing Home? Please tick one box only.

   ☐ Yes

   ☐ No

   ☐ Don't know (Please refer to the supporting information received)

3. To what extent do you agree with the Council's proposal to close Osborne Grove Nursing Home pending the rebuild?? Please tick one box only.

   ☐ Strongly agree

   ☐ Agree

   ☐ Not sure

   ☐ Disagree

   ☐ Strongly disagree

Please give reasons for your view

Please note - the following questions 4 and 5 apply only to residents of Osborne Grove Nursing Home, their carers and family members.

4. Which out of the following would be your biggest concern if we closed Osborne Grove Nursing Home pending the rebuild?

- ☐ Staying in the borough
- ☐ Suitable alternative accommodation
- ☐ Having to get used to new staff
- ☐ Losing friendship groups
- ☐ Additional expense
- ☐ No longer accessible for visits
- ☐ Other - please specify below

5. If the decision is taken to close Osborne Grove Nursing Home, how could we support you to make the transition easier?

6. Do you have any further comments?

Thank you for completing this survey.

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Dear [INSERT NAME]

We are writing to you about the formal public consultation we are holding regarding the council's proposal to close Osborne Grove Nursing Home.

This consultation pack provides you with background on the proposed closure, answers some questions and advises how you can feedback your comments.

Our key focus, throughout and following the consultation period, will continue to be ensuring the needs of service users are met. We will provide updates on plans as they are developed.

Background

In June 2018 a decision was taken by the Council's Cabinet to undertake a feasibility study on the future development of the Osborne Grove Nursing Home site.

Carers and families, third sector and community groups, health and social care partners and other interested stakeholders were actively involved in carrying out the feasibility study.

In July 2019 the completed feasibility report detailing options for the future of the site was presented to the Council's Cabinet which agreed to endorse the preferred option. This is to demolish the current Osborne Grove building and build in its place a 70-bed nursing provision that: ensures we maximise the use of the site overall;

- creates services that are more flexible, are more 'personalised' and give greater choice;
- creates local care and support for people in the community;
- has better long-term outcomes for people at lower cost;
- ensures we are better prepared for an ageing population.

It was further noted in the report that none of the future development options for the site, including the preferred option, could be safely started with the current residents remaining in the home.

The Council's Cabinet therefore agreed in September 2019 to consult resident, carers and other stakeholders on proposals to close Osborne Grove Nursing Home to allow for the development of an expanded 70 bed nursing home provision on site to meet current and future needs in Haringey. Also, to relocate residents to alternative nursing home provision that is capable of meeting their care and support needs and promoting their wellbeing.

The Feasibility Study is included in the consultation pack.

The proposals

As stated above, the Council's proposal is to close Osborne Grove Nursing Home. This would enable the necessary site inspection works, planning and demolition to commence and the development of the new expanded 70 bed nursing home.

The Council propose to relocate residents to suitable alternative nursing home provision that is capable of meeting their care and support needs and promoting their wellbeing.

There will be a reassessment of residents needs and care and support plan. The assessment will take into account existing care plans and risk assessment. The outcome of the re-assessment will inform the decision on the suitability of the alternative nursing home provision.

A transition plan will be developed with each resident and their family/carers, with support from social workers and health services, to ensure the move to alternative care is safely and sensitively handled. This will include:

- Social workers carrying out a full and comprehensive re-assessment and review of each resident's needs to ensure the care and support needs of the service users continue to be met.
- The resident, their family/carer, social worker and health services creating a care and support plan to ensure the process of change is safely and sensitively handled.
- Residents, families and carers working with social workers and brokers to agree which provision is best placed to meet the resident's needs which will be based on (i) the appropriate type of residential care required (ii) the same or higher quality standard and (iii) the location so that the needs of a close family member, or friend who visits regularly and is involved in the person's day to day care can be met.

A guide for residents, carers and family members on the re-assessment and transition process is attached.

The process will be very carefully managed and adhere to the Managing Care Homes Checklist as devised by the Association of Directors of Adult Social Services (ADASS) – also attached.

An independent advocate will be available to support people affected and their families during the consultation.

Following the consultation and based on its outcomes, a further report will be taken to the Council's Cabinet for a decision on whether the Home should close. In the event of closure, we will continue to monitor the impact on Osborne Grove residents of moving into their new home.

Have your say

We want to obtain the views of Osborne Grove residents, their carers/families and health and social care partners on the proposals to close the nursing home to allow works to get underway, including inspection works, planning and demolition and for residents to be relocated to suitable homes that meet their needs while works take place.

Please give us your feedback by Sunday 5 January 2020.

How can I take part?

We are keen to encourage all responses to this consultation.

Online
Please respond to the consultation by completing the online questionnaire at https://www.haringey.gov.uk/osborne-grove-nursing-home-consultation

Drop-in session
Two drop-in sessions for those who would like to discuss the consultation will be held at Osborne Grove Nursing Home, 16 Upper Tollington Park, Finsbury Park, N4 3EL:

- 2-3.30pm, Thursday 17 October 2019
- 6-7.30pm, Thursday 17 October 2019

Please contact 020 7272 0118 to register your interest in either the afternoon or evening session.

By post
You may also wish to respond by letter. Please contact the office of Jeni Plummer on 020 8489 5071/5727 to request a paper copy of the questionnaire. Your completed response to the consultation can be sent via FREEPOST to:
Jeni Plummer
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If you would like to discuss the matter further, please email questions to Osbornegroveconsultation@haringey.gov.uk

Alternatively, please contact Ilona Zeqiri - Registered Manager: 020 7272 0118 or Jeni Plummer - Head of Adults & Safeguarding: 020 8489 5727.

Yours sincerely

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Date: September 2019

Osborne Grove Consultation Questions and Answers

In June 2018, a decision was taken by the Council's Cabinet to undertake a feasibility study on the future development of the Osborne Grove Nursing Home site.

Carers and families, third sector and community groups, health and social care partners and other interested stakeholders were actively involved in carrying out the feasibility study.

In July 2019 the completed feasibility report detailing options for the future of the site was presented to the Council's Cabinet which agreed to endorse the preferred option. This is to demolish the current Osborne Grove building and build in its place a 70-bed nursing provision that: ensures we maximise the use of the site overall;

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The results of the study are available in the Osborne Grove Nursing Home Feasibility Study - attached.

Who will be affected by the consultation?
Osborne Grove Nursing Home residents and their families and carers.

How long will the consultation last?
The consultation will commence on Tuesday 8 October 2019 and end on Sunday 5 January 2020.

How can I take part?
We want to obtain the views of Osborne Grove residents, their carers/families and health and social care partners on the proposals to close the nursing home to allow works to get underway, including inspection works, planning and demolition and for residents to be relocated to suitable homes that meet their needs while works take place.

We are keen to encourage all responses to this consultation.

- **Online**

Please respond to the consultation by completing the questionnaire online at
www.haringey.gov.uk/osborne-grove-nursing-home-consultation

- **Drop-in session**

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Alternatively, please contact Ilona Zeqiri - Registered Manager: 0207 272 0118 or Jeni Plummer - Head of Adults & Safeguarding: 020 8489 5727.

What will happen following the consultation?

1. We will consider all responses to the proposals in the consultation paper
2. We will prepare a report to the Council's Cabinet on the outcome of the consultation which will contain recommendations on the proposals.
3. Cabinet will make a final decision based on the recommendations.
4. The Cabinet decision on the proposal will subsequently be published on the Haringey website including any further actions required.

How will a decision be reached at the Cabinet meeting?

A report will be presented to the members of the Cabinet who will vote on the recommendation contained within the report. The report will be prepared by the Director of Adult Social Services and will contain the findings collated during the consultation process.

Depending on the outcome of the consultation, how soon will change take place?

In the event of a closure, we will immediately communicate the decision with all residents of Osborne Grove, their families and carers. We will then begin the process of working with Osborne Grove residents, their families/carers and other stakeholders to identify timescales and provide alternative support where necessary.

What approach will be used if the decision is taken to close Osborne Grove Nursing Home during the rebuild?

In the event of a closure, we are committed to supporting residents and their carers and families and to keeping them informed and supported as much as possible.

The process will be very carefully managed and adhere to the Managing Care Homes Checklist as devised by the Association of Directors of Adult Social Services (ADASS) – see attached.

A transition plan will be developed with each resident and their family/carers, with support from social workers and health services, to ensure the move to alternative care is safely and sensitively handled. This will include:

- Social workers carrying out a full and comprehensive re-assessment and review of each resident's needs to ensure the care and support needs of the service users continue to be met.
- The resident, their family/carer, social worker and health services creating a care and support plan to ensure the process of change is safely and sensitively handled.
- Residents, families and carers working with social workers and brokers to agree which provision is best placed to meet the resident's needs which will be based on (i) the appropriate type of residential care required (ii) the same or higher quality standard and (iii) the location so that the needs of a close family member, or friend who visits regularly and is involved in the person's day to day care can be met.

An independent advocate will be available to support people affected and their families during the consultation and post Cabinet decision. In the event of closure, we will continually monitor the impact on Osborne Grove residents over the course of the relocation period and beyond into their new home.

If the nursing home closes, what will happen to the building?
Once all residents have been relocated to an alternative care provision that meets their needs, work will begin to relocate the building's assets and equipment and commence preparations for development.

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CLOSURE OF OSBORNE GROVE NURSING HOME
GUIDE FOR RESIDENTS, CARERS AND FAMILY MEMBERS
ASSESSMENT AND TRANSITION PROCESS

1. INTRODUCTION

1.1 In December 2017, Cabinet made the decision to close Osborne Grove Nursing Home (OGNH) on the grounds of sustainability of quality and safe care of residents and that the closure be managed in accordance with the Managing Care Home Closures Good Practice Guide and Management Checklist approved by the Care Quality Commission.

1.2 This document is a short guide for residents, carers and family members on the process for the re-assessment of the care and support needs of residents and the safe transition to suitable alternative accommodation. It also covers the rights of residents during the closure and transition process.

1.3 The health and the wellbeing of residents remains the primary concern of the council. OGNH will continue to be managed in line with existing processes and practices and staffing ratios will be maintained to ensure residents receive appropriate and safe care.

If there are any queries or concerns in regards to current care provision then these should continue to be raised with the OGNH management as normal.

2. RE-ASSESSMENT OF NEEDS AND CARE AND SUPPORT PLAN

2.1 Residents are entitled to a re-assessment of their needs and care and support plan. The assessment take into account existing care plans and risk assessment. The outcome of the re-assessments will inform the decision on the suitability of the alternative accommodation.

2.2 A Lead Social Worker from the Council and a Senior Continuing Healthcare Assessor from the Haringey Clinical Commissioning Group (CCG) will undertake the re-assessments. This will be a joint assessment. The Council will lead the assessment except in cases where the resident is eligible for continuing health care (CHC) in which case Haringey CCG will lead. The re-

assessment will be undertaken in accordance with the Care and Support Statutory Guidance (Updated February 2017).

2.3 The assessments will be residents centred and they will be supported to be involved in the process. The assessment will involve the resident and any carer or any other person the resident want to be involved.

2.4 Where residents have substantial difficulty being involved in the assessment process, the Council will look to a family member or friends who is willing, able and appropriate to facilitate the resident involvement. Where there is no family member or friend available for this role, the Council will appoint an independent advocate.

2.5 The Council has appointed independent advocates to support residents and family members to be involved in the assessment process.

2.6 Where there is concern about a resident's capacity to make a specific decision, for example because of mental impairment such as dementia, then an assessment of capacity will be undertaken in accordance with the Mental Capacity Act 2005. The Council believes that those residents who may lack capacity, may need extra support to identify and communicate their needs and make subsequent decisions, and will need an Independent Mental Capacity Advocate (IMCA). In cases where residents are assessed as lacking capacity to make specific decision relating to their care and support needs, and there are no friends or family members to represent their interest, the Council will arrange for an IMCA to be part of the decision-making process. The IMCA does not become the decision maker. However, Lead Social Worker must take account of the views of the IMCA.

2.7 The assessment meetings held for each resident will generally include the resident, family members and carers and independent advocate or IMCA.

2.9 Following the re-assessment of need and the development of the care and support plan, a copy of the draft plan will be provided to residents, family members and carers (if appropriate) and independent advocate or IMCA. They will have an opportunity to review and request amendments to the care and support plan before they are finalised. On completion, the Council will give a copy of the final needs assessment and care and support plan to the resident, any other person the resident request to receive a copy, and their independent advocate or IMCA if they have one and the resident agrees.

2.10 For residents assessed as lacking mental capacity to agree and consent to the care and support plan, the decision on the future placement will be the subject of a best interest decision meeting in accordance with the Mental Capacity Act and the Code of Practice. The resident, family members, carers, advocates or IMCA will be involved in the best interest decision meeting. In the event of a dispute as to whether the proposed care home is in the best interest of the resident, the case will be referred to the Court of Protection for a welfare decision.

2.11 The Lead Social Worker, Senior Continuing Healthcare Assessor and Independent Advocate are available for further information, conversations or meetings on the re-assessment and care and support planning process.

3. TRANSITION

3.1 Once the re-assessment and care and support planning process is completed, the request for new placements will be passed to the Council's Brokerage Team or Haringey CCG as appropriate. Information relating to the needs of individual residents will be shared with suitable potential homes in the borough with a view to them contacting the Brokerage Team with details of vacancies.

3.2 The details of possible vacancies will be passed to residents, family members and carers as appropriate. Visits to the prospective home can then be made as required. If residents wish to visit a potential home, OGNH Manager will arrange transport and care assistants to accompany them on a visit as appropriate.

3.3 Once a suitable placement has been agreed, the receiving Home will visit OGNH to conduct their own assessment. Residents and key staff will be included as appropriate.

3.4 In the case of a preferred placement not being available due to waiting lists, an interim placement will be found.

3.5 Brokerage will liaise as appropriate to get the new placement arrangements agreed.

4. TRANSFER

4.1 The OGNH Manager will oversee the preparation for transfer including organising suitable transport and a member of staff to accompany the resident.

4.2 Care staff will pack residents personal possessions and will ensure that all items are secured.

4.3 The Deputy Clinical Manager will prepare all records and medicines for transfer and the receiving Home will confirm transfer.

4.4 The Deputy Operations Manager will arrange for all appropriate equipment and personal possessions for transfer.

4.5 A follow up call will be made within 48 hours to check the resident has settled in.

4.6 A four-week review will be arranged following transfer.

4.7 We have attached below a checklist of action the Council will undertake to assist with the identifying a new home for resident and ensuring a smooth and safe transition.

We are using a relocation checklist as devised by the Association of Directors of Adult Social Services (ADASS). This is attached in appendix 1.

5. Continuity of Care

5.1 The health and the wellbeing of residents remains the primary concern of the council. OGNH will continue to be managed in line with existing processes and practices and staffing ratios will be maintained to ensure residents receive appropriate and safe care.

5.2 If there are any queries or concerns in regards to current care provision then these should continue to be raised with the OGNH management as normal.

6. OVERSIGHT OF THE PROCESS

6.1 The re-assessment, care and support planning and transition process to new care homes is to be overseen by a Steering Group chaired by the Director of Adult Social Services. Membership includes:

- Designated Professional for Safeguarding Adults, NHS Haringey Clinical Commissioning Group (CCG)
- Head of Service Brokerage and Quality Assurance
- Head of Adults & Safeguarding
- Transformation Project Lead (Team Leader)

6.2. The role of the Steering Group is to provide a multi-agency oversight of the process of assessment and transition, ensure that good practice guidelines are incorporated.

6.3 A Task Force Group reports into the Steering Group. Membership includes:

- Head of Adults & Safeguarding
- Interim Home Manager
- Quality Assurance Nurse Manager – Care Homes, NHS Haringey Clinical Commissioning Group (CCG)
- Deputy Clinical Manager
- Lead Social Worker
- Commissioning and Safeguarding Officer
- Transformation Project Lead (Team Leader)

6.4 The Task Force Group is responsible for the operational delivery and management of the assessment and transition process and that good practice guidelines are followed.

7. RESIDENT RIGHTS

The process set out above embeds the rights of residents. These are summarised below.

7.1 Residents have the right to a re-assessment of their needs and care and support plan.

7.2 Residents have the right to be involved in the re-assessment and care and support planning process.

7.3 Where residents have substantial difficulty in being involved in the re-assessment and care planning process, they have the right to support by friends and family members (if appropriate), by an independent advocate or by an IMCA where they lack mental capacity.

7.4 Residents have the right to a copy of the completed needs assessment and care and support plan, and request that copies to be made available to friends, family members, independent advocate or IMCA.

7.5 Where there are concerns that a resident may lack capacity to make a particular decision, the resident is entitled to a mental capacity assessment that is compliant with the Mental Capacity Act 2005 and Code of Practice.

7.6 Where residents are assessed as lacking capacity to make a decision about their placement, residents are entitled to a best interest decision meeting that is compliant with the Mental Capacity Act 2005 and Code of Practice.

7.7 Where there are disputes about whether the proposed placement is in the best interest of the resident, the case can be referred to the Court of Protection for a best interest welfare decision.

7.8 Where residents are deprived of their liberty as part of their care and support plan, it must be authorised by law.

7.9 Where residents are dissatisfied with the manner in which their case has been managed, they can make a complaint to the Local Authority complaints department via the Feedback and Information Governance Team at 020 8489 1988 or email FIG@haringey.gov.uk.

If they are unsatisfied with the response, they can also make a complaint to the Local Government Ombudsman.

In the case of continuing healthcare funded residents, complaints can also be made to the CCG department. Visit http://www.haringeyccg.nhs.uk/pals-and-complaints.htm

7.10 Where residents believe that the council has acted unlawfully in re-assessment and/or care and support planning process, they can seek a judicial review of the assessment and care plan.

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Date: October 2019

Managing Care Home Closures – Relocation checklist

Checklist as devised by the Association of Directors of Adult Social Services (ADASS).

1.1	Residents are re-assessed and adequate resource requirements are completed.
1.2	We will consider broadest range of options for supporting residents to move, which fit their assessed needs, including suitable local care home, out of area placement, step-up care, step-down care
1.3	We will check choice(s) of area/homes that are available and appropriate for the resident's needs with the resident/carer
1.4	We will arrange for the potential new homes to assess residents to ensure that care needs can be met.
1.5	We will maximise residents' ability to make an informed choice about compatible area/homes available.
1.6	We will consider whether there are friendships between residents that need to be maintained.
1.7	Where possible, offer opportunity for resident/carer to view/visit/trial visit care homes
1.8	We will seek care home staff help to inform/visit potential homes with resident where applicable
1.9	We will work with resident/carer to decide on new home and date to move
1.10	We will consider whether residents need the help of care staff to escort them to potential new homes on placement

1.11 We will appoint transport co-ordinator to act as single point of contact and oversee timely moves, e.g. to notify ambulance staff in good time

1.12 We will arrange transport to new homes, in and out of county, e.g. car/minibus/ambulance – identify cost and who pays

1.13 We will ensure residents are helped to move only in daylight hours and are not kept waiting for transport outside the home by scheduling appropriately

1.14 We will ensure residents are supported to move at their own pace / convenience (as far as possible) and contact within 48 hours to ensure the they are OK

1.15 We will ensure residents are accompanied by someone familiar on the day of the move, including volunteers and carers if possible

1.16 We will use current care home staff to the fullest; passing on their knowledge of residents to new homes, escorting, transporting, etc.

1.17 Staff handover to new homes – verbal and written. Care summaries, including care plan that details health and social care needs, pharmacy and medication details, GP and hospital appointments

1.18 Tell the new home what system of medication administration was used in the home the resident was moved from (i.e. original pack/ specific monitored dosage system), so the new home is aware if there is a need to urgently request a new prescription and supply

1.20 Maintain a log of decisions and movement of residents, when and where they move to and that they have arrived safely

1.21 Ensure residents' belongings are accounted for, including valuables held by the care home, that they are carefully logged, packed and moved with them (no bin bags)

1.22 Programme social worker/nursing reviews at 4 weeks (or before if they are more at risk because of moving) and as necessary thereafter and keep other stakeholders (LA/CCG/CQC) informed of progress and any

issues

1.23 Residents' medications and treatment details are logged and go with residents and checked on arrival at new care home

1.24 Particular attention to be made to ensure relocated residents are correctly identified

1.25 Change of GP and new home recorded

1.26 Placements made out of county should be notified to the receiving CCG/local authority

1.28 Consider how many family members/friends might visit the resident in the new care home; can we assist them to do so?

1.29 Notify Department of Work and Pensions of change of home

1.30 Liaise closely with the LA/CCG Commissioning Team (new contracts need to be issued, old contracts terminated)

1.31 Consider whether residents' moves should be arranged to coincide with others or spread over more than a week (if time is available)

1.32 Consider the desirability of temporary/second moves

1.33 Ensure new care home is registered for the category of care required

1.34 Liaise with CQC, CCG, LA staff to ensure there are no concerns about the new care home in terms of residents' needs, safety, quality or sustainability of the home

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Report for: **Cabinet 11 February 2020**

Title: **Increase the value of the Community Equipment Contract with Medequip Assistive Technologies.**

Report authorised by : Beverley Tarka – Director of Adults & Health

Lead Officer: John Everson – Assistant Director, Adult Social Services

Ward(s) affected: **All**

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

1. Describe the issue under consideration

1.1 Community Equipment importantly supports vulnerable people to remain independent for longer reducing the need for more formal and costly care.

1.2 To enable the best value for money (mainly due to economies of scale), Haringey joined the London Consortium for the provision of Community Equipment, and jointly tendered and awarded Medequip the contract to deliver this.

1.3 The 4-year contract with Medequip was agreed at Cabinet in February 2017 (taking the contract to 2021) with the option to extend for 1+1 years (to March 2023). Jointly tendered and awarded Medequip the contract to deliver this.

1.4 Since then additional services have benefitted from access to this contract, increasing the volume of equipment being supplied and therefore the associated value of the contract. The additional services include Special Educational Needs & Disabilities (SEND), the Paediatric Therapy Team at Whittington Health and Community Alarm Team (CAS) who all procure their stock through this contract.

1.5 This increase in activity will result in their being insufficient budget reflected in the contract for 2020/21 onwards. Therefore, in line with procurement rules, there is a need to increase the total contract value by £3.6million, from £7.2m to £10.8 million (£1.2million per year for 3 years), incorporating the options to extend the contract until March 2023.

2. Cabinet Member Introduction

2.1 The provision of community equipment supports vulnerable people and their families to maintain healthy, safe and independent lives within their own homes, reducing the need for more complex and costly care, helping support the Council's budget position.

2.2 It is therefore positive that demand and therefore the volumes of equipment provided have increased and the proposal in this paper will enable this to continue for the next three years.

3. Recommendations

(a) To approve variation of the contract value over the next 3 years, increasing it by £3.6million (£1.2m per year), from April 2020 to March 2023.
(b) To approve a two-year extension of the contract from April 2021 to March 2023.

4. Reasons for decision

4.1 Cabinet originally approved a contract value of £5 million in February 2017 for the 4-year duration of the contract ending March 31st, 2021, with the option to extend for a further 1+1 years or 7.2m over the full term

4.2 Since then;

- Additional services have been granted permission to procure through this contract, namely Special Educational Needs & Disabilities (SEND), Paediatric Therapy Team at Whittington and Community Alarm Team (CAS) who procure their stock through the contract.

- Additional community equipment has also been made available to facilitate hospital discharges, prevent hospital admissions and to enable the residents of Haringey to remain in their home environment. Equipment includes, specialist Chairs, the Installation of key safes and manual Hoists.

4.3 All of the above contributed to a 22% increase in spend across the whole contract from £1.34 million in 2017-18 to £1.64 million in 2018-19. The current year 2019-20 has projected a further 10% an increase to £1.8 million.

4.4 Of the £1.64 million spent in 2018-19 only £614,000 was attributable to Adult Social Care with the remaining (£1.02 million) being re-charged back to other services namely;

- Haringey CCG - £839,000
- Community Alarm Services - £77,000
- Special Educational Needs & Disabilities - £62,000
- Whittington Paediatric Therapies - £47,000

4.5 The CCG figure of £839,000 represents an increase in spending of 16% from the previous financial year as opposed to just over a 1% increase by

Adult Social Care. Therefore, it is expected that any increased spending will be attributable to the CCG and they will be recharged accordingly.

4.6 Given the reasons already highlighted, the original value will not suffice until the end of the contract.

5. Alternative options considered

5.1 The London Consortium completed an options appraisal where re-tendering was considered. However, given the price efficiencies, value for money and quality of delivery demonstrated it was concluded that this would not be beneficial option and would risk disrupting service provision.

6. Background information

6.1 The Council joined an existing Framework Agreement with the London Consortium for the provision of Community Equipment in November 2012. This followed a procurement process which was compliant with European procurement legislation (the Public Contracts Regulations 2006).

6.2 The Framework Agreement ran until March 31st, 2015, the consortium then agreed to invoke the option to extend for a further two years until March 31st, 2017.

6.3 Following a tendering process, the Consortium awarded a new 4-year contract to Medequip that started on April 1st, 2017. This current Framework agreementhas the option to extend for 1+1 years; and following an options appraisal completed by the consortium board dated 28th February 2019, the first-year extensionuntil March 31st, 2022 was agreed.

6.4 Further option appraisals will be completed in the future to help determine the best way forward for the consortium. The consortium lead borough is Royal Borough Kensington & Chelsea, and the procurement lead is Westminster City Council.

6.5 Haringey Council will conduct its own internal analysis to determine if a return to an in-house service could be a viable option post March 31st, 2023 prior to contract expiry.

7. Contribution to strategic outcomes

This links into Priority 2; ‘People’ section of the Borough Plan, which states the following:

"All adults are able to live healthy and fulfilling lives, with dignity, staying active and connected in their communities"

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

8.1 **Finance:**

8.2 This report is seeking to increase the value of an existing call off contract for medical equipment to Medequip Assistive Technologies by £3.6m from £7.2m to £10.8m. Additionally, this report is seeking to extend the period of the contract for two years from the initial 4-year term to 6 years which was allowable under the award of the contract.

8.3 The award of the original contract from the London Consortium Framework Agreement demonstrated value for money and the most recent contract management reports are satisfactory. Therefore, increasing the value of this contract would continue to provide value for money.

8.4 The cost of the increasing the value of this contract can be met from existing agreed council budgets or will be recharged to the CCG and NHS partners for their use of the contract.

8.5 Procurement:

8.6 The framework was duly advertised and tendered as required.

8.7 Under the Public Contract Regulations 2015 (as amended) (the "Regulations") modifications to a contract within the scope of the Regulations are only permissible if the modification complies with Regulation 72 of the Regulations.

8.8 Regulation 72(1)(b), permits inter alia, modifications where additional works, services or supplies by the original contractor have become necessary and a change of contractor cannot be made for economic or technical reasons and would cause significant inconvenience or substantial duplication of costs, provided the increase in value, does not exceed 50% of the original contract price.

8.9 In this case the inclusion of, special educational needs, community alarms, paediatric provision and increase in spending by NHS has inflated the contract price. It is anticipated that an additional £3.6m will be required to meet demand over the remaining term. The additional £3.6m of spend is under the 50% ceiling permitted under the Regulations.

8.10 The option to extend the contract for a period of two years is set out in the contract. Therefore, the extension for a two-year period is in accordance with Regulation 72(1)(a) of the Regulations.

8.11 It should be noted that CCG and NHS represent 54% of the cost in the last year, which is rechargeable.

8.12 It would be a waste of resources to go out to tender again as this is a consortium involving other boroughs which is only a third of the way though a new 6-year contract. The consortium is some 18 London Boroughs strong and has leveraged its buying power to secure greater cost and process efficiencies, which would not be available to the Council, if tendered as a sole purchaser

8.13 It therefore makes good sense economically and pragmatically to seek a contract extension. Moreover, all boroughs contribute to a centralised contract management team to provide regular contract and performance monitoring to ensure service delivery meet requisite standards and continue to provide best value. A recent service appraisal supported this view. These requests are both in line with Council Standing Orders and the Procurement Code of Practice.

8.14 Legal:

8.15 The Assistant Director of Corporate Governance has been consulted in the preparation of this report.

8.16 The proposed increase in the contract value is under Regulation 72(1)(b) of the Public Contracts Regulations 2015 (as amended) (the "Regulations"). Regulation 72(1)(b) provides that contracts may be modified where additional works, services or supplies by the original contractor have become necessary and a change of contractor cannot be made for economic or technical reasons and would cause significant inconvenience or substantial duplication of costs for the contracting authority, provided any increase in price does not exceed 50% of the value of the original contract.

8.17 The call-off contract includes an option to extend the contract for two years. Therefore, the two-year extension requested in the recommendations in this report complies with Regulation 72(1)(a) of the Regulations.

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

8.19 Equality:

8.20 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.

8.21 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.

8.22 The proposed decision is to approve a two-year extension of the community equipment contract and a variation of the contract value. Those most affected by the decision will be Haringey residents with disabilities and/or health conditions that limit their abilities to undertake day-to-day tasks. The extension to the contract represents a means of ensuring that the differential needs of these residents can be met, and therefore represents a measure to advance equality of opportunity. The contractor will be required to have due regard for the three aims of the public sector equality duty, stated above, in its capacity as an organisation undertaking a function on behalf of a public body.

9. Use of Appendices

None

10. Local Government (Access to Information) Act 1985

None

Report for Cabinet **11th February 2020**

Title: Award of Contract for the provision of Positive Behaviour Support Service – Day Opportunities under Contract Standing Order (CSO) 9.07.1(d)

Report authorised by: Charlotte Pomery Assistant Director of Commissioning

Lead Officer: Sebastian Dacre Commissioning Manager 020 8489 2308 sebastian.dacre@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 details the outcome of a mini-competition process conducted under the Council's Positive Behaviour Support (PBS) Services Framework Agreement and seeks approval to award a 'Call-Off' contract to the successful tenderer in accordance with the Contract Standing Order (CSO) 9.07.1 (d) and CSO 7.01(b).

1.2 The successful provider will deliver the PBS Day Opportunities Services for up to thirty (30) service users. The provider will be expected to provide care and support as defined by the needs of individual service users from the site located at 20A & 20B Waltheof Gardens N17.

1.3 The report also seeks approval to increase the total value of the PBS Framework.

1.4 Subject to approval, the Call-Off contract shall be awarded for a period of up to (4) four years, commencing from 1st April 2020 to 31st March 2024 at the maximum cost of £3.5million. The breakdown of cost is described in Appendix 2 - Part B (exempt information) of this report.

2 Cabinet Member Introduction

2.1 I am delighted to present this paper which enables the Council to bring back into use two sites at Waltheof Gardens for day opportunities for people with a range of needs. The key focus of this paper is the provision of care and support to people with complex learning disabilities and autism, potentially with behaviours that challenge, in a day opportunities setting to enable them to lead fulfilling lives.

2.2 We are using our Positive Behaviour Support Framework because the people taking up this provision will have a range of needs which can be best supported by the tailored and specialist offer of a skilled positive behaviour support provider. This provider is a voluntary sector organisation delivering

London Living Wage to all its employees and who will be working with the Council to enhance staff skills and capability in this area.

3 Recommendations

That Cabinet agrees:

3.1 an increase to the total value of the PBS Framework from £7,000,000 to £10,500,000; and

3.2 Pursuant to CSO 7.01 (b) (by selecting one or more contractors from a Framework) and CSO 9.07.01(d) (All contracts valued at £500,000 or more may only be awarded by Cabinet), award a contract for PBS day opportunities services to the successful bidder for a period of four years (4) from 1 April 2020 to 31 March 2024 and a maximum value of £3,500,000 (three million five hundred thousand pounds) under the PBS Framework.

4 Reasons for decision

4.1 The PBS framework was let in 2017 at a value of £7,000,000 (seven million pounds) over a four-year period. Whilst take-up of the framework was slow at the start, there has been renewed interest as the Council has redeveloped three Council owned assets and brought two new and significant services into the borough: supported living provision at Linden Road for people with very complex needs and day opportunities provision on two sites at Waltheof Gardens, again for people with complex learning disabilities and autism. The nature of the positive behaviour support (PBS) service offered is highly specialised to meet the complex and varied needs of the individuals involved. The fact that these services are coming on stream together means that the value of the framework needs to be increased, with the cost of the approach exceeding the original estimates. The framework did not guarantee any volume or value of work to the providers admitted to it. It remains the case that the scope of the framework will not change, and that the PBS service delivery approach will return cost efficiencies and assist the Council to meet its Medium-Term Financial Strategy (MTFS) savings targets.

4.2 All five framework participants were invited to tender. The tenderers' proposals were evaluated using a 50% quality and 50% price weighting and, on this basis, the recommended Provider is deemed to be the most economically advantageous tender representing the best value option to deliver the required service.

5 Alternative options considered

5.1 The option not to proceed was rejected as there is a strong local commitment to opening a new day opportunities service for adults with learning disabilities and autism at the Waltheof Gardens site.

5.2 Three (3) options were considered for delivering this specialist provision: A complete outsourcing model from the Council's existing framework, an in-house service also delivering to a PBS model, and a hybrid model combining a mixture of in-house and a specialist PBS provider service provision.

5.3 An options appraisal was completed to consider how best the service should be provided. It was recognised that in-house services can give the Council greater control over the care that is provided – delivering improvements and minimising risks. However, financial modelling showed that a pure in-house service was not ready to take on the highly specialist service at this point and therefore was not in a position to balance the cost and quality requirements against the available budget.

5.4 A complete outsourcing model was considered but the difficulty of leasing the building to the provider made this financially unviable as the cost of the lease was prohibitive for a service which would be starting from scratch, that would need time to scale up over time, whilst having to cover the cost of the lease.

5.5 The options appraisal recommended a hybrid model with an in-house service managing the building, thereby removing the necessity for a lease, with the care and support service separately procured through the PBS Framework.

5.6 The key benefit of the PBS framework is that it gives the flexibility to step down service users' packages of care over time. The payment model for a PBS provider on the Framework is outcomes related: 80% of the flat rate weekly fee will be paid monthly in arrears based on sustainment of placement and remaining 20% of flat weekly fee will be paid pro-rata, quarterly in arrears linked to delivery of basket of outcomes. When services are sourced using the PBS Framework, 15% of the care and support costs will be paid by the Big Lottery, Commissioning Better Outcomes Fund.

5.7 The PBS framework is delivered by a highly skilled workforce and it is built in through the framework agreement that Haringey staff will benefit from direct input into their skills development. This includes training, sharing of best practice, shadowing both management and practice and building strategies and skills to deliver this model of care and support. Such an approach is aimed at ensuring that Haringey's directly employed staff are in a better position to carry out such specialist and highly challenging work in the future.

5.8 The opportunity to pass on and develop in-house skills is reflected in the approach undertaken here to commission this service for a fixed period. This supports the option for an in-house service to be developed.

6 Background information

6.1 There are 46 adults with learning disabilities who have been placed in day opportunities located outside of the borough (OOB). 16 of these 46 have been identified by Haringey Learning Disabilities Partnership (HLDP) as being appropriate to move back into borough to a new day service that will support people with severe learning disabilities and autism. This day opportunity will continue to grow with new referrals over the next 5 years.

6.2 The Council has decided to base the new learning disability day opportunity in neighbouring buildings located at 20A & 20B Waltheof Gardens N17.

6.3 The Council's MTFS plan has agreed £525k of savings for the year 2020/21 for the re-provision of Learning Disabilities Day Opportunities. Brokerage have tested a small sample of out of borough placement costs with the market and found they were able to get significantly lower quotes than these 16 placements currently cost. The new services are key elements of delivering this saving. This means that there is an added pressure to ensure that the service begins in April 2020 to achieve full year effect of a reduction in day opportunity costs.

6.4 The hybrid model is the only option that can deliver on all key objectives required for the new services. These include:

- Flexible and responsive PBS support for our residents with severe and complex autism and learning disabilities, which reduces challenging behaviour and increases independence
- Regular breaks from caring and support for family carers living in Haringey
- A local community base in Haringey for day opportunities which stops people needing to travel out of borough for support
- A service which opens in April 2020
- £80-120k savings towards the MTFS target of £525k
- Employment opportunities within the Council for local vulnerable adults who may be autistic and/ or learning disabled
- Control over the buildings at Waltheof Gardens to maximise these resources, making them available to the local community and generating further income
- Opportunity to embed development of in-house PBS skills across Ermine Road and more widely for the future

6.5 The hybrid model will provide a skilled staff team with the right expertise that can work with adults who challenge services. Providers signed up to the framework are skilled in delivering high-quality PBS services. Each service user will have a unique PBS Plan, which will include both proactive strategies - designed to help address and reduce the volume and incidence of behaviours that challenge - and reactive strategies – to ensure the service users and those around them are kept safe.

6.6 A PBS approach will support service users who present 'challenging behaviours' to live in a community setting. A PBS model will improve life outcomes for our most vulnerable service users with learning disabilities including autism, those who display behaviour that challenges and those with mental health conditions. Getting this right not only improves outcomes for users but contains costs for Adult Social Care, which will always be high for this cohort.

6.7 The hybrid model allows flexibility, so the amount of support someone requires can be scaled up or down as appropriate. A PBS model usually produces a reduction in the amount of support people need as the method reduces challenging behaviour that can put the client and others at risk. These reductions in support will be built into the savings plans. If the care and support element was in-house then these savings would be unlikely to be realised as reducing staffing flexibly and at short notice, based on

changes on individual needs would be difficult. This would not only cost more, but it would reduce the potential for independence as people would be supported with more staff than they need.

6.8 The proposed contract award represents an opportunity for a PBS provider to create a physical and social environment that is supportive and capable of meeting needs of this cohort of service users' and teaching them new skills to replace the behaviours which challenge.

6.9 There is a shortage of a specialist skilled and experienced service providers in the borough to support the most highly vulnerable social care service users. These are mainly adults and young people with complex needs (including learning disabilities and/or autism), those who display behaviour that challenges and those with mental health conditions.

6.10 **Procurement Process:**

6.10.1 All five framework providers were invited to submit a proposal in response to an Invitation to Tender (ITT) using the Corporate Sourcing Solution (Haringey Procurement and Contract System - HPCS).

6.10.2 By the deadline of 5th January 2020, one tenderer submitted their bid. Although only a single organisation tendered for this contract, the tender was evaluated against the Council's pre-stipulated evaluation criteria using a weighting of 50% quality and 50% price. The tender evaluation criteria and weighting were set out in the tender documents.

6.10.3 The Qualitative Delivery Proposals (QDPs) were independently evaluated against pre-determined scoring criteria by a Panel of five assessors, comprising Commissioning Officers, Day Service manager and experts by experience in the form of a service user and carer. The final consensus scores agreed by the Panel are summarised in section 6.13.5 of this report.

6.10.4 The Quality and Price scores are added together to determine a Most Economically Advantageous Tender. The table below summarises the outcome of the tender evaluation and breakdown of quality and price scores achieved by the tenderer:

Tenderer	Quality Scores (out of 500 points)	Price Scores (out of 500 points)	Total scores (out of 1000 points)	Rank
Bidder A	475	500	975	1

6.10.5 Quality and cost queries addressed through the clarification process with the successful tenderer have been satisfied.

6.10.6 The successful tenderer scored highly for quality and provided the best available market price and therefore the recommendation to award the contract.

6.11 **Transition and Contract Management**

6.11.1 Subject to approval to award the contract being granted, the provider shall carry out pre-mobilisation activities from February to March 2020 with an aim to commence the service delivery in April 2020, when the service will available for service users to attend.

6.11.2 Contract management will be incorporated into the Contract. Key Performance Indicators and methods of measurement are integrated within the service specification and will be monitored through contract monitoring meetings and reports. Monitoring meetings will be held monthly for the first six months and quarterly thereafter. The purpose of monthly monitoring meetings will be to examine the implementation of the service. The provider will be required to make available evidence and other necessary information as requested by the Council to enable effective monitoring of the service at an operational level and to foster partnership working to facilitate early resolution of issues that may arise.

7 Contribution to strategic outcomes

7.1 This service will contribute to the Borough Plan Priority 2 – People: All adults are able to live healthy and fulfilling lives, with dignity, staying active and connected in their communities

8 Statutory Officers comments (Chief Finance Officer, Head of Procurement), Assistant Director of Corporate Governance, Equalities)

8.1 Finance Comments

8.1.1 This report is seeking to award a contract to Tenderer A from the PBS Framework to provide Day Opportunities Services for to up to thirty (30) learning disabilities service users. The contract will be a call off contract for four years from 1st April 2020 to 31st March 2024. The total value of the proposed contract award of £3,500,000 for the maximum four-year term. Additionally, the report is seeking to vary the PBS Framework agreement and increase the value from £7m to £10.5m.

8.1.2 A hybrid model of both insourcing and PBS framework will be used to provide access to specialist service providers with resilience of service provision. Additionally, the 15% claimable from the Big Lottery Fund contributed to PBS framework is an economically efficient way of delivering the service.

8.1.3 The procurement route followed and outlined in section 6 sought tenders from a pre-tendered framework. The tender from the framework has ensured that the best possible price has been obtained from a specialised area of service. Tenderer A scored the highest in both quality and price and so award of the contract to Tenderer A demonstrates value for money.

8.1.4 The provision of this service is part of the overall strategy for delivering places within the borough for clients with complex needs. The contract award supports existing MTFS savings plans for Day Opportunity savings. However, there is a risk that full year savings will not be achieved in 2020/21 until the centre reaches capacity. Funding for contract will be met from current care package expenditure budgets that will transfer over as a result of clients

transitioning from care packages to this Day Opportunities service. There is no anticipated growth that will generate additional funding.

8.2 **Procurement Comments**

8.2.1 This provision falls within scope of Schedule 3 of the Public Contracts Regulations ('the Regulations') 2015. The full requirements including advertising in the Official Journal of the European Union were met when the framework was originally let.

8.2.2 Under the Regulations a modification of a framework, like an increase in value would usually require a new tender process. However, under s72 1(e) an insubstantial modification may be permitted provided; it does not render the framework substantially different from the original, as in this case and; there are no changes to the terms and conditions to the framework specification and the modification would not , amongst other things, have allowed any other tenderers. At tender only 7 suppliers were capable of being shortlisted, 5 of which were admitted to framework. PBS provision is a niche market with few suppliers able to deliver it effectively.

8.2.3 The increase in value is some £3.5m and is permitted under the Regulations.

8.2.4 The proposed call-off is made in line with the requirements as set out under the terms of the framework and permitted under the Regulations (33.8b) and represents the best value in the current market.

8.2.5 Commissioning will regularly monitor the contract during its lifetime to ensure contract key performance indicators and service delivery outcomes are met and good practice shared.

8.3 **Legal Comments**

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

8.3.2 Pursuant to the provisions of CSO 7.01(b), the Council may procure services by selecting a contractor from a framework which has been established in accordance with the Council's CSOs and applicable legislation.

8.3.3 Pursuant to the provisions of CSO 9.07.1(d), Cabinet has the authority to approve contracts valued at £500,000 or more.

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

8.3.5 Please refer to the exempt Part B of this report for additional legal comments.

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 proposed decision is to award a contract to a provider to deliver the PBS Day Opportunities Service. The service is for adults with learning disabilities, who share the protected 'disability' characteristic under the Equality Act. The award of the contact represents a step to meet the needs of these individuals and improve outcomes and is therefore a measure designed to advance equality of opportunity.

8.4.4 An equality impact assessment (EqIA) has been completed and is appended to this report. The EqIA notes that adults with learning disabilities in Haringey are more likely to be male and from BAME communities. The decision to award the contract therefore represents a measure to meet need that exists in certain communities in an equitable way. The full range of impacts and the extent to which protected groups are represented among those affected by the decision are detailed in the EqIA.

9 Use of Appendices

9.1 Appendix 1 – Exempt Information (Part B of this report)
9.2 Appendix 2 – Equality Impact Assessment

10 Local Government (Access to Information) Act 1985 (if not applicable state)

10.1 This report contains exempt and non-exempt information. Exempt information is contained in the exempt report and is not for publication. The exempt information is identified in the amended schedule 12 A of the Local Government Act 1972 under the following categories:

- (3) information in relation to financial or the business affairs of any particular person (including the authority holding that information); and
- (5) Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

Appendix 2 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	Waltheof Gardens – learning disability and autism service
Service area	Commissioning
Officer completing assessment	Sebastian Dacre
Equalities/ HR Advisor	Hugh Smith
Cabinet meeting date (if applicable)	February 2020
Director/Assistant Director	Charlotte Pomery

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*

Haringey Council are commissioning a new day opportunities service for adults with learning disabilities and autism. The model for the new service will be a hybrid model with a core inhouse service which will manage the building with the day opportunities care and support sourced through a 'call off' from the Positive Behaviour Support (PBS) Framework. The inhouse team will be a new establishment and does not have any impact on any other existing services.

Key stakeholders are adults with learning disabilities and autism, carers of adults with learning disabilities and autism and the Haringey Learning Disabilities Partnership.

The new service has come from a combination of (i) gap analysis showing a lack of day opportunities places available in borough and (ii) stakeholder engagement which has highlighted the need for a specialist learning disabilities and autism service in the borough. This has formed part of the adult social care redesign work.

This proposal will be presented to February cabinet.

The new service is due to open in April 2020

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	Haringey Needs assessment: adults and children with Autism. Public Health. Haringey Council 2017 PANSI Projecting Adult Needs and Service Information Mosaic Data Haringey GLA 2017 projections	*N/A*
Gender Reassignment	EHRC	N/A
Age	Haringey Needs assessment: adults and children with Autism. Public	N/A

	Health. Haringey Council 2017 PANSI Projecting Adult Needs and Service Information Mosaic Data Haringey GLA 2017 projections	
Disability	Stakeholder engagement through the ASC redesign group and the Joint Adults Partnership Board Reference Groups. Haringey Needs assessment: adults and children with Autism. Public Health. Haringey Council 2017 PANSI Projecting Adult Needs and Service Information	N/A
Race & Ethnicity	Mosaic data Haringey GLA 2017 projections	N/A
Sexual Orientation	ONS	N/A
Religion or Belief (or No Belief)	JSNA Mosaic Data Haringey GLA 2017 projections	N/A
Pregnancy & Maternity	Haringey residents Survey 2018	N/A
Marriage and Civil Partnership	Census 2011	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 key source of the data is from PANSI (Projecting Adult Needs and Service Information), Mosaic (the adult social care database) and 2011 Borough Census, details of which is detailed below.

The key findings for Haringey are

Sex

- From the Census, the data shows that there are slightly more female residents than male residents in Haringey, with a 51/49 split;
- Mosiac data shows that there disproportionally more males with a learning disability than females compared with the general population.

- Mosiac data shows that there are more males with a learning disability than females currently receiving services with a 56/44 percentage split.
- PANSI data shows that there are approximately 10 times as many working aged male adults with autism than working aged female adults.
- There are therefore likely to be more males benefiting from the new service.

Mosaic Data

	LD	*ASC*	*GLA*
Male	*56%*	*48%*	*51%*
Female	*44%*	*52%*	*49%*

PANSI Projections

Autistic spectrum disorders by gender Show all people	**2019**	**2020**	**2025**	**2030**	**2035**
Males aged 18-24 predicted to have autistic spectrum disorders	216	212	211	225	232
Males aged 25-34 predicted to have autistic spectrum disorders	506	504	486	468	481
Males aged 35-44 predicted to have autistic spectrum disorders	479	488	506	497	479
Males aged 45-54 predicted to have autistic spectrum disorders	347	351	382	421	439
Males aged 55-64 predicted to have autistic spectrum disorders	220	232	274	297	320
Total males aged 18-64 predicted to have autistic spectrum disorders	**1,768**	**1,787**	**1,858**	**1,908**	**1,951**
Females aged 18-24 predicted to have autistic spectrum disorders	22	22	22	24	25
Females aged 25-34 predicted to have autistic spectrum disorders	52	51	49	47	48
Females aged 35-44 predicted to have autistic spectrum disorders	47	47	48	46	44
Females aged 45-54 predicted to have autistic spectrum disorders	37	37	38	40	41
Females aged 55-64 predicted to have autistic spectrum disorders	28	29	32	33	34

spectrum disorders

Gender Reassignment

- We do not hold data on the number of people who are seeking, receiving or have received gender reassignment surgery, and there is not national data collected for this characteristic. The Equality and Human Rights Commission estimate that there are between 300,000-500,000 transgender people in the UK. We will need to consider the inequalities and discrimination experienced for this protected group. For the purposes of this EqIA, we will use the inclusive term Trans* in order to represent the spectrum of transgender and gender variance.
- Our TCP data does not breakdown by gender assignment however within our proposal the needs assessment is the principal route to determining take up of the service, ensuring fairness and equalities.

Age

- Pansi data for those with severe LD - 17% are aged 18-24, 28% between ages 25-34, 29% between ages 35 -44 15% between ages 45-54 and 11% between ages 55-64.
- The new service is targeted at working age adults who will most benefit from the PBS approach who display behaviours which challenge and this service will be supporting people to be more independent and have more opportunities in the community.

Mosaic Data

	LD		*ASC*		*Haringey Equalities profile*
18 -64	*91%*	18-20	2%	0-4	7.1%
65+	*9%*	21-24	3%	5-9	6.2%
		25-29	4%	10-14	6.0%
		30-44	12%	15-19	5.6%
		45-59	20%	20-24	7.4%
		60-64	7%	25-29	11.0%
		65-74	12%	30-34	11.2%
		75-84	18%	35-39	8.9%
		85-90	11%	40-44	7.9%
		90+	9%	45-49	6.9%
				50-54	5.3%
				55-59	4.2%
				60-64	3.6%
				65-69	2.6%
				70-74	2.3%
				75-79	1.8%
				80-84	1.1%
				85-89	0.6%
				90-94	0.3%
				95-100	0.1%

PANSI Data

LD - Severe

People aged 18-64 predicted to have a severe learning disability, and hence likely to be in receipt

of services, by age, projected to 2035

Show next five years

	2019	2020	2025	2030	2035
People aged 18-24 predicted to have a severe learning disability	48	48	48	52	53
People aged 25-34 predicted to have a severe learning disability	81	80	77	74	76
People aged 35-44 predicted to have a severe learning disability	83	85	87	85	82
People aged 45-54 predicted to have a severe learning disability	44	45	48	53	54
People aged 55-64 predicted to have a severe learning disability	30	31	36	38	40
Total population aged 18-64 predicted to have a severe learning disability	**287**	**289**	**296**	**301**	**306**

Disability

- Census - An estimated 5,700 Haringey residents aged 14 and over are estimated to have a learning disability, and around 2,100 residents are estimated to have autism.
- All users of this service with have a learning disability with autism and behaviours that can be challenging.
- The new service means that there will be an increase in local services for adults with learning disabilities and autism.

Race and Ethnicity

- Black / African / Caribbean / Black British are disproportionally over-represented receiving an LD service (36%) compared to the general population (18.7%).
- White are disproportionately under-represented (47%) compared to the general population.

Mosaic Data

	LD	*ASC*	*Haringey Equalities Profile*
Asian / Asian British	8%	7%	*9.5%*
Black / African / Caribbean / Black British	36%	34%	*18.7%*
Mixed / multiple	3%	2%	*6.5%*
No data	1%	6%	*0%*
Other Ethnic Group	5%	4%	*4.8%*
White	47%	46%	*60.4%*

Religion or Belief (or No Belief)

- Haringey survey - Two out of three residents in Haringey are practicing a religion with Christians (45%) and Muslims (14%) being the largest resident group.
- Mosaic data for LD – 39% are practicing Christians, 38% non-practising or unknown and 12% are Muslims.

Mosaic Data

	LD	*ASC*	*Haringey Equalities Profile*
Buddhist	Non recorded	0%	1.1%
Catholic	3%	5%	(No Breakdown)
Christian	35%	28%	45%
Greek Orthodox	1%	3%	(No Breakdown)
Hindu	2%	1%	1.8%
Jewish	4%	2%	3%
Muslim	12%	10%	14.2%
No Religion	3%	4%	25.2%
Not Stated	35%	43%	8.9%
Other Religion	3%	2%	0.5%
Rastafarian	0%	0%	Non recorded
Sikh	0%	0%	0.3%

Sexual Orientation

We do not hold ward or borough level data on sexual orientation, and it is not collected nationally through the Census. However, the ONS estimates that 3.7% of Haringey's population are lesbian, gay or bisexual (LGB), which is the 15th largest LGB community in the country, and is likely to be reflected in both the pupil and parent populations. However, ONS data shows that 0.5% families are same sex cohabitating couples , which suggests that LGB people are less likely to be parents, compared with the wider population.**Pregnancy & Maternity,**

- PANSI and Mosaic data – There is no active data on Pregnancy & Maternity

Marriage and Civil Partnership

- PANSI and Mosaic data – There is no active data on Marriage and Civil Partnership.
- According to the Census 2011, 1,191 residents were in a same-sex civil partnership. ONS Census 2011
- Decisions will need to ensure all couples in a civil partnership are treated exactly the same as couples in a marriage.

4. a) How will consultation and/or engagement inform your assessment of the impact of the proposal on protected groups of residents, service users and/or staff?

Please outline which groups you may target and how you will have targeted them

Further information on consultation is contained within accompanying EqIA guidance

Engagement has been at the heart of this project since the start. Stakeholders have

been, and continue to be, involved at all stages of the process and is part of the work of the Adult Social Care Redesign workstream that is being led by Councillor James.

This group includes a large number of people: service users, carers, councillors, directors, assistant directors, voluntary sector representatives and Haringey CCG. Meetings take place regularly every two months.

Alongside this, the Joint Adults Partnership Board Reference Groups (Learning Disabilities reference group, the SCALD reference group and the transitions reference group) have been actively engaged.

Stakeholders from these groups have also been involved in the design of the building and the tender for the care and support element.

This level of engagement will continue up to the new service opening and beyond.

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?

There is a lack of provision in the borough for adults with learning disabilities and autism and the new service will address this gap.

Stakeholders were very positive about the proposed new service and felt that the service was much needed and would be beneficial to adults with learning disabilities and autism and their carers living in the borough.

Stakeholder were involved in developing questions for the tender process and this helped to make them more focused on people with learning disabilities.

We also involved a service user with a learning disability and a carer of a person with a learning disability and autism in procuring a provider.

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**

The data indicates a higher proportion of males have a learning disability, however for this service the needs assessment is the principal route to determining take up of the service regardless of a person's sex. While men can be expected to benefit

more from the new service, men and women will be treated equally.

Positive		Negative		Neutral impact		Unknown Impact	

2. Gender reassignment

There is no service data for this characteristic, and so we are therefore unable to assess the impact of this proposal. We will monitor the implementation of the service for any inequalities that may arise based on this protected characteristic and take appropriate steps to address them if they do arise.

Positive		Negative		Neutral impact		Unknown Impact	

3. Age

The service will be for working aged adults. The needs assessment is the principal route to determining take up of the service. No negative impact is anticipated for young people or older people.

Positive		Negative		Neutral impact		Unknown Impact	

4. Disability

All of those who are provided with a service have a learning disability with autism and behaviours that challenges and the proposal will support people to access their local community. The Positive behaviour support model will help to manage behaviours allowing people to do more of the things that they enjoy. The service will also provide respite for carers.

Positive		Negative		Neutral impact		Unknown Impact	

5. Race and ethnicity

Mosaic data shows that those from Black / African / Caribbean / Black British are disproportionately overrepresented compared to the wider population. The service therefore represents a step to meet a need that exists to a greater extent for BAME communities. For this service the needs assessment is the principal route to determining take up of the service.

Positive		Negative		Neutral impact		Unknown Impact	

6. Sexual orientation

There is no service data for this characteristic, and so we are therefore unable to assess the impact of this proposal. We will monitor the implementation of the service for any inequalities that may arise based on this protected characteristic and take

appropriate steps to address them if they do arise.

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Positive		Negative		Neutral impact		Unknown Impact	

7. Religion or belief (or no belief)

For this service the needs assessment is the principal route to determining take up of the service. People will be treated the same regardless of religion or belief. There is no reason to anticipate any negative impacts for any individual or group associated with their religion or belief.

Positive		Negative		Neutral impact		Unknown Impact	

8. Pregnancy and maternity

There is no service data for this characteristic, and so we are therefore unable to assess the impact of this proposal. We will monitor the implementation of the service for any inequalities that may arise based on this protected characteristic and take appropriate steps to address them if they do arise.

Positive		Negative		Neutral impact		Unknown Impact	

9. Marriage and Civil Partnership

People in marriages and people in civil partnerships will be treated the same in all aspects of this service.

Positive		Negative		Neutral impact		Unknown Impact	

10. Groups that cross two or more equality strands e.g. young black women

The needs assessment is the principal route to determining take up of the service and any groups that cross two or more equality strands with an assessed need will benefit from this service. Groups that are likely to be overrepresented among service users include:

- Men with disabilities, including learning disabilities and autism
- BAME men with disabilities, including learning disabilities and autism

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?**
This proposal will not result in any direct/indirect discrimination for any group that shares the relevant protected characteristic. The new service will help to minimise disadvantage experienced by adults with learning difficulties by positively encouraging them to be more involved in their local communities. The Positive behaviour support model will help to manage behaviours allowing people to do more of the things that they enjoy. The service will also provide much needed respite for carers.

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. 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.	Y
Adjust the proposal: the EqIA identifies potential problems or missed opportunities. Adjust the proposal to remove barriers or better promote equality. Clearly set out below 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	Action	Lead officer	Timescale

impacted?			
N/A	*N/A*	*N/A*	*N/A*

Please outline any areas you have identified where negative impacts will happen as a result of the proposal but it is not possible to mitigate them. Please provide a complete and honest justification on why it is not possible to mitigate them.

No negative impacts identified

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

The Adult Social Care Day Opportunities working group will continue to monitor the equalities impact. The new service is high profile and carers and service users will be involved in the development of the service ensuring that it is run for the benefit of adults with learning disabilities and autism and their carers.

We will also continue to work with the adult reference groups as the service is implemented and developed.

Regular stakeholder feedback will be sued to monitor the service during regular quarterly monitoring of the provider of the care and support at Waltheof Gardens.

7. Authorisation

EqIA approved by ..... (Assistant Director/ Director)	Date .....

8. Publication

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

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

Agenda Item 18

Report for: Cabinet 11 February 2020

Title: Redevelopment of Canning Crescent Mental Health Centre

Report authorised by: Charlotte Pomery, Assistant Director Commissioning

Lead Officer: Tim Miller, Joint Assistant Director of Commissioning for Vulnerable Adults and Children; 0203 688 2709; tim.miller@haringey.gov.uk .

Ward(s) affected: All

Report for Key/ Non-Key Decision: Key Decision

1. Describe the issue under consideration

1.1 Prevalence rates for serious mental illness in Haringey are above both London and England averages and there is a recognition, both nationally and locally, that mental health services need to be transformed. People with serious mental illness need access to a range of community-based interventions to support them to live as independently as possible in the borough, an approach with financial benefit to both the Council and the NHS, both of which are funding high levels of residential and in-patient care.

1.2 To sustainably meet the varied needs of Haringey residents, it is important to ensure a wide range of quality provision is available locally, offering joined-up services across the community, Council and NHS sectors. This report sets out how the Council and NHS can contribute to meeting local need by bringing together a range of services in a single approach at Canning Crescent. The provision will have an added regenerative impact for this part of Wood Green which has a limited range of facilities and active street frontage.

2. Cabinet Member Introduction

2.1 I welcome this proposal coming forward as part of our manifesto commitment to improving health and wellbeing in Haringey.

2.2 The model of recovery services proposed here for Canning Crescent have learnt from services and research around the world so that we can provide the highest quality of services for our residents.

2.3 We are committed to the services being co-produced with residents who have lived experience of mental health conditions, building on the excellent work already happening at the Council's Clarendon Recovery College. Moving to Canning Crescent and integrating with other services, will allow us to create more jobs and volunteering opportunities for residents living with mental illness.

Haringey LONDON

2.4 The services here are a key part of delivering on our vision for early intervention and will help to prevent homelessness, hospitalisation, relationship breakdowns and other harmful life events.

2.5 Our proposal sustains the best of this award-winning building, in order to provide a therapeutic and attractive environment that will be accessible and inclusive for people with a range of needs and demonstrate our commitment to providing positive and quality spaces.

2.6 Finally, this development offers a key contribution to the wider regeneration of Wood Green, bringing its benefits to residents who may be facing multiple challenges and demonstrating our commitment in their inclusion in the community of Haringey.

3. Recommendations

3.1 It is recommended that Cabinet:

a) Agree to the redevelopment of the Canning Crescent site for the costs set out in paragraph 6.6 of this report as an integrated, mixed use adult mental health recovery centre for the purpose of accommodating the Clarendon Recovery college, a crisis support service (identified as the “safe haven” service in this report) and a crisis house/respite accommodation (identified as the “Recovery House” in this report)

4. Reasons for decision

4.1 Improving mental health in the borough is a Council priority and this scheme forms part of an approach to deliver excellence through integrating services across the Council, the NHS and other partners.

4.2 Whilst the current sites for the Recovery College and Recovery House were not purpose designed and would benefit from improvement, bringing the services together on this site offers a further and substantial opportunity to improve the models in both services and the facilities from which they operate. These changes will drive better outcomes and greater preventative benefit for residents and the Council, particularly in relation to prevention of need for adult social care and homelessness services.

4.3 There is a need to relocate the Council-run Clarendon Recovery College so its current site can be redeveloped, generating a capital receipt for the Council and contributing to the wider housing delivery which is also a priority for the Council.

4.4 The Council has been commissioned by NHS Haringey CCG to provide a new and much needed element of the mental health offer in Haringey, that is a ‘safe haven’ service for people requiring social support for a mental health crisis in the evenings and weekends. This service will be delivered by the Clarendon Recovery College and the Council has already secured £1.02m of capital funding from the Department of Health for development of suitable facilities for this service.

4.5 Including the Recovery House in the development offers significant opportunities to improve quality and outcomes from integrating Council services with NHS provision, and will release the scheme's current building for alternative use or disposal.

5. Alternative options considered

5.1 The project team including Housing Development, Commissioning and their appointed architects, Ingleton Wood have been reviewing a range of options for the Canning Crescent site.

5.1.1 The shortlisted options were: -

1. Refurbish Canning Crescent to deliver the relocated Recovery College, the new Crisis Café, the short stay offer currently delivered at the Recovery House and a supported living scheme, which would have required an additional floor and extensions to the rear of the building
2. Demolish the building and construct a new building for all the services in option 1
3. Identify an alternative use for Canning Crescent, and acquire another site for refurbishment or a new building for all the services in option 1
4. Develop the Canning Crescent site for the relocated Recovery College, the new Crisis Café and the short stay offer currently delivered at the Recovery House only, seeking another site for the delivery of supported living.
5. Take a phased approach by opening the recovery elements together in Canning Crescent and building the supported living housing units in an extension in the courtyard
6. Disposal of the property

5.2 Whilst all the options were viable and had merits, option 4 is recommended because:

- It maintains the overall design and architecture of the external building on the street side and reduces the loss of internal features of note within the building
- It facilitates the services provided by the Council and Barnet, Enfield and Haringey Mental Health Trust to be operated through an integrated delivery model, reducing revenue costs, capital costs and improving the user experience.
- It speeds up delivery on the Canning Crescent site, so residents can begin to benefit from the services sooner
- It is the lowest capital cost option, at around half the cost of the alternative options (although the investment does not provide a supported living scheme)
- It is believed that an alternative site that can be purpose-built (or developed specifically) for supported living will be able to provide more homes of a better quality than if the scheme is also included into the Canning Crescent site.

6. Background information

6.1 The Canning Crescent Centre is a former mental health centre in Wood Green. The Council purchased the freehold with vacant possession in February 2019, from Barnet, Enfield and Haringey Mental Health Trust. The building was acquired in February 2019 following a Cabinet decision in October 2018. The building was acquired through the Strategic Acquisitions budget (a self-financing budget). The additional estimated capital expenditure required for the conversion works was incorporated into the approved capital programme as part of the 2019/20 budget setting process on the basis that the resultant scheme would generate savings once the cost of the capital financing charges had been paid for.

6.2 The acquisition was an opportunity to enable the Council to improve the health and wellbeing of residents, in the context of the Wood Green regeneration, by developing a state of the art, integrated mental health service. The proposed services would also lead to cashable and preventative savings to adult social care, housing and other parts of the Council and its partners. Most importantly, it strongly supports the Council's Borough Plan objectives and it modernises our mental health pathways and support services, to lower costs in the long term and increase benefit for our residents.

6.2 The acquisition presents the Council with an opportunity to provide high quality support services to meet needs in the borough, which will reduce costs to adult social care (after allowing for the net capital finance costs incurred in purchasing the facility and developing it), whilst contributing to the wider regeneration of this part of Wood Green by providing community facilities, services and creating jobs. At the time, Cabinet agreed that the Council's Housing Development service, in partnership with Commissioning, bring back the outcomes of a detailed business case and associated procurements to Cabinet for approval.

6.3 The services planned here focus on those residents living with mental health conditions that affect daily life. They are designed to be inclusive of those already using statutory services from the Council or NHS who may be living with severe and ongoing mental health conditions, or those who may have new experiences of distress or illness and want to access support or help to manage their crisis and life with a mental health condition. The College is also open to carers and supporters of people with mental health conditions. They broadly target working age adults with 'functional' mental health conditions, as opposed to "organic" conditions like dementia who are supported through our dementia pathway services.

6.4 The proposed service offer in the building, and the options appraisal process, have all been developed through engagement with residents who use mental health services, front line staff in both the Council and the NHS, Members and partners in the statutory and voluntary and community sectors. The focus on engagement and co-design will continue throughout the scheme's development and establishment to ensure that the voice of a range of stakeholders, and notably users of these services, continues to influence their delivery.

6.5 To accommodate the new mental health offer on the site requires capital works to be undertaken on the building which as mentioned above is considered to

have architectural merit both from an external elevation and internally. The sympathetic uses of wood and light in the interior design of the building are conducive to the therapeutic uses to be offered at the site, which reflected the purposes for which the building was initially designed and built. There has therefore been careful attention to the scope of changes to the building, both externally and internally, in order to maintain the integrity of the building and to ensure that the changes do not adversely affect the therapeutic potential of the spaces.

6.6 The scheme is financed within the General Fund. Acquisition costs of the building were £2.4m with £0.3m of design and related costs associated with the original acquisition. An estimated £4.03m of capital financing is required to redevelop and fit out the scheme for the recommended option, made up of £2.8m in capital works, £867k for fit-out costs and £366k of contingency. Total acquisition, refurbishment and fit our costs total £6.73m. It is noted that construction contracts for the works would be procured and the contract would come back to Cabinet for an award decision. Ancillary contracts such as quantity surveying services, may be awarded by the relevant Director under the Council's Contract Standing Orders as they would be lower than £0.5m in value and these costs are contained within the overall capital budget.

6.7 The funding currently available includes £1.02m capital from the Department of Health, the object of a successful bid by Haringey.

6.8 Revenue for the support services are already funded within the Council and CCG's planned budgets. The Recovery College is a directly provided Council service with a budget of £474,350; the safe haven scheme is funded by NHS Haringey CCG and will be run by the College team, with an initial budget of £110,000; the Recovery House is funded recurrently by the CCG through its contract with Barnet, Enfield and Haringey Mental Health Trust and currently subcontracted to Look Ahead Housing and Care.

6.9 The recovery services generate cost avoidance based on their preventative and early intervention functions. Whilst there is limited academic evidence about direct savings to social care services from early intervention and crisis prevention services, they are universally regarded as good practice in modern social care and support. Such evidence as there is demonstrates reductions in healthcare utilisation and cost, which can be regarded as a proxy for social care and Council service utilisation and cost given the integrated provision of services which we deliver in Haringey.

6.10 An evaluation of a crisis house in Liverpool found that when moving in, "people had severe symptoms of mental ill health and serious social impairment". On moving out a short time later, people had "mild symptoms and generally good social functioning". The impact of this will have cost and quality of life benefits across areas of Council expenditure including but not limited to adult social care. Using an adult social care cost avoidance model developed by a Health Economist, Dr Tessa Crilly, for Hackney Council, suggests this scheme will generate *additional* £303,000 more in cost avoidance to the Council per year than the current services.

6.11 Whilst these are only indicative figures, they demonstrate the kind of impact prevention can achieve by providing better facilities for evidence based, preventative services that achieve beneficial outcomes for residents. The analysis model also benchmarks the planned services to be achieving very high levels of impact in prevention to adult social care, compared to a range of other day opportunities, support services and housing projects.

7. Contribution to strategic outcomes

7.1 This project will be a flagship partnership service for mental health, run directly by the Council with NHS colleagues and will deliver against many objectives in the Borough Plan, including: -

- Secure the delivery of supported housing that meets the needs of older, disabled and vulnerable people in the borough.
- People will be supported to live independently at home for longer
- Adults with multiple and complex needs will be supported to achieve improved outcomes through a coordinated partnership approach
- Caring and cohesive communities which can offer support

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

8.1 Finance

8.1.1 This report is seeking approval to refurbish the Canning Crescent site for the co-located provision of the Clarendon recovery college, Crisis café and recovery house.

8.1.2 The cost of acquisition, £2.7m including associated purchase costs has already been incurred. Refurbishment is estimated at £4.03m. The council has secured £1.02m Beyond Places of Safety capital grant for the project. The application of this grant to the scheme results in a net capital cost of £5.7m. The capital receipts generated will enable other schemes to be financed or debt to be repaid. The net revenue cost of capital financing attributable to this scheme is estimated at £0.130m per annum.

8.1.3 The existing NHS and Council budgets for the services total £1.08m and it is anticipated that running costs for the combined service will be £948k. Therefore, the new, combined service will be able to meet the capital financing costs of implementing this scheme.

8.2 Procurement

8.2.1 Strategic procurement notes the contents of this report, and support the general strategy of early intervention and prevention in an accessible community setting, to enable residents with mental heath needs to continue to live independently, with a range of support provision under one roof.

8.2.2 Moreover, the strategy will further integrate with health partners which will bring synergies of its own, including cost efficiencies, over the long term, as well as

the corollary wealth creation in volunteering and job opportunities and contribution to the regeneration of the area

8.2.3 There are no procurement ramifications at present, however, the purchase of goods, works or services required to deliver this project must be undertaken compliantly. Spends of £160k or over must be managed referred to Strategic Procurement.

8.3 Legal

8.3.1 The Assistant Director has been consulted in the preparation of this report. The report seeks authority to regenerate the Canning Crescent property further authority will be required as the project is progressed and the scheme is further developed.

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

8.4 Equality

8.4.1 The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advance equality of opportunity between people who share those protected characteristics and people who do not
- Foster good relations between people who share those characteristics and people who do not.

8.4.2 The three parts of the duty applies to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.

8.4.3 The proposed decision is to agree to the redevelopment of the Canning Crescent site as an integrated, mixed use adult mental health recovery centre including the Clarendon Recovery college, crisis support service, and crisis/respite. The strategic objective of the proposed decision is to improve outcomes for Haringey residents with mental health needs through the provision of an integrated recovery service.

8.4.4 Residents with mental health conditions are protected under the Equality Act as sharing the protected characteristic of ‘disability’. Moreover, we know that BAME residents in Haringey are more likely to experience mental health issues. It is therefore reasonable to anticipate that this decision will have a beneficial impact for a higher number of residents with these protected characteristics.

8.4.5 The proposed service offer has been developed through engagement with residents who use mental health services, front line staff, Members and partners in the statutory and voluntary and community sectors. Engagement and co-design will continue throughout the scheme’s development and

establishment, and this approach provides a means of ensuring that the service is inclusive and that it meets the needs of service users who share the protected characteristics.

9. Appendices

None

10. Local Government (Access to Information) Act 1985

Background documents:

- The acquisition of the freehold of Canning Crescent Health Centre, Haringey Cabinet, 9th October 2018; https://www.minutes.haringey.gov.uk/mgAi.aspx?ID=58304
- Haringey's Health and Wellbeing Strategy, 2015-18 https://www.haringey.gov.uk/sites/haringeygovuk/files/final_-_health_and_wellbeing_strategy_2015-18_0.pdf

Agenda Item 19

Report for: Cabinet 11th February 2020

Title: 1-35 Headcorn & 51-92 Tenterden Road – Fire Safety Works

Report authorised by: Dan Hawthorn, Director of Housing, Regeneration and Planning

Lead Officer: Malcolm Peek, Interim Head of Major Works, Homes for Haringey

Ward(s) affected: North Tottenham

Report for Key/ Non Key Decision: Key decision

1 Describe the issue under consideration

1.1 This report requests Cabinet approval for the award of a contract for the installation of Automatic Fire Detection (AFD) and associated works at 1-35 Headcorn Road and 51-92 Tenterden Road. This will be to ensure they are compliant with current fire safety requirements and regulations.

1.2 The report also requests Cabinet approval for the issue of a letter of intent to the preferred contractor. This will be for an amount up to, but not exceeding, £60,475.55. This represents 10% of the contract sum.

1.3 It is further recommended that Cabinet approves the professional fees of £53,158 which represents 8.79% of the contract sum.

1.4 Details of the successful tenderer are outlined in Part A (exempt information) of the report.

2 Cabinet Member Introduction

2.1 Headcorn and Tenterden blocks are timber-framed buildings. Within these type of structures, it is very difficult to maintain full compartmentation throughout the life and use of the building. Following intrusive surveys of the structure, Homes for Haringey could not be assured that full current compartmentation meets current Building Regulation Standards or conforms to The Regulatory (Fire Safety) Order.

2.2 Following a fire engineering survey, a recommended solution has been developed to ensure that full simultaneous evacuation of the buildings can take place in the event of fire.

3 Recommendations

3.1 Pursuant to the Council's Contract Standing Order (CSO) 9.07.1(d), for Cabinet to approve the award of a contract for the installation of Automatic Fire Detection (AFD) and associated works to 1-35 Headcorn Road and 51-92 Tenterden Road, in the sum of £604,755.54.

3.2 Under the Council's Contract Standing Order (CSO) 9.07.3, for Cabinet to approve the issue of a letter of intent for an amount of up to, but not exceeding £60,475.55, which represents 10% of the contract sum.

3.3 For Cabinet to approve the total professional fees of £53,158, which represents 8.79% of the contract sum.

3.4 For Cabinet to note the total project costs of £657,914.

3.5 For Cabinet to agree that there will be no recharge of the cost of the works to the leaseholders of properties included in their scope, for the reasons set out in item 8.2.

4 Reasons for decision

4.1 Homes for Haringey requires Cabinet approval to award the contract for the installation of AFD and associated works to the timber framed buildings at 1- 35 Headcorn and 51-92 Tenterden Road. This will enable essential safety works to commence. This is following a tender process undertaken in conjunction with Haringey Council's Procurement team via Constructionline (which is a UK register of pre-qualified construction services database fully owned and managed by Capita) whereby contractors are invited to provide competitive e-tenders via the Delta e-Sourcing Portal.

4.2 The tender process was carried out in in line with Contract Standing Orders (CSO) requirements that incorporate price and quality. The successful compliant bidder scored the highest in relation to these criteria.

5 Alternative options considered

5.1 An alternative option would be for Homes for Haringey to use third party industry frameworks. Homes for Haringey sought support and advice from Haringey Strategic Procurement and determined that Constructionline was the optimum route to market.

5.2 The option of using Haringey Repairs Service (HRS) was considered. However this was discounted because of the urgency in delivering the scheme, the specialist nature of the works and they are currently delivering significant internal works programmes and as such could negatively impact on delivery in respect of the urgency of these works.

5.3 The option of not undertaking this work would leave Haringey Council open to legal challenge because the properties need to be improved to comply with current recommended fire regulations.

6 Background information

6.1 Homes for Haringey commissioned consultants Ridge & Partners LLP**, t**o carry out intrusive surveys to report on fire safety issues at three timber framed blocks at 1-35 Headcorn Road and 51-92 Tenterden Road. The main recommendation in the report was to appoint a Fire Engineer to review the specific fire related items and provide recommendations for a fire engineered approach, for any associated remedial works to address the compartmentation breaches throughout the blocks.

6.2 A survey of the blocks that included communal areas, loft spaces and several flats was undertaken by the Fire Engineer in February 2019. In their report issued in April 2019, the Fire Engineer concluded that the fire detection for the individual flats was not suitable and the compartmentation between individual dwellings and the communal areas did not provide adequate fire separation.

6.3 In May 2019, it was agreed, as an interim measure to minimise the risk to residents, that interlinked battery operated fire detection be installed to the communal areas of the blocks. This would allow Homes for Haringey time to fully specify and tender the works recommended by the Fire Engineer. At the same time, letters were sent to residents to inform them of a change in the fire evacuation strategy for their blocks. This requires them to vacate the building, to allow early and simultaneous evacuation in the event of a fire.

6.4 In February 2018 Cabinet agreed to appoint Ridge & Partners LLP as Homes for Haringey's multidisciplinary construction related consultant. The scheme under consideration will be designed, costed and project managed by Ridge in partnership with Homes for Haringey.

6.5 The Fire Engineer and Ridge confirmed and recommended that a full grade (A) fire alarm system should be installed within all the communal areas and the individual flats, so that early warning for simultaneous evacuation of the building as a whole would take place. This will be coupled with targeted compartmentation and fire upgrade works and ensure that Haringey Council would meet its obligation under The Regulatory (Fire Safety) Order and other recommended guidelines.

6.6 The project details are as follows: -

Number of dwellings in project	77 units
Anticipated start on site	March 2020
Anticipated completion	June 2020
Contractor	Details in Appendix A (exempt report)

7 Consultation

7.1 Residents and key stakeholders, including Ward Members, have been consulted about these works. Letters were sent to all the affected residents

in September 2018, whereby they were invited to a public meeting. This was held in October 2018. In January 2019 letters were sent to residents to outline the next course of action and a further meeting was held in June 2019 to explain the findings of the Fire Engineer's survey report and to advise residents of the change to the stay put evacuation policy.

7.2 The next residents' newsletter, which is due to be issued in February 2020, will update them about progress and inform them of the appointment of the contractor.

7.3 More individual surveys and targeted consultations will take place once the contractor has been appointed.

8 Leasehold Implications

8.1 There are 25 leaseholders living in the properties affected by the works described in this report.

8.2 Under the terms of their lease, the lessee is required to make a contribution towards the cost of maintaining in good condition the main structure, the common parts and common services of the building. Such contributions are normally recovered by the freeholder through the lessees' service charge account. However, the building has had a number of historic major repairs and past refurbishment works, including changes to the external cladding, which the leaseholders have previously been recharged for. In view of this and the fact that the blocks are timber framed and have endemic compartmentation failures, which are difficult to now fully rectify without complete destructive type works. Officers recommend that leaseholders are not be charged for these additional early warning systems and limited general fire safety compartmentation works that are required to make the buildings compliant.

9 Conservation Areas

9.1 None of the properties in this project are within Conservation Areas.

10 Contribution to strategic outcomes

10.1 This project will help to achieve the Borough Plan Outcome 3 *we will - work together to drive up the quality of housing for everyone*. This will include contributing to the delivering of the following objectives: -

- *Improve the quality of Haringey's Council housing, including by ensuring that a minimum of 95% of homes meet the Decent Homes Standard by 2022.*

- *Improve residents' satisfaction with the service they receive from Homes for Haringey to be in the top quartile for London (78%) by 2022.*

- *Ensure safety in housing of all tenures across the borough, responding to any new regulations as they emerge.*

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

11 Finance

11.1 The 2019/20 Fire Safety works programme budget of £6.6m is adequate for the projected expenditure of £0.07m in this year.

11.2 The total cost of this scheme is estimated at £0.66m and projected to be spent as shown below: -

Financial year	Works	Fees	Total
2019/2020	£50,000	£20,000	£70,000
2020/2021	£539,637	£25,500	£565,137
2021/2022	£15,119	£2,658	£17,777
Total	£604,756	£53,158	£657,914

11.3 The projected expenditure of £0.57m in 2020/21 and £0.02m in 2021/22 provision has been made in the current 2020/21-25 capital programme MTFS to be approved by Cabinet in February 2020.

11.4 An estimated £0.19m leaseholders' contributions to the cost of these works was waived by HfH because the building has had several historic major repairs and past refurbishment works, including changes to the external cladding, which the leaseholders have previously been recharged for.

11.5 The named contractor has been chosen following an evaluation process based on quality and price.

12 Procurement

12.1 Strategic Procurement are in agreement with this tendered award as it is permitted under the CSOs and is compliant with PCRs 2015.

13 Legal

13.1 The Assistant Director of Corporate Governance has been consulted in the preparation of this report.

13.2 It is open to the Council in the circumstances outlined in this report not to seek to enforce leaseholders' obligations to pay charges under the terms of the lease.

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

14 Equality

14.1 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.

14.2 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 apply to the first part of the duty.

14.3 The decision will primarily impact residents living in properties managed by Homes for Haringey. There is no indication that this decision will result in any foreseeable negative impacts on any individual or group that shares the protected characteristics.

14.4 As a body carrying out a public function on behalf of a public authority, the contractor will be required to have due regard for the need to achieve the three aims of the Public Sector Equality Duty, noted above. Arrangements will be in place to monitor the performance of the contractor and ensure that any reasonably possible measures are taken to address any issues that may occur and may have a disproportionate negative impact on any groups who share the protected characteristics.

15 Use of Appendices

15.1 Part A Exempt information

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Report for: Cabinet **1**1 February 2020

Title: Installation of Automatic Fire Detection (AFD) and associated fire safety works to scattered Victorian & Edwardian street dwellings.

Report authorised by: Dan Hawthorn, Director of Housing, Regeneration and Planning.

Lead Officer: Malcolm Peek, Interim Head of Major Works, Homes for Haringey.

Ward(s) affected: North Tottenham, South Tottenham, Hornsey, Wood Green

Report for Key/ Non Key Decision: Key decision

1 Describe the issue under consideration

1.1 This report seeks approval for the award of a contract for the installation of Automatic Fire Detection (AFD) and associated works to converted scattered Victorian and Edwardian street dwellings. This will be to ensure they are compliant with current fire safety requirements and regulations. The works include: replacement of non-compliant flat entrance doors, the provision of emergency lighting and upgrade of electrical installations.

1.2 The report also seeks approval to issue a letter of intent to the preferred contractor for an amount up to, but not exceeding, £787,625.99. This represents 10% of the contract sum.

1.3 It is recommended that Cabinet approves the professional fees of £594,658 which represents 7.55% of the contract sum.

1.4 Details of the successful tenderer is outlined in Part A (exempt information) of the report.

Cabinet Member Introduction

2.1 Street Property Victorian Houses that were converted into flats in the late 1960s and 1970s, would not meet current Building Regulation Standards or conform to The Regulatory (Fire Safety) Order.

2.3 Guidance recommends that where full compartmentation cannot be assured these type of properties would be best served by the installation of an Automatic Fire Detection system. This system with the appropriate upgrade of the fire doors and means of escape route will allow early simultaneously evacuation of the building in case a fire breaks out in any flat.

3 Recommendations

3.1 Pursuant to the Council's Contract Standing Order (CSO) 9.07.1 (d), for Cabinet to approve the award of contract to the successful tenderer (named in the exempt part of the report) for the installation of Automatic Fire Detection (AFD) and associated works, in the sum of £7,876,259.98.

3.2 For Cabinet to approve the issuing of a letter of intent for an amount of up to, but not exceeding, £787,625.99. This represents 10% of the contract sum.

3.3 For Cabinet to approve the total professional fees of £594,658, which represents 7.55% of the contract sum.

3.4 For Cabinet to note the total project cost of £8,470,918.

4 Reasons for decision

4.1 Homes for Haringey requires Cabinet approval to award the contract for installation of Automatic Fire Detection (AFD) and associated works to scattered Victorian and Edwardian street dwellings. This will enable the essential fire safety works to commence. This is following a tender process in conjunction with Haringey Council's Procurement team via the London Construction Programme (LCP) framework and processes.

4.2 The tender process was carried out in accordance with the framework requirements that incorporate price and quality. The successful bidder scored highest in relation to these criteria.

5 Alternative options considered

5.1 For Homes for Haringey to either use third party industry frameworks or an OJEU compliant tender process to deliver the works. Homes for Haringey sought support and advice from Haringey's Strategic Procurement team and determined the LCP (London Construction Programme) Major Works framework as being the optimum route to the market. This was due to the LCP framework being leasehold compliant, the speed of access to quality-checked contractors and companies that focus their resources in the local area.

5.2 The option of using Haringey Repairs Service (HRS) was considered. However this was discounted because of the urgency in delivering the scheme, the specialist nature of the works and they are currently delivering significant internal works programmes and as such could negatively impact on delivery in respect of the urgency of these works.

5.3 The option of not undertaking this work would leave Haringey Council open to legal challenge because the properties need to be improved to comply with current fire regulations.

6 Background information

6.1 Homes for Haringey has completed Fire Risk Assessments (FRAs) within communal areas of circa 487 scattered Victorian and Edwardian street properties. The FRAs are based on the LACORS (Local Authorities Coordinators of Regulatory Services) guidance; which helps manage the landlord's responsibility between the Housing Act 2004 and the Regulatory (Fire Safety) Order 2005. It includes the standard approach for managing fire risk within street property conversions. It is accepted that these houses when originally converted, were not generally completed to the current recommended guideline compartmentation standards, between the flats. The guidance recommends the installation of AFD systems to allow early and simultaneous evacuation in the event of a fire to all flats within the building.

6.2 The communal areas and dwellings require the installation of a fire alarm system, with heat and smoke detectors, to comply with current fire safety requirements, Building Regulations and British Standards. The following work will be carried out to the communal areas to provide further fire protection to these dwellings in the event of a fire:-

- The replacement of non-compliant flat entrance door sets to individual flats with fire certified door sets.
- The provision of emergency lighting.
- The upgrading of electrical installations.
- Decorations and associated works.

6.3 In February 2018 Cabinet agreed to appoint Ridge & Partners LLP as Homes for Haringey's multidisciplinary construction related consultant. The scheme under consideration will be designed, costed and project managed, by Ridge in partnership with Homes for Haringey.

6.4 Detailed surveys of a 10% sample of the properties have been carried out by Ridge & Partners. In addition, a feasibility study has been completed and this sets out considerations for the delivery of the project with budget costings. The budget costings reported, exceed the budget set for this project by £43,260, to give a total project estimated cost of £7,833,000.

6.5 The project details are as follows:

Number of dwellings in project	1,196 dwellings (incl. 487 houses)
Anticipated start on site	March 2020
Anticipated completion	November 2020
Contractor	Details in Appendix A (exempt report)

6.6 Number of communal areas by storey:

Number of storeys	**Number of communal areas**
2 storey	271
3 storey	131

4 storey	85
Total	**487**

7 Consultation

7.1 Residents and key stakeholders, including Ward Members have been consulted about these works. Letters were issued to all the affected residents in September 2018 and October 2019, to inform them about the proposed programme of works. A frequently asked questions (FAQ) sheet has been provided to pre-empt some of the questions that may arise about the works and reduce the number of queries during the section 20 process.

7.2 The next residents' newsletter, which is due to be issued February 2020, will update residents about progress and inform them about the appointment of the contractor.

8 Leasehold implications

8.1 There are 464 leaseholders living in the properties affected by the works described in this report.

8.2 Under the terms of their lease, the lessee is required to make a contribution towards the cost of maintaining in good condition the main structure, the common parts and common services of the building. Such contributions are recovered by the freeholder through the lessees' service charge account.

8.3 The works are to be carried out under a Qualifying Long Term Agreement. In accordance with the Service Charges (Consultation Requirements) (England) Regulations 2003, Schedule 3, the Notice of Intention was served on 21 November 2019 requiring observations by 22 December 2019. This provided a description of the proposed works and details of the costs of the works.

8.4 The Council is obliged to have regard to any observations from leaseholders on the Notice. Homes for Haringey received 116 observations from leaseholders and a summary of these are shown as appended to this report.

8.5 The total amount estimated to be recoverable from the 464 leaseholders is £2,685,941.

8.6 More individual surveys and targeted consultations will take place once the contractor has been appointed.

8.7 Homes for Haringey will be working closely with any leaseholders affected by the works to ensure they have as much information as possible prior to commencement.

9 Conservation Areas

9.1 Some of the properties in this project are within Conservation Areas. However, because the works will be carried out within the internal areas of the dwellings, no conservation area conditions are applicable.

10 Contribution to strategic outcomes

10.1 This project will help to achieve the Borough Plan Outcome 3: *we will work together to drive up the quality of housing for everyone.* This will include contribution to the delivery of the following objectives: -

- *Improve the quality of Haringey's Council housing, including by ensuring that a minimum of 95% of homes meet the Decent Homes Standard by 2022*.
- *Improve residents' satisfaction with the service they receive from Homes for Haringey to be in the top quartile for London (78%) by 2022.*

- *Ensure safety in housing of all tenures across the borough, responding to any new regulations as they emerge.*

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

11 Finance

11.1 The 2019/20 Fire Safety works programme budget of £6.6m is adequate for the projected expenditure of £0.321m in this year.

11.2 The total cost of this scheme is estimated at £8.47m and it is projected to be spent as shown below:

Financial year	Works	Fees	Total
2019/2020	0	£321,241	£321,241
2020/2021	£7,679,353	£218,693	£7,898,046
2021/2022	£196,907	£14,866	£211,773
Total	£7,876,260	£594,658	£8,470,918

11.3 The projected expenditure of £7.89m in 2020/21 and £0.21m in 2021/22 provision has been made in the current 2020/21-25 capital programme MTFS to be approved by Cabinet in February 2020.

11.4 There 1196 dwellings affected by this project, of which 464 are leasehold dwellings. It is estimated that £2.68m will be recovered as leaseholders' contributions to the cost of these works.

11.5 The named contractor has been chosen following an evaluation process based on quality and price.

12 Procurement

12.1 Strategic Procurement agree with this tendered award through the new LCP (London Construction Programme) Major Works framework, permitted under the Contract Standing Order 7.01 (b) and compliant with the PCRs 2015.

13 Legal

13.1 The Assistant Director of Corporate Governance has been consulted in the preparation of this report.

13.2 The terms of the Council's standard right to buy lease permit recovery of a proportion of the cost of these works from leaseholders, subject to compliance with the consultation requirements set out in the Landlord and Tenant Act 1985 and the Regulations ("the provisions").

13.3 The liability of those of the leaseholders who purchased on the terms of the Council's older right to buy lease is limited (with exceptions) to contributions to the cost of those works broadly constituting repair; those under the current form of lease are required also to pay a contribution towards improvements. It is open to the Council, where appropriate, not to require payment in full or in part under those provisions in the leases and instead to absorb the cost itself.

13.4 As the works are proposed to be carried out by a contractor under a qualifying long term agreement (QLTA), the provisions set out a single-stage process for consultation with leaseholders, setting out the proposed works and likely cost and inviting comments on both the works and the costs (the leaseholders are not entitled to nominate an alternative contractor where the Council proposes that the works be carried out under a QLTA). The leaseholder is to be given a minimum of 30 days to respond. The Council must have regard to any comments made and respond to them within 21 days.

13.5 Details of compliance with the provisions are set out in the body of this report under the heading "Leasehold Implications". Legal Services were consulted on and approved the form of the notice served.

13.6 Entry into the QLTA itself was subject to a separate consultation process under the Regulations.

13.7 The procurement has been carried out under the London Construction Programme Major Works framework (the "Framework").

13.8 The Framework has been established by Haringey Council and is compliant with procurement legislation.

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

14 Equality

14.1 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.

14.2 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 apply to the first part of the duty.

14.3 The decision will primarily impact residents living in properties managed by Homes for Haringey. There is no indication that this decision will result in any foreseeable negative impacts on any individual or group that shares the protected characteristics.

14.4 As a body carrying out a public function on behalf of a public authority, the contractor will be required to have due regard for the need to achieve the three aims of the Public Sector Equality Duty, noted above. Arrangements will be in place to monitor the performance of the contractor and ensure that any reasonably possible measures are taken to address any issues that may occur that may have a disproportionate negative impact on any groups who share the protected characteristics.

15 Use of Appendices

15.1 See appendices 1a, 2a, 1b, 2b 1c and 2c for a summary of observations.

15.2 Appendix A Exempt information

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Appendix 1a

SUMMARY OF OBSERVATIONS MADE IN RESPONSE TO NOTICE OF INTENTION DATED 19/11/2019:

Observation was received from a leaseholder in the building WOODSTOCK ROAD

Leaseholder states that there has been no survey of our property and they would like to attend with a surveyor regarding the proposed works.

A second observation received for the following:-

- How the estimated sum was calculated and how it is broken down
- The quote is for a very broad specification, were any properties surveyed?
- Works were carried out works some years ago and had permissions and consent to change internal doors and windows, how this would affect calculating shared costs now for proposed works?
- If the company surveying the properties are the same as those carrying out the works, I do worry about a conflict of interest so some details would be great.

Response

The advice was that the works were tendered competitively via the London Construction Programme (LCP) Framework based on quality and price.

Once the contractor is appointed, a further detailed scope of works will capture the actual works required for your building and will be validated by professional consultant partners prior to commencement, so that actual works can be reflected in any final bills.

Detailed but general replies were provided to the 2nd observations and the leaseholder was advised that the detailed surveys would determine the actual works required to the building.

Observation was received from a leaseholder in the building LANCASTER ROAD

Leaseholder state a smoke detector has already been installed in the property and will not pay for any replacement.

Leaseholder would also like a surveyor as part of your detailed survey to visit the property as the conversion is very unique. The house is split down the middle and there is no first floor or ground floor flats.

Response

The reply to the leaseholder was that the works include the installation of AFD in the communal area and installation of an interlinked heat detector in each flat hallway.

The item includes all fire stopping, firebreaks and compartmentation in relation to the works. Installation of a new Automatic fire detection (AFD) system to the communal area, a fire-rated enclosure for electrical installations and statutory fire signage.

All works are subject to survey and if they are deemed not required, they will be omitted.

Floor coverings and wall linings have been identified in the fire risk assessments (FRA) as a risk in some properties. This may not be the case for all properties.

A Fire Detection Works newsletter was included as part of the response.

Observations was received from a leaseholder in the building GLADESMORE ROAD

The leaseholder has asked for cost break down for enabling Works, Preliminaries, Overheads and profits and Professional fees (communal & external).

The leaseholder wants information on when these proposed works will be undertaken so they can be available at the property.

Response

Each area of works for additional information was individually answered in general terms.

The reply to the leaseholder was that communal areas may differ in size and extent and the actual scope of works to each address may differ, as the notice is an estimate cost for works.

Once the contractor has been appointed, a further detailed scope of works will be drawn up to capture the actual works required to the building.

The Fire Detection Works newsletter was included as part of the reply.

Observations was received from a leaseholder in the building PEMBERTON ROAD

Leaseholder stated they replaced floorboards recently and wanted the cost of this to be removed from the works programme.

Leaseholder wanted to know what Preliminaries/Overheads & Profit/Provisional Sums/Contingency would relate to, and if leaseholders will have any input into the designs, when the works will commence and when the billing will take place.

Response

Floor coverings and wall linings have been identified in the fire risk assessments (FRA) as a risk in some properties. This may not be the case for all properties and cost will be removed if this is not required.

Each individual element of works was replied to in general terms.

Observations was received from a leaseholder in the building NORTH HILL AVENUE

Leaseholder states that the cost of the works is excessive and unaffordable and needs to be tendered to other contractors. They also state the specification needs to be reviewed and a more modest and affordable installed such as a sprinkler and alarm system.

Response: The leaseholder was sent a copy of the - Fire Detection Works newsletter which examines possible questions and the answers.

Observations was received from a leaseholder in the building LANCASTER ROAD

Leaseholder states that the following works were done a few years ago:-

- Fire resistant front doors installed - already done 2 years ago.
- Floor coverings in communal areas - already done 2 years ago.
- Asbestos survey - already done 2 years ago.
- Electrical works - already done 2 years ago.

Response

The reply sent to the leaseholder indicates that some works may already be carried out and would therefore be unnecessary. It was advised that the costs were based on generalised specification and that definitive works and costs will be known when contractor appointed.

Observations was received from 2 leaseholders in the building CURZON ROAD

One of the leaseholders has advised that the building is a period property and in a conservation, area and unwanted changes may change the features.

They also state the estimated costs are out of proportion and are not representative of the works planned to the building.

The **other leaseholder** has also advised the period features of the building and as it is only 3 stories, no changes are needed. They also advise that they own a business and carry works in these areas and the costings are extortionate and overpriced

Response

Fire Detection Works newsletter was sent to the leaseholder to answer some of the questions in the observations raised

Specific replies were provided to costs for flat entrance doors, floor coverings and the AFD system

For the **other leaseholder**, individual responses were provided to the costings for floor covering, flat entrance door, and the AFD installation.

Observations was received from a leaseholder in the building DONOVAN AVENUE

The leaseholder queried some of the proposed works indicating that some of them had been carried out under other works – asbestos survey. They also wanted to know the regulations under which the AFD works were being carried out and they also requested for descriptions of elements of works such as enabling works, completion & handover, preliminaries, overheads & profit and professional fees.

They also asked why the works were required and a timeline for the works to be done.

Response

Each of the questions were answered in general terms advising that detailed surveys had not been done but these will indicate specific works required to each building.

Included with the reply was the Fire Detection Works newsletter with questions and answers that provided additional information.

Observations was received from a leaseholder in the building SCARBOROUGH ROAD

Leaseholder states that the flat door was replaced with an FD30 door with brushes & self-closers within the last four years.

They also state as the common parts are three sq metres at most they wanted confirmation if the quotation is the result of any inspection or survey to this specific building. They state that the council and the contractor must inspect the common parts and arrange a reasonable specification and quotation.

Response

A general explanation provided to each of the proposed works to the building but indicating that the costs are based on a general specification.

Included in the reply was the Fire Detection Works newsletter and the specification for the fire door set.

Observations was received from a leaseholder in the building OAKFIELD ROAD

Leaseholders were concerned about the cost of the works, which they believe were extortionate for the size of the building. They also want to know why the works are required.

Response

A general explanation was provided to explain the list of works to the building. In addition, it was explained that the costs were general in nature but the contractor when chosen will carry out detailed surveys to indicate the actual works required to the building.

Observations was received from a leaseholder in the building STUART CRESCENT

Leaseholder state the costs are unreasonable and the landlord is legally required to provide two separate quotes, with at least one being independent of the landlord- which is not the case here.

They have not seen any correspondence inviting leaseholders to nominate possible contractors, again in breach of regulation.

They also do not agree with the type of proposed works as there is no need to fully replace the doors to make them compliant with fire regulation; there are cheaper alternatives.

The proposed bill also appears to include ‘recommended’ works and decoration works, which appear to be unnecessary.

Response

The leaseholder was advised that the works were competitively tendered via the London Construction Programme (LCP) Framework based on quality and price and reference was made to Paragraph 7 of the notice for additional explanation why 2 tenders were not required. This also explains why nominations are not required.

An explanation of the list of works was provided but that not all these may be required but the contractor subject to further detailed surveys will make a determination.

Observations was received from a leaseholder in the building GROVE PARK ROAD

The leaseholder wanted an explanation why the list of works provided in the notice are required and why these elements of works are expensive.

Response

Individual explanations provided to each of the proposed works to the building. It was also advised that once the contractor is appointed a further detailed scope of works would be drawn up to capture the actual works required for your building.

Observations was received from a leaseholder in the building COOLHURST ROAD

Leaseholder wanted clarification/explanation to the list of works to the building including how the costs have calculated.

Response

A general explanation to each of the proposed works to the building was provided and included with the reply was the fire door set specification and the Fire Detection Works newsletter for additional information.

Observations was received from a leaseholder in the building UMFREVILLE ROAD

The leaseholder states that a flat entrance door (FD60) was replaced in 2014 and a new one was not required. They also state that costs of the overall works are exorbitant.

Response

It was noted that a new door was fitted during structural works, but detailed surveys will confirm whether the door meets current fire regulations. If the door

meets the current regulations, it will not be replaced and any costs deducted from the final bill.

Included in the reply was the Fire Detection Works newsletter for additional information and the specification for the fire door set.

Observations was received from a leaseholder in the building MARQUIS ROAD

Leaseholder has raised the query that they have specifically installed a managed ADT fire alarm system, which logs and informs the fire service in the event of a fire.

They also query costs of works proposed and the details of the works proposed.

They also query the formula for the calculation of costs and state Haringey have included an additional bedroom in its calculation.

Response

Each individual query was responded to with explanations why the works are required to the building.

It was also explained what the individual works related to as the heading were general in nature.

It was explained that the method/formula for calculation of costs is contained in the lease and in particular, the method applied depends on when the flat became a leasehold property.

Observations was received from a leaseholder in the building NELSON ROAD

Leaseholders raised queries if costs relate only to the porch/shared area of our property; high-cost items, prelims and profit have no intrinsic value, confirmation if the works relate to the communal door or just the flat entrance doors.

They also wanted advice if they can use their own contractor if any part of these works is legally required and wanted the number of bedrooms revised from 4-bedroom to 3-bedroom.

Response

All the questions relating to the works answered in general terms, as contractors are not on site to determine any actual works.

Leaseholder advised under separate cover and confirming that licence for alteration granted in 2014 to change from 2-bedroom to 4-bedroom and there is currently no confirmation that the property has been changed back to a 2-bedroom.

Observations was received from a leaseholder in the building BURGOYNE ROAD

Leaseholder queried what is enabling works, completion and handover, when will the works commence to the elements of fire breaks, compartmentalisation, floor covering and electrical works.

The leaseholder wanted to know whom the fees for the works are paid.

Response

A detailed but generalised response was provided to each of the elements of works proposed to the building. It was explained what each element entailed and that the actual works will be determined by further detailed surveys by the contractor.

Included with the response was the programme newsletter that covered likely scenarios to give leaseholders a clearer idea of how the works will be carried out.

Observations was received from a leaseholder in the building CROUCH HILL

Leaseholder raised queries regarding costs and they fail to understand the costs required for such a small communal space, particularly for floor coverings, emergency lighting, and firebreaks.

The leaseholder wanted to know what preliminaries represent, why there is a cost for asbestos survey and what is accounted for in overheads and profit

Response

There was a general response that costs are based on a general specification but general individual responses provided to specific aspects of works raised.

Included in the reply was the Fire Detection Works newsletter that provided additional information to the replies.

Observations was received from a leaseholder in the building FERME PARK ROAD

Leaseholder queried the cost for the replacement of x4 front doors and they do not believe it is value for money.

They also queried the cost for decorating and replacing flooring in the communal hallway, which is a small area.

They query the cost for the asbestos survey and why another survey is scheduled to the communal area.

Response

A general but detailed response was provided to the queries raised by the leaseholder. It was explained that the houses when originally converted pre 1991, were not generally completed to the required compartmentation standard, between the flats.

It was advised that once the contractor has been appointed a further detailed scope of works would be drawn up to capture the actual works required for your building.

Observations was received from a leaseholder in the building WHITTINGTON ROAD

Solicitors on behalf of the leaseholder has asked if the landlord will be making a contribution towards the cost of the tenanted property.

They advised that the works appear to be improvement and not repairs and want a private surveyor to detail the pricing for the element of proposed works.

Response

Reference was made to the appropriate schedules in the lease to confirm if the works are an improvement or a repair.

The leaseholder contributes towards the cost of works via a service charge.

Observations was received from a leaseholder in the building NELSON ROAD

Leaseholder states they were not consulted as per paragraph 7 of the notice.

They do not take liability for the cost of works, as the freeholder should have responsibility for the upgrades

Response

The response provided confirms that the costs are based on a general survey and the contractors when appointed will detail the actual works required when further surveys are done.

The reply also indicated the consultation was a Qualifying Long term Agreement (QLTA) contract and the notices were issued 29 November 2013 and 11 August 2015.

Clause 2 of the lease confirms liability to pay a proportionate part of expenses incurred on a building.

A copy of the Fire Detection Works newsletter was included with the response.

Observations was received from a leaseholder in the building NELSON ROAD

Leaseholder has queried if the fire door, firebreaks and flooring replacement will occur within the whole building or only to the front entrance/communal area.

They also wanted to know if costs for replacing the front door also include a new lock and keys.

Leaseholder wanted a guide of when the payment would be due and if the payments can be in instalments. They wanted a breakdown for prices for the fire protection, decoration and preliminaries.

They asked if any asbestos removal and price would be subject to the survey and the timeline for the works.

Response

Replies were provided individually to the above questions. Regarding the individual works, proposed generalised replies were provided as to why these are required. Detailed surveys will determine the actual works needed.

In addition, a Fire Detection Works newsletter was emailed to the leaseholder with the fire door set specification.

The reply regarding how many keys could not be immediately determined but the contractor may be able to confirm this when on site.

Observations was received from a leaseholder in the building NELSON ROAD

Leaseholder wanted to know the location of the electrical works and emergency lighting and if this will be limited to the communal area only.

Leaseholder also wanted to know the location of the decorations as they state the communal area is currently decorated and the proposed cost is expensive.

With the Installation of firebreaks, compartmentation, penetrations, AFD and signage, the leaseholders' state there is no detail for these works. The location is not stated and if the fire breaks are to be carried out within the flat and/or the communal area.

They make a statement that based on the Fire Detection Works newsletter received 6 November; they will await further surveys to determine actual works and costs.

The leaseholders' also query the cost of the flat entrance doors.

Response

It was explained that each communal area might differ in size and extent so the actual scope of to each address may differ.

Individual replies addressed queries raised to each element of the works.

A copy of the fire door specification was included with the response.

Observations was received from a leaseholder in the building NELSON ROAD

Leaseholder states that the costs for enabling works, prelims, completion & handover, contingency and professional fees do not reflect the size of the common areas of the building.

The leaseholder also advised that they are in the process of purchasing the freehold.

They also do not believe that contractors are passing the economies of scale to the Landlord.

Response

The reply describes what enabling works, prelims, completion & handover, contingency, professional fees are, and why they may be required for the works.

The reply also includes an attachment of the Fire Detection Works newsletter and the fire door set specification.

Observations was received from a leaseholder in the building LORDSHIP LANE

Leaseholder states the front doors to the two flats 505A and 505B including the internal doors are already half hour fire doors and they can arrange the installation of these doors.

Response

Leaseholder was advised that if the doors meet current regulations they will not be replaced. In addition that the front entrance door is not the responsibility of the leaseholder.

The Fire Detection Works newsletter was included as part of the reply to the leaseholder.

Observations was received from a leaseholder in the building HILLFIELD PARK

The leaseholder has advised that the costs are excessive and she is unable to justify the costs for the size of the communal area of the building.

Response

The houses when originally converted pre-1991, were not generally completed to the required compartmentation standard, between the flats. Guidance recommends the installation of AFD systems to allow early and simultaneous evacuation in the event of a fire to all flats within the building.

The different aspects of works were responded to in general detail but advised that the costs in the notice are general in nature based on the ‘general’ specification of works. It was advised that some of the works may or may not be carried out, depending on detailed surveys

Observations was received from a leaseholder in the building WORDSWORTH PARADE

Leaseholder has requested for a breakdown of how the cost for the proposed fire detection systems have been calculated.

Response

A detailed but generalised reply was provided to all the aspects of the works queried. The reply detailed why the works may be required to the building and it was confirmed that the extent of the works couldn't currently be determined until contractors are on site.

It was also advised that any works omitted from the building would not be charged in the Final Accounts.

Observation was received from leaseholders in the building NELSON ROAD

Leaseholders indicated that there is a current process for purchasing the freehold of the building and want the building to be taken out of the works programme when this process is finalised.

Response

The leaseholders were advised to keep Leasehold Services updated with progress of the freehold purchase.

They were advised that the timeline for the works provides a guide as to when these are likely to commence.

Appendix 2a

SUMMARY OF NOMINATIONS MADE IN RESPONSE TO NOTICE OF INTENTION DATED 10/08/2019:

No nominations received for this programme

Appendix 1b

SUMMARY OF OBSERVATIONS MADE IN RESPONSE TO NOTICE OF INTENTION DATED 19/11/2019:

Observations received from the leaseholder in the building ENDYMION ROAD

Leaseholder has asked for detailed specification of the works, which the Council deems to be required by flat 5A; installation of firebreaks, compartmentation, penetrations, detection, and signage, electrical works, and precisely what the electrical works refer to.

They also want to know what signage refers to.

They also state a consideration asking an independent expert to supply a second opinion of the works required at 5A Endymion Road. This to include a request from the local fire service to send a representative to assess the ability of the premises to withstand fire.

Response

A detailed general response was sent to the leaseholder explaining what the elements of the works refer to including the legislation under which the works are being carried out. It states that the notice is an estimate and contractors will confirm actual works required to the building.

Observations received from the leaseholder in the building ENDYMION ROAD

The leaseholder wanted confirmation that areas will be assessed on the basis of their own merit prior to the work being carried out, and costs adjusted accordingly.

Detailed breakdown for each line item estimate and if damage to flats will be rectified/made good.

Supply the information, plans and spatial assessment on which these estimates have been based.

Wanted an elaboration on the Long Term Agreement (LTA) process.

Explanation of enabling works completion & handover and preliminaries and if these and other elements of the works will be limited to the communal area only.

Further observations were provided and these incorporated whether they could attend an assessment, if any disturbed areas will be made good, why was another asbestos survey to be undertaken, what welfare facilities are referred to under preliminaries and a general cost of the figures for the non-specific works.

Response

Each of the above queries was addressed in detail explaining what each element of work meant.

Included within the reply was the Fire Detection Woks newsletter with likely questions and answers.

The response to the additional observations confirms that they can accommodate the leaseholder attending the assessment, the contractors will make disturbed areas good and a description of the welfare facilities was provided. This is because this is required by law and for the non-specific works such as completion and handover.

Observations received from the leaseholder in the building CHURCH CRESCENT

Leaseholder raised observation on all the aspects of the proposed works and required additional detail to the summary and cost of works.

Leaseholder wanted to know the mandatory requirements supporting the works and whether any of the works are actually required, including an explanation of what needs to be done on some of the general heading of works such as preliminaries, completion and handover, contingency and fees.

Further to the initial response, they wanted confirmation if the door replacement related only to flat entrance doors and confirmation of the dates the works will commence.

Response

All the raised queries were answered with detailed general responses. Specific explanations were provided to each headline cost including the mandatory requirements supporting the appropriate proposed works.

Regarding the further observations, it was advised that the door replacement did not include the communal door. Letters will be sent to residents shortly and surveys are not likely to be undertaken until May 2020.

Observations received from the leaseholder in the building MILTON ROAD

Leaseholder has queried costs and activities under preliminaries, completion and handover, firebreaks, asbestos, flat entrance door (FED), decorations & new floor coverings.

They also queried why Haringey Council as the freeholder are not paying for the works.

Response

Each individual area of works queries was described and explanations as to what they relate to was provided.

The relevant clause in the lease was given to the leaseholder to explain why they are required to pay a proportional cost for the works to the building.

Included within the reply was the Fire Detection Works newsletter and the specifications for the fire door sets.

Observations received from the leaseholder in the building MILTON ROAD

The leaseholder wanted a clearer description of the elements of works and why they are required. Following attendance at the Leaseholder Forum, the leaseholder asked for the legislation under which the works are carried out and a copy of the Fire Risk Assessment (FRA) to the building.

Response

All the above queries were replied to in very general detail and a copy of the redacted version of the FRA assessment to the building was sent to the leaseholder.

Observations received from the leaseholder in the building WOODSTOCK

Leaseholder queried the cost aspects of all the proposed element of the works provided in the notice. They also stated the estimated costs when compared to market rates and quotes requested from private suppliers, appear overly inflated

They also stated that there is no legal basis for the proposed works and without surveys to properties, the works have no relevance to their building.

Response

Detailed general responses were provided to all the cost queries relating to the element of works. The Leaseholder was also advised that contractors will confirm what works are required to the building via further detailed surveys.

Observations received from the leaseholder in the building ENNIS ROAD

Leaseholder raised queries on the proposed works to the building provided in the notice.

Further to the initial reply, they asked further questions about the following: -

- The flat entrance door is not required to be fire rated. Therefore, disputed that they need to be replaced.
- Strongly objected to paying for the bottom flat door replacement.
- Would not accept anything other than sunk wires in their flat.

Response

Generalised detailed replies were provided to the initial observations. The reply addressed the scope of the works queried.

Regarding further observations, it was confirmed that a couple of the flat entrance doors in the building are not FD30s doors and require replacement.

For the bottom flat door replacement, only one of the Flat Entrance Door needs to be an FD30s door.

If the wires are sunk wires, they were advised that the detail for the wiring of the automatic fire detection would depend on the number of storeys in the building.

Observations received from the leaseholder in the building WOODSTOCK ROAD

Leaseholders wanted to know the following: What is the proposed timetable for the works, if there be a financing option available to spread the cost over a longer period?

The leaseholder wanted to know what Preliminaries, Enabling works, Overheads and profit, contingency, professional fees and fees all relate to. They wanted to know if the freeholder will cover the cost of the remainder of the building cost

Response

A detailed and general response was provided to all the queries from the leaseholder. The replies explained what the general costs related to.

A copy of the Payment options was included as part of the reply.

Observations received from the leaseholder in the building ENNIS ROAD

Leaseholder states their property is separate from the others in the building and there are many elements of your estimations, which do not and should not affect their portion of the intended charges.

They also stated that they do not share a communal door to a communal entrance vestibule. They already have wired smoke and heat detector alarms installed.

Response

Reasons for the works were provided to the leaseholder with a general but detailed explanation of how the estimated costs were generated, including why the works are required to the building.

A copy of Fire Detection Works newsletter and the fire door set specification was included with the response.

Observations received from the leaseholder in the building WOODSTOCK ROAD

The leaseholder queried all the estimated headline costs, asserting that the costs are extortionate for the size of the building and some of the works are unjustified or have been carried out previously.

The leaseholder was unhappy about paying another Major Works invoice as they have just recently finished paying a big bill for the Decent Homes work.

Response

A detailed but general response was provided to all the queries on the headline costs estimated. It was explained why the works may be required but more importantly how the generalised costs have been calculated.

Observations received from the leaseholder in the building HARINGEY PARK

Leaseholders query if their front entrance door is to be replaced as they state they have a private entrance.

They also want to know if a full/detailed survey will be carried out before the electrical works are carried out.

They state that they have limited access to the communal areas but will be paying a proportional cost. They want to be certain that upgrades to their property are included in the programme.

Response

Detailed general responses were provided on why all the elements proposed works to the building might be required. Furthermore, detailed surveys are required to determine the actual works needed to be done and this will be done by contractors when they are appointed and on site.

The leaseholders were further advised that there is no means of benefit test in the lease and areas of the building they have access to does not determine how much they will contribute.

A copy of the Fire Detection Works Newsletter was included as part of the response.

Observations received from the leaseholder in the building WOODSTOCK ROAD

The leaseholder queried the overall costs for the works proposed to the building and specifically decorations/floor covering and the amount for preliminaries.

Response

General but detailed responses were provided to the leaseholder indicating why the proposed element of works might be required to the building.

It was also stated that detailed surveys will confirm what works are required. Included with the response was a copy of Fire Detection Works newsletter

Observations received from the leaseholder in the building WOODSTOCK ROAD

Leaseholder has queried reasons for the proposed works and justification for the associated costs.

Response

An explanation of the detailed the activities relating to each of the elements of works was provided. However, because further detailed surveys had not been carried out, it could not be confirmed whether all the estimated works and costs are required for the building.

Included with the response was a copy of the Fire Detection Works newsletter and a redacted version of the Fire Risk Assessment (FRA) carried out to the building.

Observations received from the leaseholder in the building BURGOYNE ROAD

Leaseholder wanted information when the works will be carried out and when the payment will become due.

They requested a breakdown for the decorations/floor coverings, what the fees relate to and if asbestos is in the building, because an allowance was made for this element of the works.

Response

General replies were provided to the queries with information available as at the time of reply. It was advised that contractor surveys will determine what works are required to the building.

Included with the response was a copy of the Fire Detection Works newsletter.

Observations received from the leaseholder in the building WOODSTOCK ROAD

The leaseholder queried all aspects and costs of the proposed works. The leaseholder state that some of the works are duplicates and are not necessary to be carried out and costed for.

They state that the costs are generic and not specific to their flat.

Response

A general but detailed response was provided on all the headline costs for works proposed to the building.

Included with the response was a copy of the Fire Detection Works newsletter and a redacted copy of the Fire Risk Assessment carried out to the building.

Observations received from the leaseholder in the building STROUD GREEN ROAD

Leaseholder requested the following:-

- Detailed breakdown of the cost of the redecoration.
- Evidence of an inspection to ascertain whether any of the flats in 58 Stroud Green Road already have fire doors.
- Relevant building law that states all flats need entrance fire doors.
- Whether items on the proposed work list are deemed to be repairs and maintenance (and the reason for this) and which are improvements and;
- if the works are funded from the central government

There were also further queries to the initial response with as much detail as possible.

Response

Detailed and/or general responses all provided to each of the queries raised.

Regarding the specific aspects of the works, general responses were provided why the works might be required to the building.

Where general questions were asked, example of the relevant building law, the relevant legislation under which the works are being carried was provided to the leaseholder.

It is confirmed that the works are not funded by central government and that all proposed works fall under repairs and maintenance of the building

Observations received from the leaseholder in the building WOODSTOCK ROAD

The leaseholder stated the numbers involved are enormous given the communal area is a single small corridor in a Victorian conversion.

Response

A detailed scope of works will be drawn up by the contractor and validated by consultant partners prior to commencement of works, so that final bills will reflect the works carried out on site.

Our intention is to carry out targeted fire compartmentation and fire safety works, such as fire certified flat entrance doors, emergency lighting. This will be to reduce the likelihood of fire spread, alongside the installation of an early warning system (automatic fire detection) for full evacuation.

Observations received from the leaseholder in the building STAPLETON HALL ROAD

Leaseholder wanted confirmation if the door replacement works includes the communal door. They wanted clarification on what firebreaks and compartmentation meant.

They wanted justification for the cost relating to decoration and replacement of floor coverings.

They wanted to know what the sets of fees related to and state there is no timeline for works provided .

Response

A detailed and general explanation was provided to each of the headline costs. It described how the costs were generated and why the works may be carried out to the building.

The leaseholder was advised that works would begin on site early spring 2020 and complete late spring 2021, however, further updates will be sent to residents to introduce the contractor once they have been appointed.

Observations received from the leaseholder in the building WOODSTOCK ROAD

The leaseholder has on each of the headline costs of the proposed works detailed reasons why the costs are excessive and they state why some of the works are being duplicated and some may also have been carried out.

Response

A detailed but general response was provided to each of the headline costs and why the works may be required to the building.

It was also advised that actual works can only be confirmed when the contractors are on site and detailed surveys will indicate the level of works required.

Observations received from the leaseholder in the building STAPLETON HALL ROAD

The leaseholder wanted information on how many quotes were obtained for the works and they asked for further details on what are:-

- Enabling works.
- Fire compartmentation.

- Decoration and floor replacement covering.
- Electrical works.
- Preliminaries, Contingency & Fees.

Response

Individual detailed but general responses were provided to justify the proposed works. It was explained why the works may be required.

They were also advised that once the contractor is appointed, they will carry out detailed surveys to determine whether renewals are required. This information will be validated by our consultants. If the work is not carried out the costs will be omitted from any final bills.

Observations received from the leaseholder in the building WOODSTOCK ROAD

Leaseholders have advised of a delay in the receipt of the Notice of Intention.

Leaseholders have queried all aspects of the proposed works, advising that the costs are excessive based on the size of the building and the communal area and some of the works may already have been done.

They state that the automatic fire system is not mandated for their type of property.

They want a description of the activities under enabling works and state that during recent decent homes work, no asbestos was found in the building. They asked for an explanation of what firebreaks and compartmentation means and what works will be done under this element

Response

The leaseholder were advised that the notice was posted out on the date of the notice 1st class by Royal Mail. They were advised to contact the mail office.

A detailed and general explanation was provided to each of the headline costs. It describes how the costs were generated and why the works may be carried out to the building.

Observations received from the leaseholder in the building WOODSTOCK ROAD

Leaseholder requested: -

- A breakdown and explanation of what preliminaries, completion and handover, enabling works, contingency, professional fees relate to including what the costs cover and how has the estimate been reached.
- What the sinking fund will be used for?
- Timeline for the works.
- They wanted to obtain their own quotes.
- the council's policy state in relation to resident engagement and how observations will be embedded in the process.

Response

Individual replies have been provided to all the requested information. It was advised that the works were competitively tendered via the London Construction Programme (LCP) Framework and notices were sent to all leaseholders in November 2013 and August 2015.

A description of the sinking fund was given and advised that it will be applicable when the invoicing is processed. A timeline for works was provided and as the contract was procured under the LCP framework, the leaseholder cannot nominate a contractor as per Paragraph 7 of the notice.

For resident engagement, taking due regard to the observation is part of this process.

Observations received from the leaseholder in the building HILLFIELD AVENUE

Leaseholder states that she will make no contribution towards the cost of the works as she does not access the building through the communal entrance.

They state the works will have no benefit to their property, and the works are not to her property.

Response

A general description of the works was provided in the reply. An explanation was given for the works to the flat entrance door and fire detection works. The leaseholder was advised that there is no means of benefit test in the lease and as the property is part of the building, they will need to contribute.

A copy of the Fire Detection Works newsletter was included as part of the response.

Observations received from the leaseholder in the building FERME PARK ROAD

Leaseholder states the entrance to their property is separate from the building and they do not have use of the communal entrance.

They raised an issue about scaffolding which could allow intruders.

Response

The leaseholder was told that as their flat is part of the building, they are required under the terms of the lease to contribute.

They were advised that all works are internal and scaffolding would not be required.

Observations received from the leaseholder in the building STROUD GREEN ROAD

Leaseholder queried the works regarding the FED and floor coverings.

Leaseholder wanted to know if the flat entrance door (FED) would be safer or easier for criminals to break based on a previous experience.

Response

General but detailed responses were provided to each of the issues raised, advising why the works may be required but if further detailed surveys indicate works are not required, this would not be billed for.

It was advised the FED is Secured by Design, a standard promoted by UK Police Services. Secured by Design focuses on crime prevention of homes and commercial premises and promotes the use of security standards for a wide range of applications and products.

Observations received from the leaseholder in the building PAGE GREEN TERRACE, HIGH ROAD

Leaseholder states that it contains no specific or actual details relating to my block and no further information will be received until works are completed and they receive a bill.

Response

This provided a general response to what the works are and how the costs were calculated.

It was also confirmed that the works were competitively tendered via the London Construction Programme (LCP) Framework on the basis of quality and price.

Observations received from the leaseholder in the building MILTON AVENUE

The leaseholder queried the cost of the proposed works and that there is no justification for the costings provided in the estimates. In addition, they state some of the proposed works may be duplicated and that they will seek receipts for the works done.

Response

An explanation was provided to each of the proposed works and the activities to be carried out under each element. A copy of the fire door set specification and the Fire Detection Works newsletter was included as part of the response.

Observations received from the leaseholder in the building BLYTHWOOD ROAD

Leaseholder has raised the query about the estimated cost for decoration and replacement of floor coverings in the public area is £4,490. This relates to a shared hallway approximately 2m x 5m.

They also require an explanation as to how so small an area warrants such a high a cost.

Response

A detailed general response on each of the headline cost was provided to the leaseholder. This reply explained what each individual element of works will involve if the works are to be carried out

The reply advised that each communal area may differ in size and extent so the actual scope of works to each address may differ.

An email copy of the Fire Detection Works newsletter was provided as part of the reply.

Observations received from the leaseholder in the building WOODSTOCK ROAD

Leaseholders state that the calculation method is incorrect but in addition that they were not aware of any consultation. They were not advised of the initial consultation documents under the LCP programme.

They also stated that because they are the basement flat, they do not use or have access to the communal parts of the building and want to know which of the proposed works will benefit their flat.

Response

A copy of the email to the leaseholders' solicitors during the purchase that has the previous consultation documents dated 29/11/13 & 11/08/15 was included with the reply.

It was explained that the method of calculation is the bedroom formula based on when the property became leasehold, which was after 1990.

They were advised that there is no means of benefit test in the lease and because the flat is part of the building, they are required to contribute towards the cost of the works.

Observations received from the leaseholder in the building WOODSTOCK ROAD

Leaseholder wanted information on the following:-

- Under what type of contract will Mulalley be carrying out these works?
- What the finished product for the communal hallway flooring and stairs will look like?
- Is the communal door included as part of the works?
- Will the asbestos survey for the recent Major Works, form the basis for the survey for these works and passed to the contractor to remove the cost of the survey?
- If the regulations under which these works will be carried out are the same as those for blocks?
- If the new fire system proposed is an integrated one for the building?

Response

They were advised that a sample number of surveys had been sent to dwellings. This was to assist with the compilation of a general specification of works and an 'estimated' cost.

They were also advised that contractors on site will provide a detailed scope of works will be drawn up to capture the actual works required for the building as communal areas differ in size and extent of the scope of works.

A description of works was also provided to each of the headline element of the works and what activities may be required if these are carried out

Observations received from the leaseholder in the building WOODSTOCK ROAD

Leaseholder stated that their flat has a new FD30 door, heat detector system and electrical works have already carried out to their property. They expected these costs to be omitted when the actual surveys are carried out.

The leaseholder also queried every aspect of the costs of the proposed works including explanations for what the elements are. They wanted to know the calculation method for the other units in the building.

Response

An explanation was given that these houses when originally converted pre 1991, were not generally completed to the required compartmentation standard, between the flats. Each work element proposed was explained and why it may be required. Further explanation was given on elements such as preliminaries, overheads & profit, fees including asbestos removal why these were included as part of the works.

The leaseholder was advised of the total number of units in the building, how many leasehold units there were and the method of calculation for the other leasehold units.

Appendix 2b

SUMMARY OF NOMINATIONS MADE IN RESPONSE TO NOTICE OF INTENTION DATED 19/11/2019:

No nominations were received for this programme.

Appendix 1c

SUMMARY OF OBSERVATIONS MADE IN RESPONSE TO NOTICE OF INTENTION DATED 18/11/2019:

Observations were received from a leaseholder in the building MONTAGUE ROAD

- The leaseholder wanted specifics of the cost provided in the notice of estimate as they state it is a small house split into 2 flats and the costs are not proportional.

- They do not want the character changed of the property with blank fire doors and want comparison quotes of same specification and standard.

Response:

A copy of the Fire Detection Works newsletter was emailed to the leaseholder for additional information.

Observations were received from a leaseholder in the building BEACONSFIELD ROAD

- The leaseholder stated the price is high and most of the work is unnecessary as there are only 2 flats and a small communal area of less than 2 meters, and the door to my flat is a fire-check 1.

Response:

A copy of the Fire Detection Works newsletter was emailed to the leaseholder for additional information.

Observations were received from a leaseholder in the building OAKFIELD ROAD

- The leaseholder wanted to know the proposed AFD works relate to the works carried out two years ago.

- The leaseholder wanted to know why another asbestos survey was being carried out and why the fire doors are being replaced again.

- They wanted to know what enabling works, preliminaries relates to and the breakdown, why the estimate cost for doors are expensive, what internal redecoration is required, what flooring.

- They wanted to know what electrical works were required based on the fact that the electrical installations are in in a varying condition and will require work.

- The leaseholder also was interested in following up with progress of the works when this commenced.

Response:

A copy of the Fire Detection Works newsletter was emailed to the leaseholder to provide answers to the above queries.

In addition, individual replies provided to explain each of the queries raised.

It was advised that enabling works costs allow for asbestos surveys.

Preliminaries include items such as site management, site set up, plant and access.

For the electrical installations, it was advised that the previous FRA report, the works that were carried out under the fire risk assessment recommendations and the current FRA works would be compared and if the works overlap from the works proposed, these will be omitted from the scope of works to the building.

Regarding the cost of the doors, it is advised that consultants made an assumption for the number of doors that may be required over the whole contract.

For internal decorations, it was advised that allowance is made for the removal of wallpaper coverings and to redecorate communal areas and/or making good within 2, 3 and 4 storey buildings. If the communal area currently meets this specification, the work will be omitted from the scope of works and final bills.

Regarding redecoration, they were advised that the consultants have drawn up a general specification to capture the works that may be required for their block. Once the contractor is appointed, a further detailed specification will be carried out to capture the actual works required and this will be reflected in the final bill.

For the asbestos survey, it was advised this is a legal requirement.

Regarding interest in following up with the works, the leaseholder was advised they will be provided with contact details for the site team so that they can ask to be present during the detailed scoping of works.

Observations were received from a leaseholder in the building RATHCOOLE GARDENS

The leaseholder had an issue with all the estimated costs provided in the Notice

Response:

A copy of the Fire Detection Works newsletter was emailed to the leaseholder to provide answers to the above queries.

In addition, individual replies were provided to explain what is included within the costs.

A copy of the Fire Door Set specification was also included as part of the reply to the leaseholder.

Observations received from a leaseholder in the building HAROLD ROAD 22A/B

The leaseholder emailed a copy of the certificate of completion confirming replacement of French doors.

Response:

The certification related only to the replacement of French doors but the works proposed are for the replacement of the flat entrance doors to each dwelling for which the council is responsible.

A copy of the Fire Detection Works newsletter was also included as part of the response to the leaseholder

Observations received from a leaseholder in the building BELMONT ROAD

The leaseholder queried costs relating to all the works in the programme for their building including a timeline for the payment for their share of costs.

Response:

The timeline for the payment, billing for work normally starts when works begin on site. However invoices will be withheld until works are completed, so they reflect the works that are actually carried out.

Individual responses provided to explain the reasons for the inclusion of the works to the building.

A copy of the Fire Detection Works newsletter was emailed to the leaseholder with a copy specification of the fire door set.

Observations received from a leaseholder in the building BROAD LANE

The leaseholder raised queries regarding the cost of the flat entrance door replacement, decorations and floor covering and fees.

Response:

Individual responses provided for each of the queries raised and a copy of the Fire Detection Works newsletter was emailed to the leaseholder with a copy specification of the fire door set.

Observations received from a leaseholder in the building ALBERT ROAD

Leaseholder queried the list of works when there has not been an internal inspection at the property.

The front door replacement is mentioned in the list and a new one was replaced a couple of years ago.

Because the flat is not in a block of flats but a first floor flat above a ground floor flat they expected that the building will not be treated under the fire requirements as those in large blocks.

Response:

The Fire Detection Works newsletter was emailed to the leaseholder to answer their questions.

Observations received from a leaseholder in the building RADLEY ROAD

Leaseholder queried amount for £6k charged to his flat and wanted to know what the amount is to be used for

Response:

A copy of The Fire Detection Works newsletter was emailed to the leaseholder for additional information.

The leaseholder was sent a copy of the Fire Door Set specification.

In addition, the leaseholder was advised that the costs in the estimate notice related only to general specifications.

Observations received from a leaseholder in the building TYNEMOUTH ROAD

Leaseholder queried all the estimated costs in the Appendix for the building.

The leaseholder also raised the issue relating to the amount paid in the sinking fund.

Response:

Explanations were provided for the all the headline costs in the Appendix as to why these were needed to be accounted for.

Statutorily there is a 21 day turnaround period to reply to observations from the day of its receipt.

The external works covers the external and/or communal parts of the building, which, the landlord (freeholder) as per the terms of the lease is responsible for. No works carried out inside of any property.

Their lease provides the responsibility to make a contribution towards the cost of works carried out to the building. **Clause 4 (2) (a)** and **Schedule 3** of their lease allows for charging of costs for works carried out to the building or estate (if applicable)

They were advised the notice is not a demand for payment and that when the billing for these works are carried out, any **Sinking Fund Payments** made will be taken into account towards the bill

Observations received from a leaseholder in the building HANOVER ROAD

The entrance door on the exterior of a two-storey building does not need replacement with an FD30 door.

Given the size of the communal area the installation of fire breaks, signage and emergency lighting as completely unnecessary.

The communal area is small and to redecorate should not require anything close to the amount quoted in the Appendix provided.

They also concluded that if change is required in order to meet fire safety laws then this is the financial responsibility of the freeholder and not the leaseholder

Response:

A copy of Fire Detection Works newsletter was emailed to the leaseholder for additional information.

Observations received from a leaseholder in the building MIDDLE LANE

The leaseholder wanted to know who's making the decision, why these works are necessary and what legislation are you following to ascertain the necessity of these works?

The leaseholder wanted to know how the estimate costs were derived and specifications for the works with alternative quotations including one from my own builder?

The leaseholder failed to see the benefit in replacing the existing front entrance door with FD30s and in any case if works are done for individual flats the cost should be borne by the owners of these flats

Response:

The leaseholder was sent a copy of the Automatic Fire Detection (AFD) Frequently Asked Questions providing additional information on the works.

The leaseholder was also advised of the legislation governing the works, which is the LACORS (**Local Authorities Coordinators of Regulatory Services**) Fire Safety Guidance/Regulatory Reform (Fire Safety) Order 2005/building Regulations Approved Document B.

It was also confirmed that the landlord has responsibility for the flat entrance doors, and leaseholders under the terms of the lease are charged for works carried to the external and/communal fabric of the building.

Observations received from a leaseholder in the building DENTON ROAD

The current floor in the communal area is original, mosaic tiled, will this be replaced.

On what basis do you think there is asbestos to be removed?

What exactly is compartmentalisation, and has the contractor visited the site?

Do the works include the replacement of the inside doors to the two flats, or just the external door?

Response:

No feature tiling will be removed, only floor coverings will be replaced to prevent the spread of fire.

An asbestos survey is legally required for works to the building.

Compartmentalisation is to prevent spread of fire between flats and will assist with early warning and provide safe evacuation in the event of a fire.

The estimated costs was based on general' specification to capture the main elements of work. When the contractor is appointed, a further detailed survey will determine the scope of works.

Only flat entrance doors, will be replaced in this programme.

Observations received from a leaseholder in the building NIGHTINGALE LANE

Leaseholder was concerned no surveys done to arrive at estimated costs and the costs are not representative for their building and leaseholders interest were not taken into account by the Council.

Leaseholder was concerned that there were no alternative quotes for the work.

Response:

It was confirmed that estimated costs are based on general specifications and that contractors on site will confirm individual specifications.

The Leaseholder was advised that programme is carried out under a framework agreement and the works were competitively tendered via the London Construction Programme (LCP) Framework based on quality and price

Observations received from a leaseholder in the building RATHCOOLE GARDENS

The leaseholder queried the reasonableness of the cost for the size of the property and they asserted that the works proposed are excessive for the type of property.

The leaseholder has asserted that most of the works required are not required.

Response:

The reply to the leaseholder was that the notice is not a demand for payment but an estimate of works.

It was confirmed that the costs were based on a general estimate and detailed surveys will confirm actual costs but this will be available when works are completed.

Observations received from a leaseholder in the building GLADESMORE ROAD

Leaseholder requested a breakdown of the costs provided in the Appendix sent with the notice of intention and wanted confirmation if the works related to the communal areas.

Leaseholder wanted to know if they have been registered as the current property owner as notice was issued in the name of the previous leaseholder.

Leaseholder also wanted to know based on the initial response and the AFD update letter that actual costings will be determined when the contractors visit the site.

Response:

The reply provided confirmed how the costings for the elements of works to the building were arrived at.

They were advised that the name of the current leaseholder is now registered against the property and correspondence will now be issued in their name.

The Fire Detection works newsletter was included as part of the response to the leaseholder.

The leaseholder was advised that the detail of the works and the cost for this would be determined when the contractor visits the site and the invoicing/billing will be based on this.

A copy of the door specification was forwarded to the leaseholder as well.

Observations received from a leaseholder in the building WOODSIDE ROAD

The leaseholder raised objections to the works and the cost of these to be carried out to their building.

They provided their own costs for the works and materials included.

Response:

A copy of Fire Detection Works newsletter was sent to the leaseholder as part of the response including specifications for the fire door sets.

The response also provided answers to the costing for the specification of works to their building.

Observations received from a leaseholder in the building WOODSIDE ROAD

Leaseholder wanted more detailed information on how the cost of the proposed works were calculated and they also wanted to know what each cost actually provides.

Leaseholder also stated that the main works, are decoration/flooring, smoke alarm installation, flat entrance door replacement and fire signage

Response:

Detailed replies were provided regarding the cost of the proposed works including the activities that will be carried out under each heading.

It was confirmed that when contractors are on site, actual works required to the building could be confirmed. The Fire Detection Works newsletter was included as part of this response.

Concerning the query about compartmentation, they were further advised that the houses when originally converted pre 1991, were not generally completed to the required compartmentation standard, between the flats.

Observations received from a leaseholder in the building BARRINGTON ROAD

The leaseholder stated a lack of clarity and information regarding the agreed scope of works and associated costs, which are arbitrarily listed but unsubstantiated and without an adequate and proper breakdown.

They also stated the works have not been competitively tendered and this opens up the possibility that the works are not properly defined or costed.

Leaseholders states that he doesn’t believe the proposed works are covered under his lease.

Response:

The response provided to the leaseholder addressed each of the cost headings in the appendix.

The reply also advised the leaseholder that the lease for their property is an improvement lease and this type of lease covers the proposed AFD works.

The leaseholder was advised that a type of contact called a Qualifying Long Term Agreement is carrying out the works. All leaseholders have been consulted before the contract was entered into.

Observations received from a leaseholder in the building BEACONSFIELD ROAD

I understand that in the Section 20 process, leaseholders should be able to see at least two quotes for major works and there is no evidence for the 2 quotes.

Further observations:-

- Leaseholder stated the management pack did not contain documentation about previous consultation.
- Leaseholder wanted information on all of the estimated costs and what each cost involves, as they are extremely high (e.g. redecoration). They were also concerned about various fees and other costs, which are vague, such as enhancing costs.

The leaseholder was concerned about the current state of the main front door. This door is poorly fitted and not secure and included a quote from a contractor

Why must I pay for works, the council has to legally carry out for Council tenants?

Response:

The reply stated that the proposed works are carried under a contact called a Qualifying Long Term Agreement and consultation was carried out in November 2013 and August 2015.

When works are carried out under these contracts, we are only required to provide one tender. However, all leaseholders were consulted before the contract was entered into. The consultation Notices were sent to all leaseholders in November 2013 and August 2015.

Response to the further observations were that the management pack provides documents where the statutory consultation has not yet finished. They were advised the communal door is not included as part of the current AFD programme as legislation doesn't cover this.

They were also advised that leaseholders pay a proportional cost of works to the building and do not pay for the Council tenants.

Observations received from a leaseholder in the building TYNEMOUTH TERRACE

The leaseholder raised a query about the property being bought initially as a Right to buy property and there is no provision for the AFD works in the management pack.

The leaseholder also raised queries about the estimated costs on all the proposed elements of works.

Response:

Leaseholder was advised that the information regarding the Right to Buy only applied to the seller who purchased under the right to buy and will not apply to any subsequent buyers.

The Fire Detection Works newsletter was attached to the response and this information provided generalised explanations to the cost of works to the building and the specifications for the door sets.

Each aspect of the element was addressed individually with generalised explanations including explaining that if the works are not carried out, these will be omitted from the costs.

Observations received from a leaseholder in the building GROVE PARK ROAD

Leaseholder wanted to know the following:-

- If the service charge fee **(sinking fund)** paid by the sellers would apply to them to pay towards these kind of works, if they will be expected to pay the fee in full?
- Why another asbestos survey is being carried out when previous surveys have been done and no asbestos found?
- Which door(s) will be replaced – the communal or flat or both?
- If the works are guaranteed to be completed as previous communication regarding flat entrance doors indicates nothing has happened?

Response:

They were advised that the sinking fund the leaseholder refers to does not apply to the property and the previous owners did not pay towards this.

The billing for the works will include the option to pay in full with a 5% discount or the invoice amount can be spread in monthly instalments depending on the amount of the invoice.

By law Haringey Council as the building owner must take steps to find out if asbestos is present in our buildings, and what condition it is in before

commencement of any specific building works. If no asbestos is found, this element of cost will be removed from the final bills.

The doors being referred to in the notice is the flat entrance door giving access into the flat and not the communal door giving access to the building.

Observations received from a leaseholder in the building HORNSEY LANE GARDENS

Leaseholder wanted to know more about:

The decorations and replacement of the floor coverings and considered the works to be expensive and advised that following an asbestos survey in 2016 no asbestos was found.

The leaseholder advised that they are likely to purchase the freehold

Response:

They were advised that the costs are based on generalised specifications based on a sample survey, but if any of the advised works and costs are not carried out, they will be omitted from the final bill.

The leaseholder was advised that by law, an asbestos survey has to be carried out to protect operatives on site, but if no asbestos found a charge for the works will not be in the final bill.

On the freehold purchase, the leaseholder was advised that the building will remain in the programme until there is certainty that the purchase will go ahead.

Observations received from a leaseholder in the building DUCKETT ROAD

The leaseholder stated:

The assessment for the works fails to take into account the circumstances, in particular the size of communal area and type of property. The measures you have proposed are neither reasonably required nor necessary under the Regulatory Reform (Fire Safety) Order 2005.

Response:

They were advised that the list of works are generalised specifications based on sample surveys and that not all the works may relate to the building and the works are being carried out under the **LACORS** Fire Safety guidance / Regulatory Reform (Fire Safety) Order 2005 / building Regulations Approved Document B.

The Fire Detection Works newsletter, FRA assessment (redacted) for the building and the fire door set specifications attached as part of the reply.

Observations received from a leaseholder in the building FARRANT AVENUE

Leaseholder raised cost queries on all the aspects of the proposed works in the notice.

They also requested the freeholder share its assessment of the proposed tender in delivering value for money and meeting the necessary technical specifications.

Response:

Detailed general responses were provided to all the cost aspects of the proposed works to the building including how the costs were generated.

The leaseholder was advised that the works were competitively tendered via the London Construction Programme (LCP) Framework and checked by professional consultant partners who have considered that this represents best value for money and is considered satisfactory as the basis for a contract.

Included with the replies is the Fire Detection Works newsletter and the fire door sets specifications.

Observations received from a leaseholder in the building MALVERN ROAD

The leaseholder(s) queried the cost of the front entrance door replacement, decorations, emergency lighting.

The sum of £6k is an extremely high amount for works, which mostly, do not even need to be carried out. Surely, there is a much more cost-effective solution.

Response:

They were advised that the costs were based on the general specifications from sample surveys, and that if the works are not required to be done it will be omitted from any final invoice.

Regarding the cost-effectiveness of the works, they were competitively tendered via the London Construction Programme (LCP) Framework based on quality and price and costs were checked and considered best value.

Observations received from a leaseholder in the building UPLANDS ROAD

Leaseholder wanted to know why the flat entrance door (FED) is being replaced as this was recently done and if HFH will absorb the cost if the FED is replaced in this programme?

Leaseholder states that many of the works proposed seem to us to be unnecessary and excessive, particularly emergency lighting, floor covering and decorations.

Leaseholder wanted to know the available payment options.

Response:

Detailed general responses were provided regarding the replacement of the FED and what the leaseholder states were unnecessary and excessive costs for some of the element of works.

A link was sent to the leaseholder to view the payment options on Homes for Haringey's website.

Included with the reply was the Fire Detection Works newsletter and detailed for the specification of the fire door set.

Observations received from a leaseholder in the building ARNOLD ROAD

The leaseholder stated that the reasons given by the Landlord for the works are meaningless and most of the works listed in the notice have already been carried out.

They also stated that the letter does not give consideration as to whether leaseholders as per the terms of their lease are required to pay for improvements.

The leaseholder also stated they were not made aware of asbestos when they purchased the property and if they were, would not have bought the flat.

Response

The Fire Detection Works newsletter was part of the reply provided and they were advised that these works are part of the repair and maintenance of the building and they are required to make a contribution towards the cost of works.

They were advised that a fire engineered approach and the works are being carried out under LACORS (**Local Authorities Coordinators of Regulatory Services**) Fire Safety Guidance/ Regulatory Reform (Fire Safety) Order 2005 /Building Regulations Approved Document B.

Regarding the asbestos, they were advised that by law the landlord has to take steps to find out if asbestos is present in our buildings and what condition it is in before commencement of any building works.

Observations received from a leaseholder in the building RATHCOOLE AVENUE

The leaseholder expressed the following queries:-

- They have decorated and maintained the communal area and do not wish for any unnecessary change.
- They are also in the process of freehold purchase and this should be taken into consideration before any expense.
- They want to be kept informed at all times before any schedule of work is carried out.
- They would want to have a choice of door in keeping with the current door.
- The installation of fire breakers are completely unnecessary and a waste of money. It is not a statutory mandate

Response:

Houses were not completed to the required compartmentation standard between the flats. The installation of an AFD system allows early and simultaneous evacuation in the event of a fire to all flats within the building.

They were advised that any door fitted to an individual dwelling that meets current fire regulations will not need to be replaced.

Contractors will confirm the specifics of the works when further surveys are done and that invoicing has been postponed until works are completed.
Leaseholder was assured that the Project Team would continue to work with them throughout the programme.

Observations received from a leaseholder in the building TERRONT ROAD

The leaseholder expressed the following queries:-

- Sample surveys bear little resemblance to the actuality of costs to the property.

- Both flats had the doors into the communal area replaced with FD30 compliant doors couple of years ago.
- The leaseholder wanted to know what is enabling works, fire compartmentalisation, preliminaries, decorations & floor coverings.
- Expressed an individual survey to be done to the building.

Response:

Replies were provided to the queries raised in general terms, as detailed surveys not been carried out.

The replies confirmed why the works were required and the legislation under which the AFD works were being carried out was provided. It was confirmed that works that are not required would be omitted from the final bills when further surveys are done.

Works relating to Enabling works, Preliminaries and firebreaks were described in the replies.

Observations received from a leaseholder in the building SALISBURY ROAD

The leaseholder has stated that their maintenance team advised that the costings are expensive and the works are achievable at lower costings.

Response:

They were advised that the works were tendered via the London Construction Programme Framework on the basis of quality and price. The tenders have been professionally checked and confirmed it represents best value for money and considered satisfactory for a contract of the size.

The leaseholder was advised that the costs in the notice are based on general specifications but subject to further surveys the actual costs will be determined when contractors are on site.

Observations received from a leaseholder in the building ALBERT ROAD

A leaseholder advised the following:-

- How there can be a list of works when there has not been an internal inspection at my property? The comments read as a generic description and not those for my specific flat
- My flat is not in a block of flats but a first floor flat above a ground floor flat and expects it will not be treated under the same fire requirements as those in large blocks.
- The flat entrance door was recently changed during some other works and should be paid for by the landlord.

Response:

A copy of the Fire Detection Works newsletter emailed to the leaseholder advising this would answer the questions raised in his observations.

Observations received from a leaseholder in the building MIDDLE LANE

Leaseholder wanted confirmation who makes the decision about the proposed works, why these works are necessary and what legislation necessitating the works as the property is a 2 story house.

Requested specifications for the works.

Response:

An AFD newsletter was included as part of the response to provide answers to some of the generalised questions.

They were advised that the landlord has responsibility for the Flat Entrance Doors and leaseholder under the terms of the lease are charged for works carried to the external and/communal fabric of the building.

They were advised that the works are being carried out in accordance with LACORS (**Local Authorities Coordinators of Regulatory Services**) Fire Safety Guidance / Regulatory Reform (Fire Safety) Order 2005 / building Regulations Approved Document B.

It is confirmed the works were tendered and priced under a Long Term Qualifying Agreement; costs are considered to represent the best value for money and is considered satisfactory as the basis for a contract.

Observations received from a leaseholder in the building OAKFIELD ROAD

Leaseholder advised of the following:-

- Requested an appointment during the contractor's visit to understand the nature and extent of the proposed works.
- Wanted to know if detailed costings will be made available after the contractor survey
- Also wanted to know if they can propose an alternative contractor to Mulalley & Co.

Response:

When the contract is awarded, the contractor details will be provided to the residents.

Costings are based on general specifications and contractor surveys will determine actual costings.

The proposed works were consulted under a Qualifying Long Term Agreement. All leaseholders were consulted before the contract was entered into with consultation Notices were sent to all leaseholders in November 2013 and August 2015.

Observations received from a leaseholder in the building NIGHTINGALE LANE

The leaseholders advised of the following:-

- The doors would have a detrimental effect on property appearance and devalue the property, they have requested to have sight of the product.
- The cost to their property is disproportionate if the communal entrance door is not listed to be replaced.
- Wanted confirmation of the intended product for replacing the floor coverings.
- Wanted to know if the cost of asbestos removal will be removed if none found.
- Wanted confirmation that the electric meters in the communal areas will be boxed in rather than exposed.

- Wanted confirmation of a long term payment structure rather than a lump sum payment.

Response:

Detailed general responses were provided to each of the queries. Attached with the response was the Fire Detection Works newsletter and the specifications for the fire door sets

The reply also included a link with details of the payment options

Observations received from a leaseholder in the building RANGEMOOR ROAD

The leaseholder queried all the costs provided including an explanation of costs for elements such as completion & handover costs, preliminaries, profit.
They wanted to know why two sets of fees are being charged

They state that a sinking fund is applicable to the property

Response:

A detailed but general response was provided to the leaseholders explaining how the costs for works were generated. In addition, it was explained what the general works refer to.

An explanation of what the fees are was provided to the leaseholders

Regarding the sinking fund, a copy of the management pack confirming that sinking fund was not applicable was provided to the leaseholder as an attachment .

Observations received from a leaseholder in the building UPLANDS ROAD

Leaseholder questioned the cost of a flat entrance door and was not convinced that the size of the communal area would have generated the cost for works in the notice

They wanted an explanation of what completion & handover refers to

Response:

A detailed but general explanation was given to the leaseholder as per the queries that were raised

Observations received from the leaseholders in the building RATHCOOLE GARDENS

Observations included confirmation of scope of works for electrical works, internal decoration and finishes as well as emergency lighting, activities to be carried out for completion and handover, breakdown for prelims/OH&P

There was also a request for a breakdown of the FED works, firebreaks & compartmentation and they stated they will not pay for an asbestos survey as information in their management pack in 2014 did not identify any ACM (asbestos containing material) in the building.

They requested for a breakdown of the fees and state if the sinking fund will be used to offset costs for the works.

Response

Detailed generalised responses were provided to each of the areas of works proposed to the building.

Included in the reply was a copy of the Fire Detection Works newsletter, the fire door set specification and a copy of the management pack confirming that sinking fund does not apply to the property.

Observations received from a leaseholder in the building INDERWICK ROAD

Leaseholder stated that no one has had access to the property to assess the requirements and they are not prepared to pay for the decorating in communal areas that they do not have access to.

Leaseholder is not willing to pay for council tenants who cannot pay their proportion of these expensive works

Response

Each element of works was responded to explaining why they may need to be carried out but also explaining that if the works are not required they will not be included in the billing for works.

Also included in the reply is the Fire Detection Works newsletter.

Observations received from a leaseholder in the building WIGHTMAN ROAD

Leaseholder queried the cost of the works that they believe has no supporting evidence and the costs and descriptions are vague.

The leaseholder also stated that as they believe the costs are unreasonable even under a long term contract and that they will bring in their own surveyor to provide costings

Response:

A detailed but general description of the proposed works were provided to the leaseholder. An explanation was given how the costs for the proposed works were generated, but that it may not apply to all properties as a determination of what is required to be done be advised when contractors are on site.

Observations received from a couple of leaseholders in the building STANMORE ROAD

Leaseholder stated the current FD30s door only requires the addition of an intermission strip.

They required additional information on firebreaks, compartmentalisation, penetrations, decorations and replacement of floor coverings.

The leaseholder stated that vinyl carpet would not provide appropriate noise insulation and request that any replacement covering consider this.

They also stated that some of the costs for the other works are not proportionate to the size of the communal area.

Response:

Detailed general responses were provided to the request from the leaseholder. The leaseholder was also advised that the specifics of what is required would be determined when the contractors come on site.

Included as part of the response was the Fire Detection Works newsletter and details of the fire door set specification.

Observations received from a leaseholder in the building WAKEFIELD ROAD

Leaseholder raised a query regarding what their sinking fund is for and that the cost of the works are excessive. The leaseholder specifically stated that the cost of floor coverings are expensive for the size of the communal area.

Response

The response regarding the amount paid into the sinking fund was that, the amount will be offset against any bill when the invoice is produced.

The reply to the cost of the floor covering was that when contractors are on site, they would accurately determine if any works are needed and if so how much it will cost

Observations received from a leaseholder in the building BRAEMAR AVENUE

Leaseholder queried the cost of the flat entrance door and if this will be opaque. If the doors have standard British locks fitted, a description of what preliminaries, contingency, fire breaks & compartmentation relate to. They want to know why there is a charge for profit with the overheads.

They are also concerned about the inter-linked fire alarm as this may be triggered continuously.

Response:

Detailed general responses were provided to all the aspects of works queried with the emphasis that an actual list of works will not be determined until the contractors attend site.

Included with the response was the Fire Detection Works newsletter and a copy of the specification for the fire door sets.

Observations received from a leaseholder in the building MOUNT PLEASANT ROAD

Leaseholder stated a survey for the proposed cost of works should have included them and that the wooden floor does not need to be covered up

They acknowledge the need for the fire safety works but unsure if the freeholder has negotiated the best price.

Response:

The Fire Detection Works newsletter was included as part of the response to advice that the costs are based on general specifications.

They were advised that Floor coverings and wall linings have been identified in fire risk assessments (FRA) as a risk in some properties and this aspect of the proposed works will be looked at on a case-by-case basis.

Observations received from a leaseholder in the building COURCY ROAD

Leaseholder stated that the flat entrance doors in the flats were replaced under the Decent Homes Works in 2016/17.

They wanted to know the make and model of the proposed flat entrance doors with the high cost.

They wanted to know the material to be used to replace the flooring to justify the estimated amount in the notice.

Response:

A detailed but general response was provided to explain the reasons for the flat entrance door replacement. Furthermore, if the door specifications met the current regulations may be omitted from the final cost of works.

Floor coverings and wall linings were identified in fire risk assessments (FRA) as a risk in some properties but to determine if this element of works is required to be done, will be on a case-by-case basis.

A copy of the Fire Detection Works newsletter along with the fire door set specification was included with the reply.

Observations received from a leaseholder in the building DAGMAR ROAD

Leaseholder queried every aspect of the proposed works stating some have been carried out but in addition, they will wait until further consultation/surveys are done to determine if he will raise additional challenges.

Response:

A detailed but general description was provided to each area of works listed to the building.

It was emphasised that the notice was based on a general specification and when contractors are on site, the actual scope of works will be determined.

A copy of Fire Detection Works newsletter was included as part of the reply.

Observations received from a leaseholder in the building MOUNT PLEASANT ROAD

Leaseholder queried all aspects and costs of the proposed works to their building.

They requested justification for the estimated costs and an explanation of preliminaries, overheads and profit, completion and handover. They have asked for what the contingency cost is for and an explanation of what the different fees relate to.

Response:

Detailed response was provided to the specific works in the notice, advising why these works may be required to the building.

For aspects of works such as contingency, completion and handover, overheads and profit, fees, an explanation was provided to what these relate to.

Appendix 2c

SUMMARY OF NOMINATIONS MADE IN RESPONSE TO NOTICE OF INTENTION DATED 18/11/2019:

No nominations received regarding the proposed

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Report for: **Cabinet** – 11th February 2020

Title: Amendment to London Councils Transport and Environment Committee Agreement, Electric Vehicles coordination function

Report authorised by : Dan Hawthorn, Director of Housing, Regeneration, and Planning

Lead Officer: Joe Baker, Head of Carbon Management

Ward(s) affected: All

Report for Key/ Non Key Decision: Key decision

1. Describe the issue under consideration

1.1. It is recognised that there is a need for London Councils to continue to coordinate and support EV infrastructure delivery in London after March 2020. This is supported by the findings of the Mayor's EV Infrastructure Taskforce, which has recommended that a new pan-London EV coordination function is created to facilitate and oversee charge point installation. London Councils has committed to take this recommendation forward.

1.2. By agreeing to this recommendation, Haringey Council supports the variation of the existing London Councils Transport and Environment Committee (LC TEC) agreement. This will allow LC TEC to take part in the development or management of a one stop shop coordination body for Electric Vehicle Charging. To do this each of the 33 London local authorities participating in the TEC joint committee arrangements must agree additional functions and powers to the joint committee. This requires the TEC constitution (Appendix D TEC Governing Agreement, dated 13 December 2001 (as amended)) to be varied. Haringey Council is represented at this committee by the Cabinet Member for Climate Change and Sustainability.

1.3. The proposed variation does not provide LC TEC with the power to act as a decision maker on behalf of the London local authorities and does not put any borough under any obligation to take part in any proposed activity in this area. It simply allows LC TEC to take on a limited, collaborative role in relation to electric vehicle charging infrastructure. The amendment wording sets out the types of actions that a function managed by LC TEC could undertake, as summary of this is set in section 4.6.

2. Cabinet Member Introduction

In agreeing this variation, the Council will be supporting a London wide approach to Electric Vehicle charging infrastructure. The aim of this variation is to allow London Councils to deliver a Management organisation for electric vehicle charging. This is currently not permitted under the existing terms of TEC, hence this variation and our agreement is needed. This new company

has the potential to reduce costs for London Authorities, while creating a single point of contact for all electric vehicles charging needs. This could benefit the Council and our residents and businesses. Once designed the Council can then decide to take up the offer to join this new company. But this is a positive step in delivering our air quality objectives.

3. Recommendations

3.1. It is recommended that Cabinet:

(i) Approve the delegation of authority to London Councils Transport and Environment Committee to exercise further functions under section 16 of the London Local Authorities and Transport Act 2013, to enable London Councils to develop a new electric vehicle co-ordination function and to carry out the additional functions to support boroughs in delivering uptake of EV's as set out in paragraph 4.6 in the report and Appendices A and B.

(ii) Delegate authority to the Director of Housing, Regeneration, and Planning to sign any necessary documents to give effect to the variation of the London Council's Transport and Environment Committee Governing Agreement dated 13 December 2001, as amended.

4. Reasons for decision

4.1. In 2016, the Go Ultra Low Cities Scheme (GULCS) funding bid submitted bythe GLA, London Councils, and TfL proposed the delivery of London-wide infrastructure and a 'management partnership.' The role of the management partnership was to coordinate and support electric vehicle (EV) infrastructure delivery, and to manage and maintain the infrastructure in the longer term. Some of its original functions have been delivered through the GULCS programme, specifically the GULCS Senior Lead at London Councils and wider project team at Transport for London (TfL). However, this support will no longer continue when the funding for the GULCS Senior Lead role ends in March 2020.

4.2. It is recognised that there is a need for London Councils to continue to coordinate and support EV infrastructure delivery in London after March 2020. This is supported by the findings of the Mayor's EV Infrastructure Taskforce, which has recommended that a new pan-London EV coordination function is created to facilitate and oversee charge point installation. London Councils has committed to take this recommendation forward.

4.3. A centralised approach would bring economies of scale, simplify the process for customers and operators and reduce the resource burden on local authorities, whilst allowing boroughs to retain control of the type, locations, and ownership of charge points. The delivery partnership would provide support to boroughs and undertake tasks delegated by the boroughs to the delivery partnership.

4.4. For London Councils Transport and Environment Committee (LC TEC) to take part in the development or management of a one stop shop coordination body, each of the 33 London local authorities participating in the TEC joint committee arrangements must agree additional functions and powers to the joint committee. This requires the TEC constitution (Governing Agreement, dated 13 December 2001 (as amended)) to be varied.

4.5. As set out in Appendix A (TEC Paper: EV coordination function final) and Appendix B (EV coordination function responsibilities), the proposed variation does not provide LC TEC with the power to act as a decision maker on behalf of the London local authorities and does not put any borough under any obligation to take part in any proposed activity in this area. It simply allows LC TEC to take on a limited, collaborative role in relation to electric vehicle charging infrastructure. The amendment wording sets out the types of actions that a function managed by LC TEC could undertake. The reason the amendment is worded in this way is to ensure that further amendments to allow some development of the role would not be needed. But decision making would still need to be agreed by TEC and every London local authority would need to agree to participate in any proposed activity.

4.6. The new functions proposed for London Councils TEC can be summarised as follows:

- Act as a the key point of contact for London boroughs, the GLA, TfL, existing and new charge point operators, and other relevant stakeholders seeking information about charge point installation in London
- Facilitate sharing of best practice and other relevant information amongst London boroughs and other relevant stakeholders
- Collate and share information to encourage Londoners to switch to Evs
- Liaise with TfL to provide procurement and contract management support to London boroughs to support delivery of EV charge points
- Oversee delivery of GULCS programme to the end of 2020.
- Secure and distribute funding to London boroughs for the delivery of on-street charging points.
- Monitor and support data sharing between charge point operators, London boroughs, TfL and other relevant stakeholders
- Analyse charge point usage data. Share and promote key findings with relevant stakeholders.
- Collate and share locations of charge points delivered
- Monitor customer experience and charging behaviour
- Identify funding and partnership opportunities to continue the role of the coordination body from 2022

More details are set out in Appendix A (TEC Paper: EV coordination function final) and Appendix B (EV coordination function responsibilities).

5. Alternative options considered

5.1. Do nothing

Not agreeing to the LCTEC Agreement variation will impact London as a whole. Every London borough needs to agree to this delegation. So if Haringey Council did not agree, this would hinder other Councils' ability to undertake this work in this manner. This will mean fragmented charging point delivery, and require more resource from local authorities (legal and procurement) to undertake this role. It will also impede progress on the Mayor's Transport Strategy (2018), as increasing electric vehicle uptake is vital to improving air quality.

6. Background information

6.1. The original Go Ultra Low Cities Scheme (GULCS) bid to Government, which was co-ordinated by the GLA, TfL, and London Councils, proposed the delivery of a London-wide 'management partnership' in addition to the delivery of charge point infrastructure. The partnership was proposed to simplify the provision of borough-led charging infrastructure and provide one point of contact for all EV charging infrastructure queries. Following borough engagement and research into the options for the delivery of a partnership within the parameters of the GULCS programme, the scope of the proposal was redefined as a coordination and support function for the London boroughs participating in the GULCS programme. This support was delivered through the role of the GULCS Senior Lead at London Councils, with procurement and legal expertise provided from Transport for London (TfL).

6.2. The work of the GULCS programme has been instrumental in supporting London boroughs to deliver EV charging infrastructure. The procurement and project support, facilitation of knowledge sharing and provision of information and guidance on the delivery of EV charge point infrastructure has been widely recognised and appreciated by the London boroughs, London Councils, TfL and the GLA. The provision of this support has been mostly coordinated and provided through the GULCS Senior Lead role at London Councils, which is funded through the GULCS programme budget until March 2020.

6.3. It is recognised that there is a need for a continuation, and expansion, of the role of the GULCS programme to support EV infrastructure delivery after March 2020. This is supported by the findings of the Mayor's EV Infrastructure Taskforce, who have recommended that a new pan-London EV coordination function is created to facilitate and oversee charge point installation. This is one of the recommendations published in the London electric vehicle infrastructure delivery plan in June 2019. London Councils has committed to take this recommendation forward and work has begun, through the GULCS programme, to scope out the remit of the proposed coordination function and deliver its activities for 2019 set out in the delivery plan. This includes, for 2019, the launch of a one-stop-shop website and data collection and analysis. Both activities are planned for delivery through the GULCS programme in 2019.

6.4. London Councils TEC has previously indicated that it would be the best organisation to take on any delivery partnership or coordination role. At its meeting on 15 June 2017 London Councils TEC considered a report

proposing amendments to the TEC Agreement in support of the proposed Go Ultra Low City Scheme (GULCS) delivery partnership activities. The proposal was to provide London Councils TEC with the authority to take on the operational management as well as the strategic oversight of a London wide residential electric vehicle charging point delivery partnership on behalf of London's local authorities, should this be required.

6.5. The EV coordination function is proposed to take on a similar strategic and coordination role to that proposed for the GULCS delivery partnership in 2017 but adapted to the current circumstances.

6.6. London Councils has the skills, knowledge and experience required to lead on the delivery of the EV coordination function, mainly from work to date on the GULCS programme. which has supported boroughs to deliver over 1,300 on-street charge points to date,and will provide funding for the delivery of more than 2,000 charge points in total. London Councils is also a trusted entity by key stakeholders including the boroughs (both members and officers) and charge point operators.

6.7. After March 2020, the role of GULCS Senior Lead will no longer be funded through the programme and so work on the coordination of EV activity cannot be progressed in this way. To deliver the EV coordination function, and deliver the activities identified in the delivery plan for 2020 and 2021, funding will be required. This paper asks TEC to approve in principle the use of TEC reserve funding for this purpose.

7. Contribution to strategic outcomes

7.1. The benefits of a coordination body for electric vehicles crosscuts many sectors, most notably air pollution, climate change, public health and economic growth. This Action Plan contributes to priorities across the Council's draft Borough Plan for 2019-23, most notably Priority 3 (Place).

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

8.1. Finance

8.1.1 This report recommends Cabinet approval of the proposed variation of the London Councils' Transport and Environment Committee Agreement (LC TEC Agreement)

8.1.2 This variation will give LC TEC the legal authority to undertake the delegated functions listed in section 4.6 of the report.

8.1.3 By all London boroughs agreeing to this variation, LC TEC is given the approval to utilise the existing TEC reserve funds to carry out these functions.

8.1.4 LC TEC cannot carry out these functions now because none of the local authorities' functions relating to EV charging points are currently delegated to them.

8.1.5 The funding for these functions will be from the existing TEC reserve. Hence there is no additional financial implication to the council for varying the agreement as proposed.

8.1.6 The proposed variation does not provide LC TEC with the power to act as a decision maker on behalf of the London local authorities and does not put the council under any obligation to take part in any proposed activity in this area.

8.1.7 If the council intends to take part in any proposed activity, there will be financial implication which will be reviewed at that point and necessary approval sought.

8.2 Procurement

8.2.1 No procurement implications.

8.3 **Legal**

8.3.1 Section 101(5) of the Local Government Act 1972,("The 1972 Act") empowers two or more local authorities to discharge any of their functions jointly. Where arrangements are in place for them to do so, they may also arrange for the discharge of those functions by a joint committee in which they are have representation. The TCTEC is a joint committee, and under this arrangement London Boroughs have delegated certain functions the functions to the Committee.

8.3.2 The 1972 Act powers enable the Council to delegate further functions to LCTEC.The function which the Cabinet is delegating to London Councils' Transport and Environment Committee ("LCTEC") to exercise on behalf of the Council is pursuant to section 16 of the London Local Authorities and Transport Act 2013 which deals with the provision and operation of charging points for electric vehicles.

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 objective of the proposed decision is to enable London Councils to play a strategic coordination role in the rollout of electric vehicle infrastructure.

8.4.4 Provision of electric vehicle charging infrastructure is intended to increase uptake among Haringey residents of low emission vehicles and thereby have a positive impact on air quality. Due to unequal concentrations of air pollutants in the borough, air pollution is known to disproportionately affect BAME residents. In addition, children and young people, older people, pregnant women, and individuals with disabilities are known to be disproportionately affected by air pollution. The proposed decision will therefore help address known inequalities and benefit individuals and groups with protected characteristics.

9 Use of Appendices

Appendix A – TEC Paper: EV coordination function final
Appendix B – EV coordination function responsibilities
Appendix C – LCTEC Agreement amendment delegated authority form
Appendix D - TEC Governing Agreement, dated 13 December 2001 (as amended)

10 Local Government (Access to Information) Act 1985

None

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London Councils' Transport & Environment Committee

Electric Vehicle Coordination Function

Item no: XX

Report by:	Claudia Corrigan	**Job title:**	GULCS Senior Lead
Date:	10 October 2019		
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Summary: This report provides an overview of the proposed electric vehicle (EV) coordination function activities for review and feedback. TEC members are asked to progress sign off of the proposed amendment to the LCTEC agreement for their borough to enable London Councils to progress this work.

Recommendations: The Committee is asked to:

- Note the report;
- Review and provide feedback on the proposed activities of the electric vehicle coordination function provided in Appendix B;
- Where it has not already been signed, TEC members are asked to progress sign off and return of the proposed amendment to the LCTEC agreement for their borough by the end of 2019. This will give London Councils permission to actively participate in the delivery of the electric vehicle coordination function.

Overview

1. In 2016, the Go Ultra Low Cities Scheme (GULCS) funding bid proposed the delivery of a London-wide 'delivery partnership' in addition to the delivery of charge point infrastructure. The role of the delivery partnership was to coordinate and support electric vehicle (EV) infrastructure delivery, and some of its original functions have been delivered through the GULCS programme, specifically the GULCS Senior Lead at London Councils and wider project team at Transport for London (TfL). However, this support will no longer continue when the funding for the GULCS Senior Lead role ends in March 2020.

2. It is recognised that there is a need for London Councils to continue to coordinate and support EV infrastructure delivery in London after March 2020. This is supported by the findings of the Mayor's EV Infrastructure Taskforce, which has recommended that a new pan-London EV coordination function is created to facilitate and oversee charge point installation. London Councils has committed to take this recommendation forward.

3. For work to progress on the delivery of the coordination function after March 2020, funding is required to provide the necessary resources. It is envisaged that some TEC reserve funding is used for this purpose. A paper setting out details of the funding required, and requesting approval for funding to be allocated for this purpose, will be presented to the TEC executive sub-committee in November.

4. Approval of TEC reserve funding for the coordination function will be subject to all London boroughs agreeing to the proposed TEC variation, which has been in circulation since June 2017. Where it has not already been signed, TEC members are asked to progress sign-off within their borough by the end of 2019.

Background

5. As TEC members may recall, the original Go Ultra Low Cities Scheme (GULCS) bid proposed the delivery of a London-wide 'delivery partnership' in addition to the delivery of charge point infrastructure. The partnership was proposed to simplify the provision of borough-led charging infrastructure and provide one point of contact for all EV charging infrastructure queries. Following borough engagement and research into the options for the delivery of a partnership within the parameters of the GULCS programme, the scope of the proposal was redefined as a coordination and support function for the London boroughs participating in the GULCS programme. This support was delivered through the role of the GULCS Senior Lead at London Councils, with procurement and legal expertise provided from Transport for London (TfL).

6. The work of the GULCS programme has been instrumental in supporting London boroughs to deliver EV charging infrastructure. The procurement and project support, facilitation of knowledge sharing and provision of information and guidance on the delivery of EV charge point infrastructure has been widely recognised and appreciated by the London boroughs, London Councils, TfL and the GLA. The provision of this support has been mostly coordinated and provided through the GULCS Senior Lead role at London Councils, which is funded through the GULCS programme budget until March 2020.

7. It is recognised that there is a need for a continuation, and expansion of the role of the GULCS programme to support EV infrastructure delivery after March 2020. This is supported by the findings of the Mayor's EV Infrastructure Taskforce, who have recommended that a new pan-London EV coordination function is created to facilitate and oversee charge point installation. This is one of the recommendations published in the London electric vehicle infrastructure delivery plan in June 2019. London Councils has committed to take this recommendation forward and work has begun, through the GULCS programme, to scope out the remit of the proposed coordination function and deliver its activities for 2019 set out in the delivery plan (extract provided in Appendix A). This includes, for 2019, the launch of a one-stop-shop website and data collection and analysis. Both activities are planned for delivery through the GULCS programme in 2019.

8. London Councils TEC has previously indicated that it would be the best organisation to take on any delivery partnership or coordination role. At its meeting on 15 June 2017 London Councils TEC considered a report proposing amendments to the TEC Agreement in support of the proposed Go Ultra Low City Scheme (GULCS) delivery partnership activities. The proposal was to provide London Councils TEC with the authority to take on the operational management as well as the strategic oversight of a London wide residential electric vehicle charging point delivery partnership on behalf of London's local authorities, should this be required.

9. The EV coordination function is proposed to take on a similar strategic and coordination role to that proposed for the GULCS delivery partnership in 2017 but adapted to the current circumstances.

10. London Councils has the skills, knowledge and experience required to lead on the delivery of the EV coordination function, mainly from work to date on the GULCS programme. which has supported boroughs to deliver over 1,300 on-street charge points to date,and will provide funding for the delivery of more than 2,000 charge points in total. London Councils is also a trusted entity by key stakeholders including the boroughs (both members and officers) and charge point operators.

11. After March 2020, the role of GULCS Senior Lead will no longer be funded through the programme and so work on the coordination of EV activity cannot be progressed in this way. To deliver the EV coordination function, and deliver the activities identified in the delivery plan for 2020 and 2021, funding will be required. This paper asks TEC to approve in principle the use of TEC reserve funding for this purpose.

Proposal

12. The EV delivery plan proposes a number of activities for the coordination function (extract provided in Appendix A) based on discussions between Taskforce members. It is proposed in the delivery plan that further work should be done in 2019 to scope out the remit of the function with key stakeholders, and this has been led by the GULCS programme. In July 2019 a GULCS borough event was held at City Hall and attended by 27 boroughs. The event was used to discuss the coordination function proposal included in the delivery plan to understand support for the proposed activities and identify any additional activities that could be included. The feedback on the proposal in the delivery plan was overwhelmingly supportive, with boroughs confirming that the

activities identified were required to support the delivery of EV charging infrastructure after the GULCS programme support and coordination ends in March 2020.

13. Borough officers emphasised a requirement for the coordination function to continue to provide the support that they have received through the GULCS programme, particularly in procurement and contract management, and the facilitation of knowledge sharing between London boroughs. They also confirmed that functions not currently delivered through the GULCS programme, such as the coordination and analysis of charge point usage data, and research to understand customer experience and charging behaviours, would be required to support the delivery of future charge points.

14. Feedback from the boroughs at the GULCS event in July has informed a more detailed proposal of the coordination function responsibilities and actions, provided in Appendix B. The responsibilities of the coordination function are categorised across four areas: knowledge sharing, supporting borough delivery, data and monitoring and other, and include eleven key areas of responsibility, with sixteen corresponding actions. These include the activities included in the delivery plan, and feedback received from borough officers. Before the responsibilities of the coordination function are finalised, TEC members are asked to review and comment on the proposal included in Appendix B.

15. Based on the responsibilities and actions of the coordination function in Appendix B, it is proposed that resource is based at London Councils to deliver the actions identified in Appendix B from March 2020. Details of the resource required, and subsequent costs are to be finalised.

16. It is proposed that some TEC reserve funding is allocated to fund the EV coordination function, and a paper will be presented to the TEC executive sub-committee in November to request approval for this, with details of the funding required. As TEC members may recall, in December 2018, a transfer of funds from the general reserve to the specific reserves was approved for the use of 'future project work to be determined by the Committee'. It is part of this funding that is proposed for allocation to the EV coordination function.

17. This proposal relies on the continuation of the existing GULCS resource structure which includes the provision of procurement, legal and project support from TfL. Discussions are underway with TfL and the GLA to confirm the continuation of these support functions and the potential for a contribution of funding to the coordination function.

Amending the TEC Variation

18. As TEC members are aware, for London Councils to play a direct role in the delivery of EV charging infrastructure the London Councils' Transport and Environment Committee Agreement (LC TEC Agreement) needs to be amended. The reason the Agreement needs to be amended is because none of the local authorities' functions relating to EV charging points are currently delegated as functions of LC TEC and the Committee therefore does not currently have the legal authority to undertake this function on behalf of the London local authorities.

19. An amendment has been circulated for the London boroughs to sign and to date, this has been signed by seventeen London boroughs (the amendment has been signed by: Barking & Dagenham, Barnet, Camden, Croydon, Ealing, Enfield, Hackney, Harrow, Hounslow, Islington, Kingston, Lewisham, Merton, Redbridge, Richmond, Wandsworth, Westminster). Without all authorities signing the variation to the TEC Agreement LC TEC will be unable to take on this new role in leading the EV coordination function.

20. The proposed variation does not provide LC TEC with the power to act as a decision maker on behalf of the London local authorities and does not put any borough under any obligation to take part in any proposed activity in this area. It simply allows LC TEC to take on a limited, collaborative role in relation to electric vehicle charging infrastructure. The amendment wording sets out the types of actions that a function managed by LC TEC could undertake. The reason the amendment is worded in this way is to ensure that further amendments to allow some development of the role would not be needed. Any decision making would still need to be agreed by TEC and every London local authority would need to agree to participate in any proposed activity.

21. The allocation of TEC reserve funding for the coordination function is subject to all London boroughs agreeing to the proposed TEC variation. TEC members are therefore asked to progress sign-off in the sixteen outstanding boroughs by the end of 2019.

Next Steps

22. It is proposed that the GULCS Senior Lead continues to deliver the coordination function deliverables for 2019 identified in the delivery plan. This includes the delivery of an online function for Londoners to request on-street charge points, and the collection and analysis of charge point usage data.

23. A paper will be presented to the TEC executive sub-committee in November to request approval to use some TEC reserve funding to deliver the proposed EV coordination function. Negotiations with GLA and TfL as to their contributions to this function will also continue.

24. TEC members of the sixteen authorities who have not yet signed the TEC amendment are asked to progress this within their borough as a matter of urgency, by the end of 2019. To ensure boroughs retain control and are fully supported in the future roll out of EV charge points across London, it is vital that London Councils has the required delegated authority to act on borough's behalf.

Recommendations

The Committee is asked to:

- Note the report;
- Review and provide feedback on the proposed activities of the electric vehicle coordination function provided in Appendix B;
- Where it has not already been signed, TEC members are asked to progress sign off and return of the proposed amendment to the LCTEC agreement for their borough by the end of 2019. This will give London Councils permission to actively participate in the delivery of the electric vehicle coordination function.

Financial Implications

None arising from this report

Legal Implications

None arising from this report

Equalities Implications

None arising from this report

Appendices

Appendix A – Extract from EV Delivery Plan

Appendix B – Proposed responsibilities of the EV coordination function

Appendix A – Extract from EV Delivery Plan – which is a screen shot from the EV Delivery Plan highlighting the justification for a Pan-London Co-ordination Role

Enabler 3. New pan-London coordination body to facilitate and oversee charge point installation
Through the extensive consultation and information gathering of the taskforce activity, it is very clear that there is strong support for the setting up of a new pan-London coordination body, to provide a service that will save money, pool resources and ensure a consistent approach for public charging infrastructure is adopted across London. This would build on the existing GULCS project, be a focus for activity, and the voice of authority and advice on the provision of EV infrastructure in London. Stakeholders have recommended that this service should centrally facilitate pre-installation, installation and business-as-usual activities.

Further work needs to be done in planning the functions of the body and how it would work in practice. It is proposed that it focuses on being a public interface and a central place to share best practice and analyse data. The taskforce work to date has come up with the following potential activities:

- Manage public charge point requests from Londoners via a one-stop-shop website, to provide a consistent approach across all of London's boroughs for its residents
- Assist with maximising the utilisation of existing infrastructure, by providing people with information on where nearby sites are located when they enquire, minimising the risk of stranded assets
- Navigate the planning processes, to allow those who are trying to install a charge point to better understand what permissions they may need, help promote the quickest and best routes to installation, and determine who else they may need to involve
- Collect and share data on charge point usage, identify patterns of use to help understand current and future demand in consultation with operators
- Provide procurement and contract management support, helping fill gaps in resource and knowledge and a consistent approach to be adopted
- Monitor customer experience and charging behaviour, reporting network reliability and providing reassurance around capacity
- Lead communications including myth-busting and awareness raising, supporting marketing by Go Ultra Low and any specific information from London boroughs and TfL
- Facilitate sharing of best practice regarding charge point installation and management

The first step would be to establish a one-stop-shop website, where Londoners could submit requests for an on-street slow to fast charge points. The intention would be for the remit of the body to be wider than just facilitating on-street slow to fast charge points, however. TfL has a lot of learnings and experience to offer in the delivery of rapid charge points in London, for both singles and hubs.

An indicative timeline is set out in Table 9.

Taskforce members: London Councils lead, input from BEAMA, CRP GLA, London First, OLEV, RAC, SMMT, SSE Enterprise, TfL and UKPN

Table 9: Indicative timeline for new pan-London coordination body

2019	• Scope out with key stakeholders over the summer the full remit of the body • Launch at the end of 2019 – one-stop-shop website will go live • Begin data collation and analysis
2020	• Use new TfL guidance to support boroughs and others in installing infrastructure • Customer experience and market research
2021	• Expand coordination body to facilitate deployment of rapid charge points

5.2 Reduce energy barriers

Enabler 4. New energy network constraints online tool/'heat mapping'
The role of DNOs is to facilitate connections within their regulatory framework. This can be achieved either through procuring flexibility or building new infrastructure. One way to help, and reduce potentially unnecessary investigation, is 'heat mapping' of the electricity distribution network. Such geographic information could indicate areas of constraint, and therefore locations where connections could be problematic. Even in a constrained area of the network, however, it does not prevent connection, but involves the need to reinforce the network for the increased load.

In London, UKPN has made a commitment to publish heat maps of potential future flexibility requirements in response to low voltage (LV) constraints. To support UKPN's pledge to be more transparent, the DNO has developed a roadmap to deliver London's future flexibility needs – which by inference is where UKPN predicts constraints on its network over the coming years. One end result is that it helps customers wanting to connect EV charge points to understand where constrained (and by exception unconstrained) parts of the network may be, which will enable them to choose more cost-effective locations for placing charge points.

UKPN plans to release a forecasted EV-driven LV constraint map covering the GLA area, and offer it via the same access conditions currently offered for their Distributed Generation (DG) mapping tool (with controlled access). This map will identify LV transformer sites and general network radii that are likely to be constrained without deployment of any Smart or managed charging. This will be a forecast and should be treated as such, and is made available with the intention to provide customers with more information than currently available in order to make more informed decisions.

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Appendix B – Proposed responsibilities of EV coordination function

Taken from a table produced by London Councils.

Category - Knowledge sharing

Responsibility

1) Act as a first point of contact for London boroughs, the GLA, TfL, existing and new charge point operators, and other relevant stakeholders seeking information about charge point installation in the capital
2) Facilitate sharing of best practice and other relevant information amongst London boroughs and other relevant stakeholders
3) Collate and share information to encourage Londoners to switch to EVs

Actions

1) Respond to and, where relevant, signpost queries to relevant guidance documents or contacts within other organisations
2) Welcome new market entrants to the capital and provide relevant information on requirements for operation in London
3) Promote the quickest and best routes to charge point installation.
4) Facilitate sharing of best practice. developments in charge point technology and technical requirements for delivery through working groups, events and guidance documents.
5) Coordinate, promote and attend relevant meetings and training events.
6) Share information on EV charging in London and direct Londoners to borough processes to request on-street charge points
7) Lead communications including myth busting and awareness raising of the benefits of EVs. Support marketing by Go Ultra Low campaign.

Key Stakeholder(s)

London boroughs, the GLA, TfL & charge point operators

Lead

London Councils

Category - Support borough delivery

Responsibility

1) Liaise with TfL to provide procurement and contract management support to London boroughs to support delivery of EV charge points
2) Oversee delivery of GULCS programme to the end of 2020
3) Secure and distribute funding to London boroughs for the delivery of on-street charging points.

Actions

1) Provide procurement advice and support to London boroughs
2) Oversee borough delivery of charge points through the GULCS programme ensuring funding is spent by the end of 2020 and lessons learnt are captured and shared
3) Identify and bid for funding to continue on-street charging point delivery through the London boroughs

Key Stakeholder(s)

TfL, GLA, OLEV, London boroughs

Lead

London Councils & TfL

Category - Data & monitoring

Responsibility

1) Monitor and support data sharing between charge point operators, London boroughs, TfL and other relevant stakeholders
2) Analyse charge point usage data. Share and promote key findings with relevant stakeholders
3) Collate and share locations of charge points delivered
4) Monitor customer experience and charging behaviour

Action

1) Act as a first point of contact for boroughs and charge point operators seeking information on charge point data requirements and recommendations.
2) Monitor and support a successful flow of data from operators to London boroughs and TfL
3) Analyse charge point usage data and share key trends, patterns and other findings f to inform future planning and delivery across the capital.
4) Lead on research to monitor customer experience and charging behaviour. Share findings to inform future delivery

Key Stakeholder(s)

London boroughs, GLA, TfL & charge point operators

Lead

Category - Other

Responsibility

Identify funding and partnership opportunities to continue the role of the coordination body from 2022

Action

Engage with relevant partners to identify funding and partnership opportunities to continue the role of the coordination body from 2022.

Key Stakeholder(s)

London boroughs, charge point operators

Lead

London Councils

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Borough Chief Executive
All London Boroughs

cc: Borough TEC representative, Borough Director

4 August 2017

Dear…,

Revised London Councils TEC Delegation - Action required by 31 October 2017

At its meeting on 15 June 2017 London Councils' Transport and Environment Committee (TEC) considered the attached report proposing amendments to the TEC Agreement in support of the Go Ultra Low City Scheme (GULCS) activities. The proposal is to provide London Councils TEC with the authority to take on the operational management as well as the strategic oversight of a London wide residential electric vehicle charging point delivery partnership on behalf of London's local authorities, should this be required.

Prior to this matter being referred to TEC on the 28 June, and since then, London Councils' officers have been liaising with the London local authorities and TfL regarding this proposal as part of the development of the Government's Office for Low Emission Vehicles grant-funded GULCS project. Through the project's engagement work it became clear that some form of centralised contract management and customer facing body was desirable, given the resource constraints boroughs are facing and the benefits a consistent approach might deliver. As an existing joint committee representing all of London's local highway authorities, London Councils TEC has agreed that it is a suitable body to undertake both the strategic oversight and operational management of such a "partnership".

The attached report sets out that these new TEC functions may not be necessary as part of the GULCS project, given the future funding uncertainties of the proposal. However, the GULCS project team is currently investigating the potential feasibility of such a delivery partnership being established. A business case will be developed following further consultation with each authority and other stakeholders and will be presented to TEC for approval before any partnership is established and the delegation of powers utilised. We are undertaking the feasibility and business case work in parallel to seeking the delegation of powers to save time in light of project programme constraints.

I would therefore be grateful if you could forward this to the relevant officer within your authority for them to consider and arrange for the delegation to be signed and returned by the end of October 2017.

If you have any questions about this proposal, please contact my colleague Owain Mortimer on Owain.Mortimer@londoncouncils.gov.uk or 020 7934 9832. To enable us to track progress, I would also be grateful if you could confirm receipt and provide contact details for the officer who will be leading on this matter for you.

Yours faithfully,

Spencer Palmer
Director, Transport and Mobility

To: London Councils
59 ½ Southwark Street
London
SE1 0AL

FAO: Katharina Winbeck

I……[name and position of authorised person]

on behalf of…….. [name of authority]

hereby confirm that my authority has resolved to delegate authority to London Councils' Transport and Environment Committee to exercise the following functions, in the following terms:

"(b)(i) The provision and operation of charging apparatus for electrically powered motor vehicles and/or the grant of permission to provide and operate charging apparatus for electrically powered motor vehicles under section 16 of the London Local Authorities and Transport for London Act 2013 PROVIDED THAT such provision and operation may only take place at locations first agreed by the Participating Council which is the highway authority for the affected road (or, where it is the highway authority for the affected road, TfL) AND PROVIDED FURTHER THAT Go Ultra Low City Scheme Section 31 Grant award shall be applied to any such provision and operation by LCTEC [which shall be at no cost or expense to the Participating Councils unless first agreed].

(b)(ii) The exercise of powers under Section 1 of the Localism Act 2011 for the purposes of giving effect to the joint exercise of powers under Section 16 of the London Local Authorities and Transport for London Act 2013 by LCTEC, or otherwise for the purposes of supporting and facilitating the Participating Councils and/or TfL in their exercise of those functions, including but not limited to oversight and management of the arrangements

(b)(iii) FOR THE AVOIDANCE OF DOUBT the functions referred to at (b)(i) and (b)(ii) above may be exercised directly by LCTEC or pursuant to a contract or Service Level Agreement between LCTEC and TfL (or between LCTEC and another appropriate body) or through such servant, agent or contractor as LCTEC may appoint.

Signed

…….

Date

…….

London Councils Transport and Environment Committee (LCTEC) Governing Agreement (consolidated version)

13 December 2001

LONDON COUNCILS

DATED 13 DECEMBER, 2001

[LONDON COUNCILS][1]

TRANSPORT AND ENVIRONMENT COMMITTEE: AGREEMENT

This joint committee approved the change of name of the Association of London Government Transport and Environment Committee ("ALGTEC") to London Councils Transport and Environment Committee ("LCTEC") on 17 October 2006. In this agreement, references to "ALGTEC" have been replaced with "LCTEC".

In addition, the joint committee established in accordance with the London Councils Agreement referred to in Recital 1.1 below and otherwise known as Leaders' Committee changed its name from the Association of London Government to London Councils on 12 September 2006. In this agreement, references to 'Association of London Government' and "ALG" have been replaced with "London Councils".

Ref: TL0100/003/LJ

THIS AGREEMENT is made this 13th. day of December, 2001

BETWEEN THE Councils listed in Schedule 1 hereto and Transport for London of 14th. Floor, Windsor House, 42-50 Victoria Street, London SW1H 0TL in pursuance of arrangements made under sections 73 and 74 Road Traffic Act 1991 (as amended by section 283 Greater London Authority Act 1999), sections 101(5) and 101(5B) and 102

Local Government Act 1972, section 20 Local Government Act 2000, the Local

Authorities (Arrangements for the Discharge of Functions) Regulations 2000[2], the Local

[1] This joint committee approved the change of name of the Association of London Government Transport and Environment Committee ("ALGTEC") to London Councils Transport and Environment Committee ("LCTEC") on 17 October 2006.

Authorities (Goods and Services) Act 1970 and all other enabling powers

1. **RECITALS**

1.1 By the Transport Committee for London Agreement dated 15 January, 1998, as amended by the Association of London Government Agreement dated 1 April, 2000, the Councils named in Schedule 1, in the interests of achieving greater efficiency and economy in the use of their resources, delegated the functions previously carried out by joint committees established under Sections 101 and 102 Local Government Act 1972 (as amended) and known as the London Lorry Ban and the London Committee on Accessible Transport ("LCAT") respectively to the joint committee established pursuant to Section 73 Road Traffic Act 1991 known as the Parking Committee for London and changed the name of the Parking Committee for London to the Transport Committee for London to reflect its wider remit

1.2 On 30th August, 2000, Transport for London became a member of the Transport Committee for London in accordance with section 283 Greater London Authority Act 1999 for the purposes of the functions set out in Parts 1 and 2 of Schedule 2

1.3 On 20th June, 2000, the name of Transport Committee for London was changed to the Association of London Government Transport and Environment Committee ("ALGTEC")[3]

1.4 The Councils referred to in Clause 1.1 above are herein collectively named "the

[2] Reference to section 20 of the Local Government Act 2000 and the Local Authorities (Arrangements for the Discharge of Functions) Regulations 2000 should now be read as section 9EB of the Local Government Act 2000 and the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012; those provisions having been substituted in England.

Participating Councils”

1.5 The functions discharged by [LCTEC] are set out in Schedule 2

1.6 The functions of some of the Participating Councils set out in Schedule 2 are the responsibility of the executive of those Councils under executive arrangements adopted for the purposes of section 10 Local Government Act 2000 while the functions of other Councils remain the responsibility of the Councils themselves

1.7 It is expedient that any Participating Council which should adopt executive arrangements after the date of this Agreement should be able through arrangements made by their mayors, executives, members of executives, committees of executives, executive leaders or council managers (as appropriate) to continue as or to become parties to this Agreement.

1.8 This joint committee approved the change of name of name of the Association of London Government Transport and Environment Committee (“ALGTEC”) to London Councils Transport and Environment Committee (“LCTEC”) on 17 October 2006 (shortly after the Association of London Government had changed its name to London Councils)

[3] This joint committee approved the change of name of the Association of London Government Transport and Environment Committee (“ALGTEC”) to London Councils Transport and Environment Committee (“LCTEC”) on 17 October 2006. (Additional information: The Association of London Government changed its name to London Councils on 12 September 2006.)

IT IS HEREBY AGREED AS FOLLOWS

2. **COMMENCEMENT AND DURATION**

2.1 This Agreement shall commence on 13th. December, 2001 ("the Commencement Date") and shall replace the Agreement referred to in Recital1.1, above, and

shall continue until terminated in accordance with the provisions of Clause 13 below

3. **DEFINITIONS AND INTERPRETATION**

3.1 ["London Councils" means the joint committee of all the Participating Councils established in accordance with the London Councils Agreement referred to in Recital 1.1 above][3][4]

3.2 "the [London Councils] Agreement" means the agreement of even date herewith made by all the Participating Councils

3.3 "the Finance Officer" means the Finance Officer appointed in accordance with Clause 8.3[5]

3.4 "the Previous Agreement" means the Transport Committee for London Agreement referred to in Recital 1.1 above

[3. 4(A) "the Schedule 1 Part 2 Participating Councils" means those Councils listed in

Schedule 1 Part 2 hereto][5]

3.5 The Schedules annexed hereto are intended to form part of this Agreement

3.6 Words importing the singular shall include the plural and vice versa Words importing any gender shall include both genders and words importing persons shall include bodies corporate, unincorporated associations and partnerships

[3] The Association of London Government changed its name to London Councils on 12 September

[4] . This joint committee is otherwise known as Leaders' Committee. [Deleted: "ALG" means the Association of London Government, the joint committee of all the Participating Councils established in accordance with the Association of London Government Agreement referred to in Recital 1.1 above.] [5] It is noted that this definition is not in alphabetical order.

[5] Inserted by Variation (also known as the Second ALGTEC Agreement) dated 1 May 2003

3.7 Clause headings are inserted for reference only and shall not affect the interpretation or construction of this Agreement

4. **FUNCTIONS OF [LCTEC]**

4.1 As from the Commencement Date the Participating Councils and (insofar as relevant) Transport for London have delegated the functions set out in Schedule 2 to [LCTEC]

[4.1(A) As from the Second [LCTEC] Agreement Commencement Date the Schedule 1

Part 2 Participating Councils have delegated the functions set out in Schedule 2 Part 3(A) to [LCTEC]. Any of the Participating Councils listed in Schedule 1 Part 1 may elect at any time to delegate the functions set out in Schedule 2 Part 3(A) to [LCTEC]. Such delegation is hereby deemed a minor variation for the purposes of Clause 15.1 and this Agreement shall thereafter be construed as if each of those Participating Councils were listed in Schedule 1 Part 2. Any of the Schedule 1 Part 2 Participating Councils may at any time revoke the delegation of the functions set out in Schedule 2 Part 3(A) to [LCTEC]. Such revocation is hereby deemed a minor variation for the purposes of Clause 15.1 and this

Agreement shall thereafter be construed as if that Schedule 1 Part 2 Participating Council's name were removed from Schedule 1 Part 2][6]

[4.1(B) As from 30th November 2006 the Schedule 1 Part 1 Participating Councils have delegated to LCTEC the functions set out in Part 3(B) of Schedule 2 of this Agreement. Any of the Schedule 1 Part 1 Participating Councils may at

[6] Inserted by Variation (also known as the Second ALGTEC Agreement) dated 1 May 2003

any time revoke the delegation of the functions set out in Part 3(B) of Schedule 2 in accordance with Clause 13.2][7]

[4.1(C) As from 8th June 2009 the Schedule 1 Part 1 Participating Councils have delegated to the Committee the functions set out in Part 3(C) and Part 3(D) of Schedule 2 to this Agreement. Any of the Schedule 1 Part 1 Participating Councils may at any time revoke the delegation of the functions set out in Part 3(C) and Part 3(D) of Schedule 2 in accordance with Clause 13.2][8][9]

[4. 1(D) The Schedule 1 Part 1 Participating Councils have delegated to LCTEC the

functions set out in Part 3(E) of Schedule 2 of this Agreement. The Participating Councils may revoke this delegation in accordance with clause 13.2, that is with the unanimous consent of all the Participating Councils or otherwise in accordance with clause 13.2.3][10]

4.2 [LCTEC shall submit, by way of the organisation's Corporate Plan, a statement regarding its functions for the following financial year for consultation by London

Council's.][11]

[7] Substituted by Second Further Variation (also known as the Fourth ALGTEC Agreement) dated 8 June 2009

[8] Inserted by Second Further Variation (also known as the Fourth ALGTEC Agreement) dated 8 June

[9]

[10] Inserted by Third Further Variation (also known as the Fifth ALGTEC Agreement) dated 14 May 2015

[11] Substituted by minor variations approved by LCTEC on 17 July 2014

5. MEMBERSHIP AND CONSTITUTION OF [LCTEC]

5.1 Each Participating Council and Transport for London shall appoint a representative to [LCTEC] in accordance with law and its own constitutional arrangements

5.2 Each Participating Council and Transport for London shall as soon as practicable after becoming party to this Agreement notify the Director of [LCTEC] of the identity of its representative and the identity of any substitute representative

5.3 Each Participating Council and Transport for London shall be entitled by notice in writing in accordance with Clause 5.4 below to remove such representative from [LCTEC] at any time or until he ceases to be entitled to be a representative of that Participating Council or Transport for London under the constitutional arrangements applicable to the appointing Participating Council or Transport for London and by like notice to appoint to [LCTEC] any other representative from that Participating Council or Transport for London in place of the representative so removed

5.4 A notice of appointment or removal shall be signed by a duly authorised officer of the Participating Council or Transport for London as the case may be and shall take effect upon delivery thereof to the Director of [LCTEC]

5.5 Every representative appointed pursuant to Clause 5.1 shall hold office until he is either removed from office or dies or resigns or until he ceases to be entitled to be a representative of the Participating Council or Transport for London under the constitutional arrangements applicable to that Participating Council or

Transport for London

6. MEETINGS AND PROCEEDINGS OF [LCTEC]

6.1 [LCTEC] shall hold at least 2 meetings each year one of which shall be an Annual General Meeting

6.2 Subject to Clause 6.1 above, meetings of [LCTEC] shall be called in accordance with the Standing Orders set out in Schedule 6 of the [London Councils] Agreement and the procedure to be adopted at such meetings shall be determined in accordance with those Standing Orders

6.3 No representative appointed by [a Participating Council or][11] Transport for London shall be entitled to speak or vote or receive papers relating to any question arising in respect of a function to which [that Participating Council or][12] Transport for London does not subscribe and shall not be counted as part of the quorum for the meeting or part thereof wherein such question is considered

7. LEAD AUTHORITY FUNCTIONS

7.1 [LCTEC] may by agreement with the Participating Council and/or [London Councils] appoint one or more of the Participating Councils and/or [London Councils] to act as its agent in discharging all or any of the functions which are set out in Schedule 3

7.2 In the event that any Participating Council or [London Councils] withdraws its consent to discharge a Lead Authority function it shall give (unless otherwise agreed) not less than six calendar months' written notice (to expire on 31st March) of its intention to do so to

[11] Inserted by Variation (also known as the Second ALGTEC Agreement) dated 1 May 2003
[12] Inserted by Variation (also known as the Second ALGTEC Agreement) dated 1 May 2003

7.3 [LCTEC] may terminate the appointment of a Participating Council or [London Councils] in respect of any Lead Authority function following a majority vote of the members of [LCTEC]

7.4 Subject to Clause 7.5 below, any termination pursuant to Clause 7.3 may be made by [LCTEC] giving (unless otherwise agreed) not less than six calendar months' notice in writing to the Participating Council or [London Councils] of its intention to terminate the appointment and may be given at any time.

7.5 Notwithstanding Clause 7.4, if the Participating Council or [London Councils] is in material breach of any of its obligations in respect of a Lead Authority function (whether the obligations are contained in this Agreement or in any Service Level Agreement for the time being between [LCTEC] and the Participating Council or [London Councils]) any such termination pursuant to Clause 7.3 may be made at any time thereafter by [LCTEC] giving not less than one calendar month's notice in writing to the Participating Council or [London Councils] of its intention to terminate the appointment

7.6 Notwithstanding Clause 7.2 above if [LCTEC] is in material breach of any of its obligations to the Participating Council or [London Councils] (whether the obligations are contained in this Agreement or in any Service Level Agreement between [LCTEC] and the Participating Council or [London Councils]) the Participating Council or [London Councils] may withdraw its consent to act in respect of a Lead Authority function by giving not less than three calendar months' notice in writing to [LCTEC] of its intention to withdraw its consent

7.7 [LCTEC] shall reimburse each Participating Council and/or [London Councils] appointed under this Clause 7 all costs and charges including VAT correctly levied in the provision of all services provided by that Participating Council and/or [London Councils] hereunder (or arising/outstanding under the Previous Agreement) within 30 days of receipt of invoices submitted by it to [LCTEC]

7.8 The consideration payable by [LCTEC] to each Participating Council and/or [London Councils] appointed or acting under this Clause 7 shall be subject to audit by [LCTEC] and the Participating Council(s) and/or [London Councils] shall upon request make available all accounts records and other documents reasonably required for such purpose

7.9 Upon the termination of any appointment of a Participating Council or [London Councils] under this Clause 7 howsoever occasioned, the Participating Council or [London Councils] shall be entitled to claim from [LCTEC] any outstanding costs reasonably incurred in the performance of its duties in respect of a Lead Authority function

PROVIDED THAT if [LCTEC] appoints [London Councils] to discharge the functions set out in paragraph 2 and/or 3 of Schedule 3, references to [London Councils] shall be construed as meaning all the Participating Councils acting by [London Councils]

8. OBLIGATIONS OF [LCTEC]

8.1 [LCTEC] shall carry out the functions contained in Schedule 2 and in so doing shall act in the collective interests of the Participating Councils and (insofar as relevant) Transport for London

8.2 [LCTEC] shall comply with the Standing Orders set out in Schedule 6 of the[London Councils] Agreement, the Financial Regulations contained in Schedule 7 of the [London Councils] Agreement and the financial arrangements contained in Clauses 11 and 12

8.3 [LCTEC] shall procure the appointment of a Finance Officer to be responsible for the proper administration of the financial affairs of [LCTEC]

8.4 [LCTEC] shall procure the appointment of an auditor approved by the Audit Commission to complete an audit of the annual accounts of [LCTEC] at the end of each financial year. Copies of audited accounts shall be sent to each of the

Participating Councils and the relevant extracts of the audited accounts shall be sent to Transport for London

9. OBLIGATIONS OF PARTICIPATING COUNCILS AND TRANSPORT FOR LONDON

9.1 Each Participating Council and Transport for London shall:

9.1.1 contribute to the costs and expenses of [LCTEC] in accordance with the provisions of Clause 12 and Schedule 4

9.1.2 provide [LCTEC] with such information as is required by [LCTEC] to carry out the functions set out in Schedule 2 and to recover costs in accordance with Schedule 4

[9.1.3 act jointly in relation to those functions of [LCTEC] set out in

Schedule 2

9.1.4 share any information, including (in so far as they may in accordance with the Data Protection Act 1998) 'personal data', as defined under the Data Protection Act 1998, in order to comply with their obligations under this Agreement][13]

10. ASSETS AND LIABILITIES

10.1 The assets and liabilities which vested in [LCTEC] prior to the Commencement Date shall continue to so vest following the Commencement Date

11. FINANCIAL ARRANGEMENTS

11.1 [Each year, LCTEC shall cause draft budgets for the following financial year to be sent in respect of the operation of each of the functions contained in Schedule 2 for comment by the Participating Councils and LCTEC shall send a draft budget for the following financial year in respect of the operation of the functions contained in Parts 1 and 2 of Schedule 2 to Transport for London. The budget for each function shall be finalised and approved by LCTEC in December of each year or such other date as shall be agreed by LCTEC The annual budget (including any contingency sum) in respect of any function shall not be exceeded without the prior approval of LCTEC][14]

11.2 [LCTEC] shall cause proper accounts to be kept and shall make all accounts records and other documents available for inspection by any Participating Council on request and shall make all accounts records and other documents relevant to the Schedule 2 Parts 1 and 2 functions available for inspection by Transport for London on request

[13] Inserted by Variation (also known as the Second ALGTEC Agreement) dated 1 May 2003

[14] Substituted by minor variations approved by LCTEC on 17 July 2014. In effect the change is that "Each year" has been substituted for "In October of each year" at the beginning of the clause.

11.3 Whenever any sum of money is recoverable from or payable by a Participating Council and/or Transport for London it may be deducted from any sum then due to that Participating Council and/or Transport for London and vice versa

11.4 [LCTEC] shall cause a separate balance sheet to be maintained for all payments received from the Participating Councils and Transport for London in respect of each of the functions set out in Schedule 2 such payments to be held as nominee for the Participating Council or Transport for London as the case may be

12. **COSTS AND EXPENSES**

12.1 The costs and expenses of [LCTEC] shall be reimbursed by the Participating Councils and Transport for London in accordance with the provisions of Schedule 4. This shall be subject to review by [LCTEC] For the avoidance of doubt the consent of all Councils and Transport for London participating in each of the functions set out in Part 2 of Schedule 2 shall be required to change the basis on which costs are apportioned in respect of that function

12.2 In the event [LCTEC] cannot reach agreement at a meeting of [LCTEC] on the proportions in which the costs and expenses of [LCTEC] are to be defrayed by the Participating Councils and Transport for London the matter shall be referred to an arbitrator nominated by the Chartered Institute of Arbitrators and the decision of the arbitrator shall be binding on [LCTEC] The costs of any arbitration hereunder shall be met by the Participating Councils and Transport for London in equal shares

12.3 [LCTEC] shall cause to be notified each of the Participating Councils and Transport for London by not later than 31st January in each year of the

amount due from that Participating Council and Transport for London under Clause 12.1 other than in relation to the Concessionary Fares Scheme (as described in Schedule 2 Part 3) such notification to include a breakdown of the sums payable in respect of each of the heads set out in Schedule 4 (other than the Concessionary Fares Scheme) and the date on which payment is due. In addition, in relation to the Concessionary Fares Scheme, [LCTEC] shall cause to be notified to each of the Participating Councils by not later than 31 January in each year of the amount due from that Participating Council in relation to the share to be borne by it of the cost of the Current Concessions (as defined in Schedule 2 Part 3) in the ensuing fiscal year and as to the date(s) on which payment by that Participating Council is due to the Transport Operators (as defined in Schedule 2 Part 3) by direct payment by that Participating Council to Transport for London and to [LCTEC] for payments to the Association of Train Operating Companies or its successors.

12.4 Interest shall accrue at the rate of 2 per cent above the base rate for the time being of National Westminster Bank Plc on all amounts due to [LCTEC] Transport for London or the Transport Operators (as defined in Clause 12.3) pursuant to Clause 12.3 from the due date of payment until the date of payment

in full inclusive

12.5 In the event of any disagreement as to the amount of costs and expenses to be borne by Transport for London and/or any Participating Council Transport for London and/or the Participating Council(s) in dispute shall not later than 14th February or a date agreed with the Finance Officer following the date of notification under Clause 12.3 notify the Finance Officer of the nature of the

dispute and shall provide full supporting reasoning and documentation as appropriate to the Finance Officer. The Finance Officer and Transport for London and/or the Participating Council(s) shall thereafter use all reasonable endeavours to resolve the dispute. In the event that the dispute remains unresolved on 14th March or a date to be decided by the Finance Officer following the date of notification under Clause 12.3 the matter shall be referred by [LCTEC] to an independent Chartered Accountant of not less than ten years' standing. Any such independent Chartered Accountant shall be deemed to act as an expert and not as an arbitrator and his determination shall in the absence of manifest error be binding on [LCTEC] and Transport for London and/or the Participating Council(s). In the event that the dispute is resolved at first instance by the Finance Officer or by the Chartered Accountant in favour of Transport for

London and/or the Participating Council(s) interest shall not be payable on any outstanding sums In the event that the dispute is resolved in favour of [LCTEC] by the Chartered Accountant interest shall accrue on all outstanding payments in accordance with Clause 12.4 Costs of arbitration hereunder shall be met by the unsuccessful party

13. **TERMINATION AND BREACH**

13.1 The termination of this Agreement or any part thereof however caused and the serving of notice to terminate shall be without prejudice to any obligations or rights of any of the parties which have accrued prior to such termination and shall not affect any provision of this Agreement which is expressly or by implication provided to come into effect on or to continue in effect after such termination

13.2 Without prejudice to any other rights or remedies this Agreement or any part thereof shall terminate on the earlier of:-

13.2.1 unanimous agreement of all the Participating Councils and Transport for London in respect of the functions set out in Part 2 of Schedule 2

13.2.2 unanimous agreement of all the Participating Councils in respect of the functions set out in Part 3 of Schedule 2

13.2.3 where by reason of any change in law or other reason not attributable to the fault of the Participating Councils and/or Transport for London they shall be prohibited from giving effect to their obligations hereunder

13.3 This Agreement may be terminated in relation to any Participating Council by [LCTEC] by written notice effective on receipt on the occurrence of any of the following events:-

13.3.1 that Participating Council materially breaches any of the provisions of this Agreement and in the case of a breach capable of remedy fails to remedy the same within 28 days of being notified of the breach by [LCTEC] and being required to remedy the same; or

13.3.2 where by reason of any change in law or other reason not attributable to the fault of the Participating Council or Transport for London that Council or Transport for London shall be unable to give effect to its obligations hereunder

PROVIDED THAT termination under Clause 13.3.1 cannot take place in respect of the Schedule 2 Part 1 functions

13.4 This Agreement may be terminated by any Participating Council in respect of:

13.4.1 the London Taxicard Scheme as set out in Part 3 of Schedule 2 for which the period of notice shall be six months to expire on 31st March;

13.4.2 the Schedule 2 Part 2 functions (the London Lorry Ban) by the Participating Council giving one year's notice to expire on 31st. March[15]

[13.5 Part 3(E) of Schedule 2 of this Agreement may be terminated by LCTEC by a resolution of LCTEC passed in accordance with the joint committee's normal procedures][16]

14. GENERAL

14.1 **Notices**

All notices which are required to be given hereunder shall be in writing Any such notice may be delivered personally or by first class prepaid letter or facsimile transmission and shall be deemed to have been served if by personal delivery when delivered if by first class post 48 hours after posting and if by facsimile transmission on successful transmission Any notice sent by facsimile transmission shall be confirmed by letter delivered personally or by first class pre-paid post by the close of business on the next following business day (in

[15] Barnet, Havering, Hillingdon and Redbridge have terminated under this clause 13.4.2
[16] Inserted by Third Further Variation (also known as the Fifth ALGTEC Agreement) dated 14 May 2015

which case, the effective notice shall be deemed to be that sent by facsimile transmission)

14.2 **Continuing Agreement**

All provisions of this Agreement shall so far as they are capable of being performed and observed continue in full force and effect notwithstanding termination except in respect of those matters then already performed

14.3 **Good Faith**

Each of the parties undertakes with each of the others to do all things reasonably within its powers which are necessary or desirable to give effect to the spirit and intent of this Agreement

14.4 **Further Assurance**

Each of the parties shall (and shall insofar as it is able use its reasonable endeavours to procure that any necessary third party with whom such party has entered into any contractual or other arrangement for the purposes of this Agreement shall) do execute and perform all such further deeds documents assurances acts and things as any other party may reasonably require by notice in writing to the first party to carry the provisions of this Agreement into full force and effect

14.5 **Waiver**

No failure to exercise and no delay in exercising on the part of any of the parties any right power or privilege hereunder shall operate as a waiver thereof nor shall any single or partial exercise of any right power or privilege preclude any other or further exercise thereof or the exercise of any other

right power or privilege The rights and remedies provided in this Agreement are cumulative and not exclusive of any rights or remedies otherwise provided by law

14.6 **Severability**

Notwithstanding that any provision of this Agreement may prove to be illegal or unenforceable the remaining provisions of this Agreement shall continue in full force and effect

[14.7 **The Data Protection Act 1998 ('the DPA')**

14.7.1 [London Councils] is the data controller in respect of the processing of all personal data, required for:

i. the performance by LCTEC of its obligations set out in this Agreement, and ii. the performance by [London Councils] of its obligations set out in Schedule 3 when acting as Lead Authority for [LCTEC]

14.7.2 Each of the parties shall take all necessary steps to ensure that they comply with the provisions of the DPA when processing any personal data held by them as a result of the performance of their obligations under this Agreement

14.7.3 The meaning of 'data controller', 'processing' and 'personal data' in this Clause shall be as defined in the DPA][17]

[17] Inserted by Variation (also known as the Second ALGTEC Agreement) dated 1 May 2003

15. ENTIRE AGREEMENT

15.1 This Agreement, the [London Councils] Agreement and any service level agreements between [LCTEC] and any Participating Council(s) discharging any Lead Authority functions constitute the entire agreement between the parties with respect to the matters dealt with herein and supersedes any previous agreement between the parties in relation to such matters No variation of this Agreement other than variations which [LCTEC] reasonably considers to be minor shall be valid or effective unless made by one or more instruments in writing signed by all the parties For the purposes of this clause minor variations shall not involve any additional financial contributions other than those specifically provided for herein and each Participating Council and Transport for London shall be given 28 days' notice of the variation which shall only come into effect if no objection is received from any Participating Council and/or Transport for London during the notice period

16. EXECUTION

16.1 This Agreement is executed by each party signing the annexed Memorandum of Participation on behalf of that party and such Memorandum of Participation shall be evidence of execution by that party when Memoranda executed by all the parties are incorporated into this Agreement

SCHEDULE 1

PART 1

THE PARTICIPATING COUNCILS

Council

The London Borough of Barking and Dagenham

The London Borough of Barnet

The London Borough of Bexley

The London Borough of Brent

The London Borough of Bromley

The London Borough of Camden

The London Borough of Croydon

The London Borough of Ealing

The London Borough of Enfield

The London Borough of Greenwich

The London Borough of Hackney

The London Borough of Hammersmith and Fulham

The London Borough of Haringey

The London Borough of Harrow

The London Borough of Havering

The London Borough of Hillingdon

The London Borough of Hounslow

The London Borough of Islington

The Royal Borough of Kensington & Chelsea

The Royal Borough of Kingston-upon-Thames

The London Borough of Lambeth

The London Borough of Lewisham

The London Borough of Merton

The London Borough of Newham

The London Borough of Redbridge

The London Borough of Richmond upon Thames

The London Borough of Southwark

The London Borough of Sutton

The London Borough of Tower Hamlets

The London Borough of Waltham Forest

The London Borough of Wandsworth

The City of Westminster

The Mayor and Commonalty and Citizens of the City of London [**PART 2**

THE SCHEDULE 1 PART 2 PARTICIPATING COUNCILS

The London Borough of Barking and Dagenham

The London Borough of Barnet

The London Borough of Brent

The London Borough of Camden

The London Borough of Croydon

The London Borough of Ealing

The London Borough of Enfield

The London Borough of Greenwich

The London Borough of Hackney

The London Borough of Hammersmith and Fulham

The London Borough of Haringey

The London Borough of Harrow

The London Borough of Hillingdon

The London Borough of Hounslow

The London Borough of Islington

The Royal Borough of Kensington and Chelsea

The London Borough of Lambeth

The London Borough of Lewisham

The London Borough of Merton

The London Borough of Newham

The London Borough of Richmond upon Thames

The London Borough of Southwark

The London Borough of Sutton

The London Borough of Tower Hamlets

The London Borough of Waltham Forest

The London Borough of Wandsworth

The City of Westminster

The Mayor and Commonalty and Citizens of the City of London][18]

[18] Inserted by Variation (also known as the Second ALGTEC Agreement) dated 1 May 2003

SCHEDULE 2

PART 1 FUNCTIONS: IN RESPECT OF ARRANGEMENTS PURSUANT TO SECTION 73 and 74 ROAD TRAFFIC ACT 1991 (as amended)[19]

1. **STATUTORY**

(a) Appoint parking adjudicators for the purposes of the Road Traffic Act 1991 subject to the Lord Chancellor's consent

(b) Provide accommodation and administrative staff for the parking adjudicators

(c) Determine the penalty charge levels and fees for de-clamping vehicle recovery storage and disposal subject to the approval of the Secretary of State

(d) Determine the rate of discount for early payment of penalty charge notices

(e) Determine the form for aggrieved motorists to make representations to Local Authorities under Section 71 of the Act

(f) Determine the places at which parking adjudicators are to sit

(g) Make and publish an annual report in writing to the Secretary of State on the discharge by the parking adjudicators of their functions

2. **NON-STATUTORY**

Any functions (subject to Section 111 of the Local Government Act 1972) which

[19] Although sections 73 & 74 of the Road Traffic Act 1991 have now been repealed, these arrangements continue in force until such time as they are varied or replaced by virtue of regulations 15(2) & 24(3) of the Civil Enforcement of Parking Contraventions (England) General Regulations 2007

[LCTEC] agrees are appropriate for its implementation Without prejudice to the generality of the foregoing such functions may include but not be limited to the following:-

(a) The publication and updating as necessary of the Code of Practice for Parking in London

(b) The co-ordination and maintenance of vehicle removal and clamping operations

(c) The establishment and maintenance of a communications and control service to deal with vehicle removals

(d) The establishment and maintenance of a communications and control service to deal with wheel clamping

(e) The establishment of links with the Metropolitan and City Police the County Courts and the DVLA

(f) The co-ordination of - (i) payment facilities

(ii) pound facilities

(g) The maintenance of records detailing persistent evaders and ringed vehicles

(h) Ticket Processing

(i) General data collection and service monitoring

(j) The co-ordination of publicity and public relations activities

(k) the establishment of common training standards in connection with parking standards the accreditation of training centres and award of qualifications

(l) the establishment of London-wide parking schemes

Any changes to the agreed non-statutory functions shall be approved and evidenced in writing by [LCTEC]

In the event of [LCTEC] electing to provide any of the non-statutory functions detailed above any Participating Council and/or Transport for London may (without obligation to do so) avail itself of the services provided at the costs set out in Schedule 4

PART 2 FUNCTIONS: IN RESPECT OF THE IMPLEMENTATION AND ENFORCEMENT OF THE GREATER LONDON (RESTRICTION OF GOODS VEHICLES) TRAFFIC ORDER 1985 ("THE LONDON LORRY BAN")

To provide for the implementation and enforcement of the Greater London (Restriction of Goods Vehicles) Traffic Order 1985 (the Principal Order) including, but not limited to, the monitoring of the effectiveness of the said implementation and

enforcement, the examination of vehicles, the issue of permits including the consideration of appeals arising from the refusal or conditioning of permits, the erection of adequate signs, liaison with the police, the prosecution of offences arising under the Principal Order and any amendment thereto approved from time to time, the updating of technical information on new vehicle designs, the taking of all necessary steps to promote and make amending supplementary and other variation orders affecting the Principal Order and the determination and implementation of policy and the giving of advice.

PART 3 : IN RESPECT OF TRAVEL CONCESSION ARRANGEMENTS UNDER SECTION 244 GREATER LONDON AUTHORITY ACT 1999

1. **DEFINITIONS**

In this Part 3 of this Schedule 2:

1.1 "Concession" means the reduction or waiver of a fare or charge (either absolutely or subject to terms limitations or conditions) granted pursuant to Section 240 of the Greater London Authority Act 1999 or any

successor legislation;

1.2 "Current Concessions" means the Concessions applicable to the London Concessionary Fares Scheme for each fiscal year as such Concessions are described in current Contracts in force with the Transport Operators (or their agents) or such other Concessions as may be unanimously agreed by the Participating Councils and the Transport Operators;

1.3 "Limited Concessions" means Current Concessions where a reduced

fare is charged on certain limited stop or express bus services such reduced fare to be determined by [LCTEC].

1.4 "External Auditor" means the District Auditor or such firm of Chartered Accountants as the Audit Commission may from time to time determine;

1.5 "Functions" means powers and duties and includes the power to do anything which is calculated to facilitate or is conducive or incidental to the discharge of any of those functions;

1.6 "Hours of Availability" means the times during the day and during the week in which the Transport Operators agree to apply the Concessions;

1.7 "the London Taxicard Scheme" means the scheme established to provide a taxi service for disabled Londoners who find it difficult or impossible to use bus, underground or railway services to travel around London or in the vicinity of London;

1.8 "the London Taxicard Scheme Participating Councils" means the Participating Councils who have notified to [LCTEC] their agreement to participate in the London Taxicard Scheme for a period of not less than one fiscal year (1 April to 31 March) in any contract period for that Scheme.

1.9 "The Transport Operators" means all or any of London Regional Transport, Transport for London, a PPP company for the purposes of section 210 Greater London Authority Act 1999, Docklands Light Railway and any independent transport service operators or their successors, as defined in section 240(6) Greater London Authority Act 1999.

2. **CONCESSIONARY FARES SCHEME**

2.1 [LCTEC] shall carry out the following functions:-

(a) all arrangements pursuant to Section 244 of the Greater London Authority Act 1999 (or any subsequent re-enactment or amendment of that section); and

(b) all administrative arrangements made with a view to, or consequent upon, the arrangements referred to in paragraph (a) of this Clause;

all as more particularly described below subject to such conditions and restrictions as may from time to time be agreed by the Participating Councils.

2.2 In particular [LCTEC] shall have the power to negotiate contracts in the name of the Participating Councils not exceeding seven years in duration (the duration of such contracts current at the date of this Agreement not to be exceeded without the consent of all the Participating Councils) with the Transport Operators which shall be binding on all the Participating

Councils and [LCTEC] shall have the power to agree to reimburse to the Transport Operators the cost of Concessions granted pursuant to Section 240 of the Greater London Authority Act 1999 except the unanimous consent of the Participating Councils shall be required for any increase, decrease or variation in the Current Concessions (but not the Limited Concessions any increase, decrease or variation in which may be agreed by [LCTEC]) and for any increase, decrease or variation in the Hours of Availability.

2.3 To manage on behalf of the Participating Councils the Concessionary Fares Scheme and in particular to make arrangements to reimburse to the Transport Operators the cost of the Current Concessions.

2.4 To make appropriate arrangements for the issue of travel permits, photocards, blind persons cards etc to eligible persons for the purpose of the Concessionary Fares Scheme.

2.5 To carry out or have carried out or commission and oversee such research and survey work as shall from time to time be deemed necessary for the calculation of an appropriate reimbursement to the Transport Operators for providing concessionary travel on their services;

2.6 To approve survey work associated with assessment of the volume and notional value of bus travel made by holders of concessionary free travel permits;

2.7 To monitor and assess the performance of the consultants selected to carry out the work of the Greater London Bus Passenger Survey;

2.8 To approve survey work associated with the London Underground, Docklands Light Railway and any such other rail survey work as is deemed appropriate;

2.9 To approve survey work associated with establishing payment to bus operators or other independent bus operators.

2.10 To negotiate with Post Office Counters Limited or other bodies agency legal agreements and charges for the distribution of elderly and/or disabled persons' travel permits.

2.11 Providing that nothing herein shall prevent any of the Participating Councils from setting their own eligibility criteria for the discretionary elements of the Concessionary Fares Scheme

3. DELEGATION OF FUNCTIONS IN RELATION TO THE LONDON TAXICARD SCHEME

3.1 The London Taxicard Scheme shall be subject to such general conditions and restrictions as may from time to time be unanimously agreed by the London Taxicard Scheme Participating Councils PROVIDED THAT

nothing herein shall prevent any of the Participating Councils from setting their own eligibility criteria for the discretionary elements of the London Taxicard Scheme

3.2 [LCTEC] shall have the duty to carry out tendering procedures and the power to enter into contracts[20] in the name of the London Taxicard Scheme. Participating Councils with taxi operators which shall be binding on all the London Taxicard Scheme Participating Councils whereby

[LCTEC] pays the taxi operators the sums due from each of those London Taxicard Scheme Participating Councils for taxi journeys made by persons who are approved members of the Scheme and resident in the area of the Council concerned provided such journeys are made in

[20] The words "(not exceeding four years in duration)" deleted by way of minor variation agreed by the LCTEC on the 15 June 2017 and notified to the Participating Councils and Transport for London on [INSERT DATE] without any objection being received within 28 days of that notice, per clauses 14.1 and 15.1 of the Governing Agreement .

accordance with the particular restrictions respectively imposed by each such Council.

3.3 To provide policy and development advice concerning the London Taxicard Scheme to London Taxicard Scheme Participating Councils and any other relevant organisations.

3.4 To manage the day to day operation and budget of the London Taxicard Scheme to ensure that agreed strategic aims, objectives and targets of the Scheme are fully implemented in accordance with [LCTEC]'s Annual Business Plan and so as to comply with eligibility, membership, budgetary provision and trip allocation requirements specified by London Taxicard Scheme Participating Councils.

3.5 To make appropriate arrangements for the issue of taxicards, photocards etc. to eligible persons for the purpose of the London Taxicard Scheme.

3.6 To prepare an Annual Business Plan for the London Taxicard Scheme for incorporation within the overall [LCTEC] Annual Business Plan for submission to [LCTEC] and taking account of economic, demographic, technical and other relevant considerations.

3.7 To prepare, monitor and review the Annual Budget for the London Taxicard Scheme and authorise expenditure from the Budget in accordance with financial regulations and procedures in force.

4. ACCESSIBLE TRANSPORT

4.1 [LCTEC] may consider issues relating to accessible transport in London

and inform, advise and consult with the Participating Councils so as to assist them in formulating policies and in carrying out their powers and duties in the field of accessible transport for people with disabilities.

4.2 [LCTEC] may consider issues relating to the accessibility of transport whenever any new service of public transport, e.g. trams or service on the Thames, is being developed.

4.3 To prepare policy reports for, and give advice on matters concerning transport for mobility handicapped people

4.4 To originate, plan and execute research and development initiatives in the field of transport for people with disabilities, and report as appropriate.

[**PART 3(A): IN RESPECT OF ROADSIDE VEHICLE EMISSIONS TESTING AND ISSUING OF FIXED PENALTY NOTICES PURSUANT TO THE ROAD TRAFFIC (VEHICLE EMISSIONS) (FIXED PENALTY) (ENGLAND) REGULATIONS 2002**

1. Pursuant to Regulation 6(1) and in accordance with Regulation 6(2) of the Road Traffic (Vehicle Emissions) (Fixed Penalty) (England) Regulations 2002 (“the Regulations”) authorise any officer or person -

1.1 to carry out tests on vehicles which are in, or which are about to pass through, or which have passed through an area designated as an air quality management area; and

1.2 to issue fixed penalty notices in respect of emission offences; and

1.3 to carry out any other functions required or permitted by Part 5 of the Regulations.

2 The reduction or waiver of fixed penalties in accordance with Regulation 19 of the Regulations.

3 The withdrawal of a fixed penalty notice in accordance with Regulation 20 of the

Regulations.

4 The recovery of unpaid fixed penalties in accordance with Part 8 of the

Regulations.

5 The prosecution of offences arising under Regulation 9(7), Regulation 11(2) and

Regulation 18(2) of the Regulations.

6 The service of a fresh fixed penalty notice in accordance with Regulation

23(4)(e) of the Regulations.

7 The carrying out of any other function required or permitted by the

Regulations.][21]

[**PART 3(B) FUNCTIONS: IN RESPECT OF FUNCTIONS UNDER THE LONDON LOCAL AUTHORITIES AND TRANSPORT FOR LONDON ACT 2003 AND THE LONDON LOCAL AUTHORITIES ACT 2004**

1. To set the levels of fixed penalties for any fixed penalty offences under the London Local Authorities and Transport for London Act 2003 and the London Local Authorities Act 2004.

2. To undertake any other functions that are required or permitted to be undertaken by a joint committee of London local authorities under the London Local Authorities and Transport for London Act 2003 and the London Local Authorities Act 2004.][22]

[21] Inserted by Variation (also known as the Second ALGTEC Agreement) dated 1 May 2003
[22] Inserted by Further Variation (also known as the Third ALGTEC Agreement) dated 30 November 2006

[**PART 3(C) FUNCTIONS: IN RESPECT OF THE EXERCISE OF FUNCTIONS UNDER THE LONDON LOCAL AUTHORITIES ACT 2007**

1. To publish a code of practice in accordance with section 11 of the London Local Authorities Act 2007 (unauthorised advertising: measures to be taken).

2. To publish a code of practice in accordance with section 25 of the London Local Authorities Act 2007 (powers to require removal of waste unlawfully deposited) after consultation with each of the Participating Councils.

3. In accordance with section 28 of the London Local Authorities Act 2007 (disposal of removed vehicles), to prescribe the sum to be paid as a bond under subsection 4(5) of the Refuse Disposal (Amenity) Act 1978.

4. To set the levels of penalty charges in accordance with sections 66 of the London Local Authorities Act 2007.

5. To undertake any other functions that are required or permitted to be undertaken by a joint committee of London local authorities under the London Local Authorities Act 2007.][23]

[**PART 3(D) FUNCTIONS: IN RESPECT OF THE EXERCISE OF ANY OF THE PARTICIPATING COUNCILS' STATUTORY FUNCTIONS CONFERRED UNDER EXISTING OR FUTURE LONDON ACTS AS THEY RELATE TO TRANSPORT, ENVIRONMENT AND PLANNING MATTERS**

1. To undertake any other functions conferred on the Participating

[23] Inserted by Second Further Variation (also known as the Fourth ALGTEC Agreement) dated 8 June 2009

Councils and Transport for London under any other legislation insofar as such legislation relates to transport, environment and planning matters, subject to consultation with the Participating Councils and the written agreement of each Participating Council and, insofar as is relevant, Transport for London, such functions to be listed at paragraph 2 below.

2. Pursuant to paragraph 1 above, the further functions which the Participating Councils, and where relevant Transport for London, have agreed shall be exercised by the Committee under Part 3(D) of this Agreement are:

a. [Make pan-London traffic order(s) under section 6 of the Road Traffic Regulation Act 1984, and all other enabling powers, where it is in the collective interests of the Participating Authorities, and TfL as relevant, such decision to be taken only after consultation with each of them. To provide for the implementation and enforcement of any order(s) so made including but not limited to the monitoring of the effectiveness of the said implementation and enforcement, the examination of vehicles, the issue of permits including the consideration of appeals arising from the refusal or conditioning of any such permits, the erection of adequate signs, liaison with the police, the prosecution of offences arising under such order(s) and any amendments approved from time to time, the updating of technical information on new vehicle designs,

the taking of all necessary steps to promote and make amending, supplementary and other variation orders affecting the primary order(

s) and the determination and implementation of policy and the giving of advice.][2425]

…

3. At such time as amendments are made under this Part 3(D), the Committee shall provide each Participating Council and Transport for London with an updated copy of this Part 3(D) reflecting the amendments to paragraph 2.][26]

1. [**PART 3(E) FUNCTIONS – PARKING ON PRIVATE LAND APPEALS SERVICE**

2. The general power of competence under section 1 of the Localism Act 2011 for the purpose of providing, on a full cost recovery basis, and independent appeals service for disputes arising in respect of parking on private land (with reference to section 56 and Schedule 4 of the Protection of Freedoms Act 2012)][26]

PART 4 FUNCTIONS: GENERAL

1. To do anything which is calculated to facilitate or is conducive or incidental to any of the functions set out in [Parts 1-3E][27] of this Schedule ("the Functions")

2. To procure the employment of such staff on such terms and conditions of employment as [LCTEC] considers appropriate to discharge the Functions

[24] At 27th October 2014 all the Participating Councils and Transport for London had made the delegation in the same form. [26] Inserted by Second Further Variation (also known as the Fourth ALGTEC Agreement) dated 8 June
[25]

[26] Inserted by Third Further Variation (also known as the Fifth ALGTEC Agreement) dated 14 May 2015
[27] Substituted by Third Further Variation (also known as the Fifth ALGTEC Agreement) dated 14 May 2015

3. To enter into contracts for goods works and services in relation to any aspect of the Functions or such other functions as [LCTEC] can lawfully discharge and to enter into service level agreements with any of the Participating Councils in relation thereto. For the avoidance of doubt the Participating Councils have hereby delegated to [LCTEC] the function of negotiating and entering into a contract with Transport for London for the purposes of the recovery of costs pursuant to section 275(3) Greater London Authority Act 1999 to [LCTEC] (the installation operation and maintenance of traffic signal and associated traffic control equipment on borough roads and associated advice)

[4. To undertake any policy actions on behalf of the Participating Councils in relation to any aspect of the Functions or other such functions as [LCTEC] can lawfully discharge, including functions conferred on the Participating Councils under any legislation insofar as such legislation relates to transport, environment and planning matters, such policy actions to be subject to consultation with the Participating Councils

5. To publish any statutory codes of practice in relation to any aspect of the Functions or other such functions as [LCTEC] can lawfully discharge, including functions conferred on the Participating Councils under legislation insofar as such legislation relates to transport, environment and planning matters

6. In this Part of this Schedule:

   (a) “policy action” shall mean any of the following actions on behalf of the Participating Councils:

(i) the lobbying of Government bodies in relation to proposed legislation and Government policy,

(ii) responding to Government consultations,

(iii) liaising with other persons and bodies and representing the views of the Participating Councils in relation to the development of policies,

(iv) drafting policies, guidance, model documents and codes of practice for adoption or use by the Participating Councils PROVIDED THAT no policy or code of practice so drafted shall be deemed to have been adopted by a Participating Council unless approval to it has been given by that Council or it is a statutory code of practice which falls within paragraph 6(b) below

(b) "statutory code of practice" shall mean a code of practice published (after consultation with each of the Participating Councils) in response to a stipulation in an Act of Parliament or in subordinate legislation or in response to an undertaking given to Parliament that certain powers contained in that Act of Parliament or subordinate legislation may not be or will not be (as the case may be) exercised until a joint committee of the London local authorities has published a code of practice in relation thereto][28]

[28] Inserted by Second Further Variation (also known as the Fourth ALGTEC Agreement) dated 8 June 2009

SCHEDULE 3

LEAD AUTHORITY FUNCTIONS

1. To procure or provide such professional advice including but not limited to financial, legal, surveying and personnel as [LCTEC] shall require for the due and proper execution of its duties

2. To employ staff to undertake any [LCTEC] function and/or to provide payroll facilities and access to pension arrangements for staff employed by [LCTEC]

3. To negotiate and execute contracts in respect of goods, works, services and property transactions on behalf of [LCTEC] on request

4. To institute and defend in its own name any court proceedings on behalf of [LCTEC] on request

5. Such further functions as may be agreed by [LCTEC]

SCHEDULE 4

COSTS AND EXPENSES PART 1: IN RESPECT OF FUNCTIONS PURSUANT TO SECTION 73(1) ROAD TRAFFIC ACT 1991 (APPOINTMENT OF PARKING ADJUDICATORS)(AS AMENDED)

1. The following costs shall be apportioned equally amongst the Participating Councils and Transport for London :-

1.1 Appoint parking adjudicators for the purposes of the Road Traffic Act 1991 subject to the Lord Chancellor's consent

1.2 Determine the penalty charge levels and fees for de-clamping vehicle recovery storage and disposal subject to the approval of the Secretary of State

1.3 Determine the rate of discount for early payment of penalty charge notices

1.4 Determine the form for aggrieved motorists to make representations to Local Authorities under Section 71 of the Act

1.5 The publication and updating as necessary of the Code of Practice for Parking in London

1.6 General data collection and service monitoring

1.7 The co-ordination of publicity and public relations activities

1.8 The establishment of common training standards in connection with parking standards the accreditation of training centres and award of qualifications

1.9 The establishment of London-wide parking schemes

2, The following costs shall be apportioned according to the number of PCNs issued:

2.1 Provision of accommodation and administrative staff for the parking adjudicators

2.2 The establishment of links with the Metropolitan and City Police the County Courts and the DVLA

2.3 The co-ordination of - 2.3.1 payment facilities

2.3.2 pound facilities

2.4 The maintenance of records detailing persistent evaders and offenders

3. The following costs shall be apportioned according to actual use:

3.1 The marginal costs of the functions set out in Clause 2 above together with those set out below

3.2 The co-ordination and maintenance of vehicle removal and clamping operations

3.3 The establishment and maintenance of a communications and control service to deal with vehicle removals

3.4 The establishment and maintenance of a communications and control service to deal with wheel clamping

3.5 Ticket Processing

PART 2: IN RESPECT OF THE LONDON LORRY BAN

1. The amounts of the contributions of each Participating Council shall be determined so that the expenditure (including an apportionment of staffing, premises and general administration costs) in respect of which they are payable is borne by the Participating Council in proportion to the populations of their respective areas

2. For the purposes of paragraph 1 above the population of any area shall be taken to be the total resident population of the area of each Participating Council on 30th June in the financial year beginning two years before the beginning of the financial year in respect of which the expenditure is payable as estimated by the Registrar General in accordance with the Levying Bodies (General) Regulations 1992 (or any future method of calculation introduced by any amendment or re-enactment thereof)

3. Transport for London shall be treated as if had a resident population equal to the average resident population of the Participating Councils as determined in accordance with paragraph 2 above for the purposes of calculating its contribution to the costs of the London Lorry Ban

PART 3: IN RESPECT OF FUNCTIONS PURSUANT TO SECTION 240 GREATER LONDON AUTHORITY ACT 1999 (TRAVEL CONCESSIONS)

[1. The cost of reimbursement to The Transport Operators in respect of the concessionary fares scheme, together with the cost of survey and other work needed to assess the reimbursement due to The Transport Operators, are:

(a) in respect of permits issued to eligible London residents, allocated to Participating Councils in proportion to the number of persons resident in those boroughs holding valid permits to travel on 30th September in those years in which permits are reissued, or on such other dates as LCTEC may determine following consultation with the Participating Councils, subject to any decision taken by LCTEC in accordance with section 244 of the Greater London Authority Act 1999 and Clause 12.1 of the Agreement to vary these arrangements; and

(b) in respect of permits issued to eligible persons under section 145A(4) of the Transport Act 2000, allocated to Participating Councils in such proportions as may be agreed by ALGTEC in accordance with section 244 of the Greater London Authority Act 1999 and Clause 12.1 of the

Agreement.][29]

2. All costs arising out of the exercise of the delegated functions in relation to the London taxicard scheme (including an apportionment of staffing, premises and general administration costs) are allocated to Participating Councils in proportion to their share of the total membership of the London taxicard scheme as at 30th September in the preceding year.

[29] Substituted by Second Further Variation (also known as the Fourth ALGTEC Agreement) dated 8 June 2009. This paragraph now needs to be read in conjunction with the consent award dated 8 October 2008, which changes the basis of apportionment. In light of the availability of two years' worth of usage data for London Overground and National Rail and consistent with the consent award dated 8 October 2008, on 13 December 2012 the LCTEC voted unanimously for a 3-year transitional period for the introduction of usage apportionment for the National Rail and London Overground elements of the Freedom Pass settlement from 2014/15 onwards.

PART 4: GENERAL

1. The annual costs of [LCTEC] in respect of premises staffing IT audit general administration and all associated and ancillary costs including the costs and expenses of the Lead Authority(ies) together with any future costs not provided for herein and shall be reimbursed by the Participating Councils as reasonably determined by [LCTEC] following consultation with the Participating Councils

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Report for: Cabinet 11th February 2020

Title: Acquisition of the freehold interest in Alexandra House, Wood Green – Part A

Report authorised by: Dan Hawthorn, Director Housing Regeneration and Planning

Lead Officer: Christine Addison, Assistant Director Major Projects and Property (Interim)

Ward(s) affected: Woodside

Report for Key/ Non-Key Decision: Key

1. Describe the issue under consideration

1.1. This report sets out the rationale for the acquisition of the freehold interest in Alexandra House, Wood Green for use by the Council as office accommodation for an initial period (c7 years) and for longer term strategic purposes.

1.2. There is an opportunity for the Council to step in to acquire the freehold from the current purchaser, which would enable the Council to use the building as office accommodation in the medium term or longer if required, plus also control its future use alongside other development plans for the Wood Green area in due course.

1.3. The Council holds the lease of this building until February 2021 and it is in use as office space. The Council had planned to vacate the building at the end of the lease. However, the Council is now in need of additional office space temporarily and over the medium term and the acquisition of Alexandra House represents the best available means of meeting this need. In addition, there is a strong strategic case to acquire the property, given its central position in Wood Green and the Council's adjacent ownerships. Owning Alexandra House would enable the Council to control any future development along Station Road.

1.4. The freeholder of Alexandra House has exchanged contracts for the sale of the property. If the acquisition by the Council does not proceed, the current purchaser intends to use permitted development rights to establish 200+ studio apartments for rent.

2. Cabinet Member Introduction

2.1. The Council's accommodation needs have changed in the last twelve months and the Council's strategic ambition for Wood Green has evolved meaning that Alexandra House now has greater importance to us than before.

2.2. There has always been a strategic case for acquisition to support the redevelopment of the area along the axis of River Park Road/ Station Road but the separate ownership of Alexandra House presented significantly lower risk to this long term vision when Alexandra House was owned by Workspace whose stated intention for Alexandra House was for it to remain as employment space. Now that the alternative is residential development of a nature we would not support for strategic reasons, there is a much stronger argument for acquisition on both operational and strategic land use bases.

2.3. In considering whether to acquire, we need to base a decision on operational and strategic reasons supported by an assessment of the cost implications. Officers have looked at several aspects of this including considering the costs the Council would face if the building was not acquired.

3. Recommendations

3.1. Cabinet are recommended to agree to:

a) The acquisition of the freehold interest in Alexandra House, 10 Station Road (as outlined red in the plan in Appendix A) on terms set out in Part B.

b) This is set out in exempt part of the report

c) Give delegated authority to the Director of Housing, Regeneration and Planning after consultation with the Lead Member for Finance and Strategic Regeneration to approve the final Heads of Terms and all other documentations required to give effect to the acquisition.

d) This is set out in exempt part of the report

e) This is set out in exempt part of the report

f) This is set out in exempt part of the report

4. Reasons for decision

4.1. The Council has the opportunity to acquire the freehold of Alexandra House, currently in use as office space by the Council under a business lease that is due to expire in mid- February 2021. The reason for the acquisition is in the first instance operational, to provide the Council with flexible office accommodation over the coming years whilst the medium-term accommodation strategy is approved and implemented, and in the short term to manage decant and works to River Park House.

4.2. A number of reports and studies undertaken in the last six months about the Council's current office accommodation have shown that the Council has a greater requirement for office accommodation in the short and medium term than previously understood, supporting the need to retain Alexandra House for operational reasons. The property is currently under contract to be sold and the new purchaser has indicated that they would oppose a new lease should the Council request one once the existing lease expires in February 2021.

4.3. The current purchaser has lodged an application for permitted development rights to develop Alexandra House as residential units (studio flats).

4.4. The acquisition is also being recommended for strategic reasons, to consolidate the Council's land holdings in the area and promote its ability to deliver long term redevelopment of the Station Road corridor, and to take control of the future development of this site, along with other Council sites, so that it can support the Council's vision for this area as expressed in its Borough Plan and other plans about the Wood Green area.

4.5. The recommendation is that the Council now, in agreement with the current purchaser, step in to acquire Alexandra House on the basis of completing the transaction during March and based on the structure set out in the Heads of Terms in Part B of this report.

5. Alternative options considered

5.1. The alternative option is not to buy the freehold interest in Alexandra House. The consequence of this would be that the Council would need to vacate the building if the Council failed in its application for a new lease with a risk now that there would be insufficient temporary accommodation available to facilitate that on time due to recently identified works being required at River Park House.

5.2. The need for additional accommodation for staff could potentially be met in other ways. These alternatives are described in detail in the background section and have been considered both in terms of the risks to business continuity and in terms of cost in comparison with the recommended option.

5.3. A further possible consequence is that the scheme proposed in the permitted development application might succeed and this would affect the longer term development of this area. The scheme proposed at present would, if implemented, retain Alexandra House for that purpose over a period of c25 years, with future redevelopment only coming forward should demand for this type of accommodation drop making alternative development an option.

5.4. An options appraisal has been carried out. The appraisal includes the costs the Council would face if it decided not to buy Alexandra House. Given the Council's requirements and the analysis of the options, the recommended option is to acquire.

6. Background information

6.1. The Council is a major landowner and controls some of the most strategic sites in Wood Green including its current office accommodation at River Park House which will become surplus to requirements when new council accommodation is complete. Once a decision has been taken about the preferred option for the new council accommodation, the project will take some seven years to deliver.

6.2. Set out in the exempt part of the report

6.3. The Council occupies Alexandra House under a business lease which is due to expire in mid-February 2021. The current rental is £675,000 per annum. The building contains 54,465 sqft of office space with ancillary parking.

6.4. The Council has been preparing to vacate Alexandra House in February 2021, and a decant programme is being put in place to accommodate the desks within the remaining estate.

6.5. The Council lease will not terminate automatically at the end of the contractual term of the lease in February 2021 because the Council has some protection under the Landlord and Tenant Act 1954. The Council will have the statutory right to a lease renewal at the end of the contractual term under the Act although the freeholder can oppose this on the ground of redevelopment (Ground(f)). This states that the landlord can oppose a lease renewal if on the termination of the current tenancy the landlord intends to demolish or reconstruct the premises or a substantial part of those premises or to carry out substantial work of construction and he could not reasonably do so without obtaining possession of the premises

6.6. Set out in the exempt part of the report

6.7. The current purchaser has made a permitted development application to refurbish and remodel the building into over 200 residential studio units once the Council's lease has expired. The first application was refused by the Council and the current purchaser has recently submitted a revised application.

6.8. Set out in the exempt part of the report

6.9. The terms and the structure of the disposal under which the current purchaser is prepared to sell is as set out in the Heads of Terms attached to Part B as Appendix B).

6.10. In considering whether to recommend acquisition of the property, an option appraisal has been carried out and included in the business case for the acquisition. This is summarised below.

<u>Options appraisal</u>

6.11. There are two main elements to the Council's case to acquire. These are operational and strategic. The details of this appraisal are included in the exempt Appendix B.: -

Paragraphs 6.11 – 6.26 are in the exempt part of the report

Strategic reasons to acquire Alexandra House

Paragraphs 6.27 and 6.28 are in the exempt part of the report

6.29. The Intend to Publish London Plan (2020) identifies Wood Green as an Opportunity Area and one of 14 Metropolitan town centres. The plan sets out the aim of creating a revitalised employment-led Metropolitan town centre. The area benefits from good public transport connections and capacity, which gives Wood Green potential for future growth in employment and service provision to serve the central portion of north London.

6.30. Wood Green is also a Growth Area in The Local Plan: Strategic Policies (2013). The adopted Site Allocation DPD allocates several sites for redevelopment. The Wood Green Area Action Plan (AAP) will set out a framework for building on the existing policy context and delivering additional new jobs and new homes in Wood Green, which would benefit the communities of Haringey.

6.31. The Borough Plan 2019 – 2023 sets out an objective to make sure that investment and development in the borough has the interests of Haringey's communities at its heart delivering quality homes, a range of jobs and the physical and social infrastructure that our communities need.

6.32. The Council has land interests in 15 of the 28 Site Allocations in the draft AAP. The Council has a clear role to play in meeting the ambitions for Wood Green which are set out in the London Plan, Local Plan and Borough Plan.

Station Road Sites

6.33. Unlike much of Wood Green, the Station Road sites are not constrained by the viewing corridor of Alexandra Palace which limits height in much of Wood Green to eight stories and 14 stories in specific locations. This potential scale of development and the proximity to Wood Green Underground Station means that sites on Station Road will attract significant investment.

6.34. The comprehensive redevelopment of Station Road sites can play a key role in revitalising the town centre, delivering a range of homes and jobs. As the Council is the major landowner this represents an opportunity to invest and create a long-term sustainable income through business rates.

6.35. The Council is developing a feasibility stage masterplan which includes all sites along Station Road. Phasing and timing of development is not known at this stage and the masterplan will be designed so that individual phases can come forward independently of each other.

Alexandra House

6.36. The Council owns the land on either side of Alexandra House and its acquisition would provide overall control for the redevelopment of all the land between Station Road and River Park Road. The Council could bring forward a substantial development which would deliver a range of benefits in line with the London Plan, Local Plan and Borough Plan. The redevelopment of the site will deliver significant value in terms of development value and revenue income.

Paragraphs 6.37 – 6.39 are in the exempt part of the report

6.40. Finally, the ground floor of Alexandra House, like River Park House has no active frontage to Station Road and offers no contribution to the town centre vitality, there will be no prospect of this improving if Alexandra House is not acquired by the Council.

Financial Analysis

Paragraphs 6.41 – 6.48 are in the exempt part of the report

Summary

6.49. To summarise: acquiring Alexandra House represents the best operational outcome for the Council in meeting short- and medium-term council accommodation needs. This option has the least risks in delivery terms and has the best outcome in terms of business continuity.

6.50. The strategic case for acquisition is stronger than it has ever been in the past as the alternative which the Council is now facing would impact the council as landowner and its ability to deliver its vision for Wood Green.

6.51. The acquisition is supported by the financial case which shows that the acquisition of Alexandra house offers the lowest net operational cost to the Council.

7. Contribution to strategic outcomes

7.1. Outcome 3: We will work together to drive up the quality of housing for everyone

7.2. Outcome 16: Regeneration with social and economic renewal at its heart, focused on Tottenham and Wood Green

7.3. Outcome 20: We will be a council that uses its resources in a sustainable way to prioritise the needs of the most vulnerable residents

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

Finance

Paragraphs 8.1 – 8.21 are in the exempt part of the report

Procurement

8.22. The Corporate Procurement Unit notes the recommendations in this report and that there is no input from procurement required.

Legal

Paragraphs 8.23 – 8.30 are in the exempt part of the report

Equality

8.31. 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.

8.32. 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

8.33. The proposed decision is to agree to the acquisition of the freehold interest in Alexandra House. The medium-term, operational objective of the proposal is to ensure that Haringey Council has sufficient flexible accommodation for staff. The longer-term strategic objective is to consolidate the Council's ownership over the area in order to be able to deliver long term redevelopment of the Station Road corridor. Furthermore, the proposed decision prevents what the Council considers to be undesirable permitted development residential units which do not support the Borough Plan vision.

8.34. The group primarily affected by the proposed decision will be Haringey Council staff. The Corporate Employee Profile for December 2019 states that a majority (53%) of Council staff are BAME; 65% are women; and 7% have disabilities, though this figure is likely to be an underestimate due to incomplete reporting.

8.35. The proposed decision represents a measure to ensure that there continue to be suitable working conditions for Council staff. It is notable that Alexandra House and is accessible for members of staff with disabilities, whereas alternative options of temporary accommodation are not free from risk in terms of ensuring accessibility for members of staff with disabilities. The decision to acquire Alexandra House therefore represents a step to advance equality of opportunity by meeting the accessibility needs of people who share the protected characteristics.

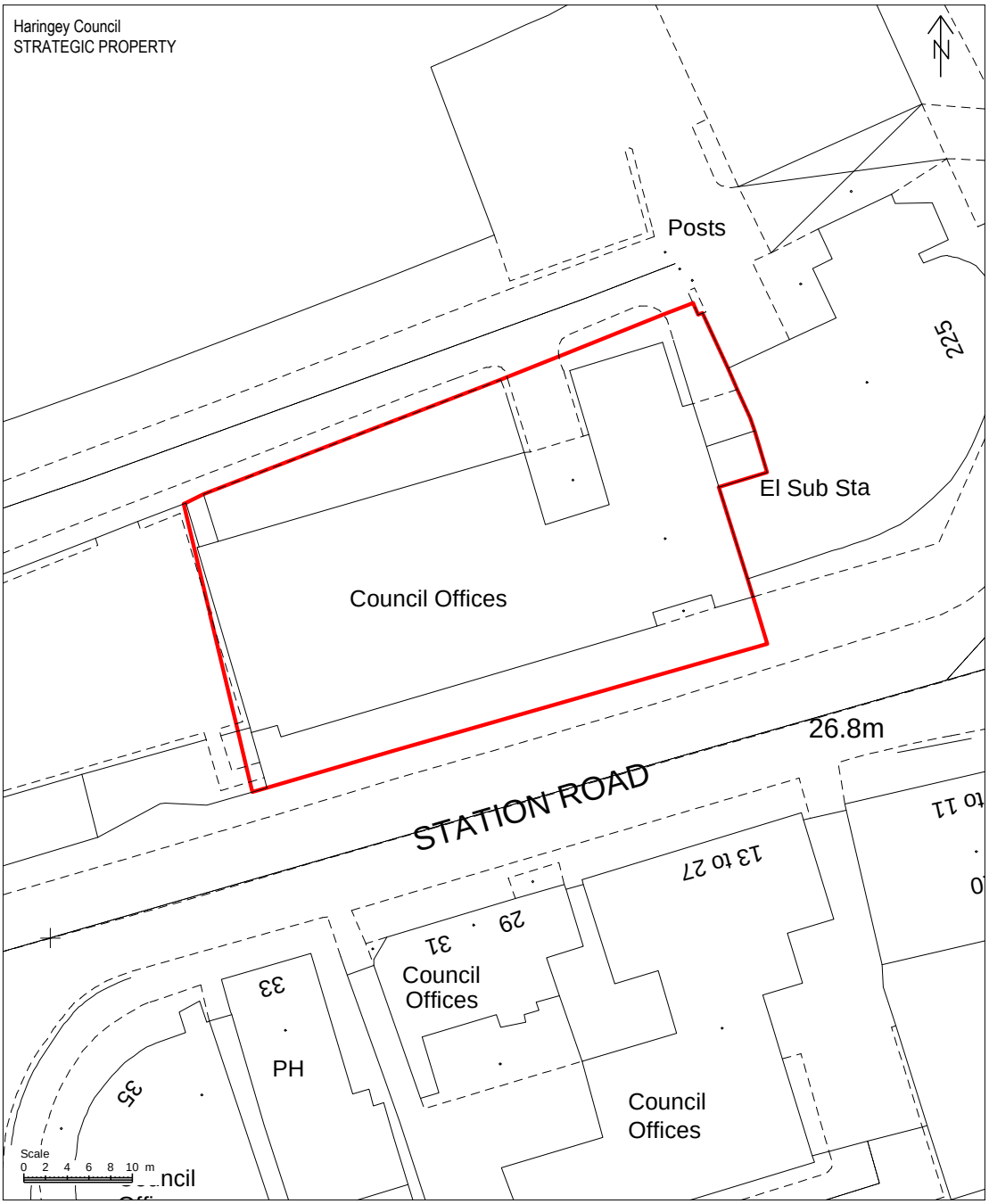
7. Use of Appendices

Appendix A – Plan of Alexandra House
Appendix B – Heads of Terms (in the exempt part of the report only)

8. Local Government (Access to Information) Act 1985

a. Intend to Publish London Plan (2020)
https://www.london.gov.uk/what-we-do/planning/london-plan
b. The Local Plan: Strategic Policies (2013)
https://www.haringey.gov.uk/planning-and-building-control/planning/planning-policy/local-development-framework
c. Draft Wood Green Area Action Plan
https://www.haringey.gov.uk/planning-and-building-control/planning/planning-policy/local-plan/wood-green-area-action-plan
d. Haringey Borough Plan 2019 – 2023
https://www.haringey.gov.uk/local-democracy/policies-and-strategies/borough-plan

Appendix A – Plan of Alexandra House



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ALEXANDRA HOUSE,
10 STATION ROAD,
LONDON
N22 7TR

Red Line - Site boundary

Title No: EGL290309

Overlay : Hss - Misc

Scale 1:500

Plan produced by Sean Purcell on 23/01/2020

Drawing No. BVES A4 2969

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MINUTES OF MEETING CABINET MEMBER SIGNING HELD ON FRIDAY, 17TH JANUARY, 2020, 12.30 - 12.45 PM

PRESENT: Councillor Zena Brabazon

142. FILMING AT MEETINGS

Noted.

143. APOLOGIES FOR ABSENCE

There were no apologies for absence.

144. URGENT BUSINESS

There were no items of urgent business.

145. DECLARATIONS OF INTEREST

No declarations of interest were made.

146. HARINGEY COUNCIL'S LOCAL SCHOOLS FUNDING FORMULA FOR THE 2020-21 FINANCIAL YEAR

The Cabinet Member for Children and Families considered a report which sought approval for changes to the Council's local schools funding formula for the 2020-21 financial year in line with the Schools National Funding Formula set out by the Department for Education (DfE).

Following consultation by the Council with all maintained schools and academy schools in the borough, Schools Forum asked the Council to continue the existing local school funding formula. However, given the nature of the funding settlement, a number of adjustments are required to the local funding formula for the 2020-21 financial year, and these are set out in the recommendations below.

Following approval, the funding allocation for the year 2020-21 must then be submitted to the Education and Skills Funding Agency (ESFA) via the Authority proforma tool (APT) by 21st January 2019.

Following a meeting of the Haringey Schools' Forum on 16th January 2020, updated recommendations were put forward. These were put to the Cabinet Member in the form of a tabled addendum with legal and finance comments accompanying the updated recommendations.

RESOLVED

1. To agree the (Model 1 – Option A) as the local schools funding formula for the 2020/21 financial year.
2. To approve Minimum Funding Guarantee (MFG)*: Set at 1.35% and capping at 1.84% per pupil.
3. That the Growth Fund be maintained at £932,000 for the financial year 2020-21.
4. That there be no transfer from Schools Block to High Needs Block in 2020-2021.
5. To approve the transfer of £122,000 to Central Block from Schools Block DSG as a top slice mechanism for statutory service relating to the Education Welfare Services.
6. To approve de-delegation of £179,000 for a support fund for School's in Financial Difficulty.
7. To approve de-delegation of trade Union Facilities Time of £117,000.

Reason for recommendations

As set out in the published report, in addition de-delegation of funding is charged to maintained schools only to provide services to these schools. It is part of the local funding formula that the School's Forum agrees but this was not included in the published Cabinet Signing report but has been agreed by the Schools Forum.

The original funding models were calculated based on provisional allocation published by the ESFA.

However, when ESFA published DSG allocation for financial year 2020-21, Haringey Council was awarded additional funding for the school budget which will be distributed by raising MFG level from 0.74 to 1.35 to ensure schools received maximum funding for the financial year.

Alternative Options Considered.

As set out in the published report, the alternative option to use Model 2[Option B] This option / model was not agreed with by the Schools Forum on the 16th of January 2020. The consultation results showed a strong preference for Model 1[Option A]. **Model 2** contained: Minimum Funding Guarantee: Set at 0.54% and capping at 0.70%. High Needs Block Transfer: 0.25%

Additionally, the choice to disagree top-slicing the Education Welfare Service contribution of £122k from the Schools Block and transferring to the Central Services Block. This was not approved by the School's Forum and not supported in the consultation exercise.

147. NEW ITEMS OF URGENT BUSINESS

N/A.

CHAIR:

Signed by Chair ……..

Date ……

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MINUTES OF MEETING CABINET MEMBER SIGNING HELD ON MONDAY, 20TH JANUARY, 2020, 12.35 - 12.40 PM

PRESENT:

Councillors: Joseph Ejiofor

148. FILMING AT MEETINGS

The meeting was not filmed or recorded.

149. APOLOGIES FOR ABSENCE

None.

150. URGENT BUSINESS

None.

151. DECLARATIONS OF INTEREST

None.

152. LONDON BUSINESS RATES RETENTION POOL 2020-21

The Leader considered the report which proposed that Haringey join the LGA and all London boroughs to form a pool of retained business rates from 1st April 2020.

A revised copy of the Memorandum of Understanding was tabled, as the original published copy contained some typographical errors:

- Page 5 – 'Financial Benefitto'
- Pages 8 and 11 – 'particpating'
- Paragraph 6.1 – change to font sizes
- Removal of the 'draft' watermark.

RESOLVED that Haringey participate in the London-wide Business Rates Retention Pool for 2020/21 and:

i. The designation of the London Borough of Haringey by the Secretary of State as an authority within the London Business Rates Pool pursuant to paragraph 34(2) of Schedule 7B Local Government Finance Act 1988 in line with the Memorandum of Understanding at Appendix 1 be accepted;

ii. that the London Borough of Haringey participate in the London Business Rates Pool for the 2020/2021 financial year;

iii. **that the authority's administrative functions as a billing authority pursuant to the Non-Domestic Rating (Rates Retention) Regulations 2013 be delegated to the City of London Corporation ("CoLC") acting as the Lead Authority, and these functions to remain delegated to the City of the Corporate of London for subsequent financial years that the London Borough of Haringey decide to participate in the London Business Rates Pool;**

iv. **that the Lead Authority be authorised to sub-contract certain ancillary administrative functions (regarding the financial transactions) within the Pool to the GLA as it considers expedient;**

v. **that authority be delegated to the Chief Financial Officer, in consultation with the Cabinet Member for Finance & Strategic Regeneration, to agree the operational details of the pooling arrangements with the participating authorities;**

vi. **to enter into such Memorandum of Understanding (MoU) with the participating authorities to implement and/or regulate the pool and delegate authority to the Chief Financial Officer (in consultation with the Assistant Director Corporate Governance) to negotiate, finalise and execute the same on behalf of the authority for 2020/21 at Appendix 1 and for any subsequent years any Memorandum of Understanding is required;**

vii. **the Leader of the Council be authorised to represent the authority in relation to consultations regarding the London Business Rates Pool as may be undertaken by the Lead Authority pursuant to the Memorandum of Understanding; and**

viii. **that authority be delegated to the Chief Financial Officer the authority to consider such consultative reports as the Lead Authority may circulate and to respond on behalf of the authority with regard to any recommendations.**

Reasons for decision

The Government designated a pan-London business rates pool in 2018-19, which piloted 100% retention in that year, and was revised to pilot 75% retention in 2019-20. It confirmed in September 2019 its intention not to renew the London pilot in 2020-21, and for London to revert back to the pre-existing 2017-18 67% retention scheme (which was a partial pilot, reflecting the incremental impact of the rolling in of the Greater London Authority's (GLA) Revenue Support Grant (RSG) and the Transport for London investment grant).

Although this decision by Government means that the **pilot** ceases, under the original business rates retention legislation, groups of authorities can form pools where they deem that there is a financial benefit.

Analysis undertaken by London Councils suggests that by working together and forming a pool, London authorities can retain a greater proportion of business rates growth within London, providing additional resources to support local communities and strengthen financial resilience following a decade of significant funding reductions.

There are also deemed strategic and operational benefits from continuing with pooling business rates across London. The pilot pool was seen as a platform from which to develop further arguments about London Government genuinely retaining 100% of the business rates it collects, while providing an important step towards broader fiscal devolution ambitions, in line with the recommendations of the London Finance Commission in 2013 and 2017.

Maintaining a collaborative arrangement for a further year would likely give London Government a more influential voice with regard to the eventual design of the full 75% scheme, now due to be implemented in 2021-22.

The current pilot has provided a platform for greater openness and sharing of information about assumptions regarding those elements of the National Non-Domestic Rates (NNDR) process that authorities have more judgement over. It has enabled stakeholders to improve their technical understanding of how the system works and has raised the level of awareness amongst both members and officers of the key drivers of business rate growth, the importance of accurate forecasting, and the impact that appeals judgements have on the system.

Alternative options considered

The alternative option would be to formally opt out of participating in the pool however, Haringey would forego the estimated financial benefit of £0.4m-£0.5m in 2020/21 as well as the non-financial benefits of participating. It is therefore considered that this is not a viable option.

153. NEW ITEMS OF URGENT BUSINESS

None.

CHAIR:

Signed by Chair ……..

Date ……

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By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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