



Overview and Scrutiny Committee

THURSDAY, 10TH JANUARY, 2008 at 19:00 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

MEMBERS: Councillors Bull (Chair), Egan (Vice-Chair), Davies, Jones, Mallett, Newton and Winskill

Co-Optees: Mr B. Aulsberry and Mrs. I. Shukla (REJCC non-voting representatives), Ms. F. Kally plus 2 Vacancies (parent governors), L. Haward plus 1 Vacancy (church representatives)

AGENDA

1. WEBCASTING

Please note: This meeting may be filmed for live or subsequent broadcast via the Council's internet site - at the start of the meeting the Chair will confirm if all or part of the meeting is being filmed. The images and sound recording may be used for training purposes within the Council.

Generally the public seating areas are not filmed. However, 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 for webcasting and/or training purposes.

If you have any queries regarding this, please contact the Committee Clerk at the meeting.

2. APOLOGIES FOR ABSENCE

3. URGENT BUSINESS

The Chair will consider the admission of any late items of urgent business (late items will be considered under the agenda item where they appear. New items will be dealt with at item 18 below).

4. DECLARATIONS OF INTEREST

A member with a personal interest in a matter who attends a meeting of the authority at which the matter is considered must disclose to that meeting the existence and nature of that interest at the commencement of that consideration, or when the interest becomes apparent.

A member with a personal interest in a matter also has a prejudicial interest in that matter if the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the member's judgment of the public interest **and** if this interest affects their financial position or the financial position of a person or body as described in paragraph 8 of the Code of Conduct **and/or** if it relates to the determining of any approval, consent, licence, permission or registration in relation to them or any person or body described in paragraph 8 of the Code of Conduct.

5. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

To consider any requests received in accordance with Part 4, Section B, paragraph 29 of the Council's constitution.

6. CABINET MEMBER QUESTIONS: CABINET MEMBER FOR ENTERPRISE AND REGENERATION (PAGES 1 - 12)

Briefing from Councillor Kaushika Amin, Cabinet Member for Enterprise and Regeneration

7. CABINET MEMBER QUESTIONS: CABINET MEMBER FOR COMMUNITY COHESION AND INVOLVEMENT

Briefing from Councillor Lorna Reith, Cabinet Member for Community Cohesion and Involvement. **TO FOLLOW**

8. MOBILE PHONE MASTS UPDATE

(Report of the Director of Urban Environment) To update the committee on the recommendations of the Scrutiny Review of Mobile Phone Masts. **TO FOLLOW**

9. ALLOTMENTS SCRUTINY REVIEW UPDATE (PAGES 13 - 42)

(Report of the Assistant Director – Recreation) To provide Overview and Scrutiny with an implementation update on Executive recommendations resulting from the 2005/6 Scrutiny Review on Allotments.

10. SEXUAL HEALTH AND HIV STRATEGY (PAGES 43 - 50)

(Report of the Director of Adult, Culture and Community Services) To provide an update on the local implementation of the National Sexual Health and HIV Strategy.

11. DIRECT PAYMENTS FOR CARE PACKAGES (PAGES 51 - 60)

(Report of the Director of Adult, Culture and Community Services) To advise Members of the local performance in delivering Direct Payments to residents with care needs.

12. CHILDREN & YOUNG PEOPLE'S SERVICE ANNUAL PERFORMANCE ASSESSMENT (PAGES 61 - 78)

(Report of the Director of the Children & Young People's Service) To report on the outcome of the Children & Young People's Service Annual Performance Assessment.

13. SCRUTINY REVIEW ON RESOURCING OF SAFER AND STRONGER COMMUNITIES LAA TARGETS (PAGES 79 - 112)

(Report of the Chair of the Review Panel) To approve the final report of the Scrutiny Review Panel.

14. SCRUTINY REVIEW: THE NORTH MIDDLESEX UNIVERSITY HOSPITAL APPLICATION FOR FOUNDATION TRUST STATUS (PAGES 113 - 130)

(Report of the Chair of Overview & Scrutiny Committee) To report the Scrutiny Review Panels recommendations regarding the North Middlesex University Hospitals applications for foundation trust status.

15. SCRUTINY REVIEW OF NEIGHBOURHOOD MANAGEMENT

(Report of the Chair of the Review Panel) To approve the terms of reference for the Scrutiny Review of Neighbourhood Management. **TO FOLLOW**

16. REVIEW OF HOMES FOR HARINGEY AND REGISTERED SOCIAL LANDLORDS: FEASIBILITY STUDY

(Report of the Chair of Overview & Scrutiny Committee) To consider the feasibility of the Overview and Scrutiny Committee commissioning a scrutiny review on Homes for Haringey and Registered Social Landlords. **TO FOLLOW**

17. MINUTES (PAGES 131 - 138)

To confirm and sign the minutes of the meeting held on December 3rd 2007.

18. NEW ITEMS OF URGENT BUSINESS

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2 January 2007

KEY ISSUES BRIEFING – CLLR AMIN**PLANNING****1. PLANNING POLICY AND DESIGN**

December 2007- May 2008 (end of May)

- Core Strategy- consultation on Issues and Options and development of Preferred Options
- Core Strategy – internal and external partnership working including CSC delivery and LAA input
- Central Leaside Area Action Plan- Consultation Issues and Options and development of Preferred Options
- Input to emerging Meridian Water masterplan (joint work with LBE)
- Open Spaces SPD- consultation and adoption
- Housing SPD- consultation and sustainability appraisal
- NDC –work with NDC to commission consultants and input to masterplan
- Wood Green SPD input
- Joint Waste Development Plan- consultation on Issues and Options and development of Preferred Options
- Equalities Impact Assessment- development of framework
- Strategic Flood Risk assessment to be completed
- Employment Land Study to be commissioned and completed
- Retail/Town Centres Capacity Study to be commissioned and completed
- Design assessment for Tottenham Hale and Haringey Heartlands
- Design and policy input to Major planning applications
- Conservation Area appraisals- Trinity Gardens, Crouch End, Muswell Hill, Highgate
- Climate change – need to improve evidence base for planning policy effectiveness
- Climate Change -emerging sub-regional network
- Climate Change – advice on applications in conservation areas

2. BUILDING CONTROL

During the next six months it will be business as usual, although particular emphasis will be put onto the following (no particular order, but they all tend to link together):

- Ensuring that the major sites that Development Control are approving use Haringey Building Control, this not only maintains our income levels, but is also a major staffing incentive;
- Try to recruit qualified staff, whilst ensuring that we do not lose staff;
- Enable mobile working – the pilot has been ongoing for a long time we need full IT support to move forward;
- Further development and enhancement of e-Building Control (including website), again we need full IT support;
- Consolidation and development of existing procedures;
- To increase awareness of Building Control and submit schemes for Quality awards;
- Raise awareness of sustainability in preparation for New Regulations;

- To be more proactive with regard to enforcement and build on the successes that we have recently had.

3. **BUSINESS SUPPORT & DEVELOPMENT GROUP MANAGER**

The key areas of work for the Business Support and Performance group are as follow;

1. Development and Preparation of the service Business Plan, including the revision of the improvement and people plans.
2. Revision of the Planning DC manual.
3. Introduction of a Fee Charging Regime for pre application advice.
4. Support the introduction of the new online planning application forms 1APP, and managing the changes to the Planning process which result.
5. Implementation of the service restructuring proposals which includes the full range of recruitment activity i.e. preparation of j.d's through to interviews and appointments.
6. Preparation of budgets to include the changes in structure, and cash limits.
7. Managing the Directorate Debt Strategy.
8. Implementation of accommodation moves.
9. Review of performance data in line with the changes from CPA to CPP and LAA's and advising corporate performance on new indicators.
10. Take an active role in the delivery of the Directorate backroom efficiency review.

4. **DEVELOPMENT CONTROL**

- maintaining levels of performance on Planning Applications in accord with BVP 109.
- Seeking to improve performance on minor applications to deal with a backlog of cases.
- Continued input at both pre-application stage, consultation stage (e.g. D.C Forums), and decision-taking stage, on Regeneration and major schemes such as Tottenham Hale/GLS/Hale Wharf; Hornsey Central Depot, Heartlands, School Expansions (both B.S.F and other), and a range of medium sized RSL-sponsored Housing sites.
- Maintaining levels of response to Complaints and Member Enquiries.
- Planning Appeals; meeting Inspectorate deadlines;
- Planning Appeals; further analysis of performance and patterns of types of appeal being allowed.
- Dealing with Government consultation on proposed legislative changes.
- Introduction of 1APP (new forms for submitting planning applications) and PAR's (Planning Application Requirements).
- Introducing charging for pre-application meetings; and Planning Application Performance Agreements.

5. **STRATEGIC SITES & PROJECTS TEAM**

1. Growth Area Fund (GAF) 2 & Community Infrastructure Fund (CIF) 1 – complete the delivery of projects: build mortuary; construct the podium at Hale Village; construct the Spine road at Haringey Heartlands; improvements at Markfield recreation ground.
2. GAF 3 – Progress GAF 3 projects & revise Programme of Development.

3. Prepare and submit CIF and Community Infrastructure Levy bids.
4. Consider and determine the following Major planning applications, and negotiate s106 agreements;-
 - Haringey Heartlands – spring new year
 - Wards Corner – end of year
 - Hale Village – reserve matter planning applications pursuant to planning permission
 - Hale Wharf – pre-application negotiations
 - Lawrence Road – end of year
 - Tottenham Town Hall – early new year
5. Monitor and implement s106 agreements.

REGENERATION

ERDF 2007 to 2013 and LDA Area Programme funding

The prospectus for the new London ERDF was launched November 2007 following negotiation between the European Commission, the UK Government and the LDA. The programme is significantly smaller than the previous programme at £125m. This reduction in scale is associated with the end of the tight spatial targeting which formed the core of the previous programme, and a more narrowly defined range of activities. Competition for funds will be great.

The new ERDF programme is intended to contribute to London's development and to greater equality by particularly supporting business investment and growth in small and medium enterprises (SMEs) that are led by black, Asian and ethnic minority people, women, disabled people and which provide employment opportunities to deprived communities.

The programme will promote greater innovation, collaboration and environmental efficiency for London's SMEs (Priority Axis 1 25% of the total fund). It will also support them in accessing new markets, in particular the emerging economic giants of Asia, and in accessing finance for investment that is often a major difficulty for small and new companies (Priority Axis 2 25% of the funds). Alongside this the Programme will invest in environmental improvements.

50% of the funding is targeted at these areas through Priority Axis 3- Sustainable Urban Regeneration. This funding is targeted at those areas of London that have been identified through the London Plan as Opportunity Areas and Intensification Areas for development (the ULV is one such area).

LDA Area Programme

The LDA's Area programme is for a total of £6million over two years and has three main themes: reducing worklessness, place shaping and town centres; and organisation structures.

£1.3m has been allocated to continue delivery of components of Employ ULV (Construction Web, Stansted, and networking). LBH are submitting a bid for £2m on behalf of the 3 boroughs to deliver the North London Pledge (based on the Haringey Guarantee). A 3 borough proposal to deliver Enterprise support with a focus on employer engagement and aligns to ERDF funding will be submitted early January 2008.

Under the third theme the ULV partnership structure is being developed by North London Strategic Alliance (NLSA) and the 3 ULV boroughs, Haringey, Enfield and Waltham Forest and will be the mechanism through which the ULV Vision will be delivered and which will provide a platform to bid for and manage funding streams from Central Government, the LDA and the ERDF 2007 to 2013.

Support to small business and Haringey City Growth

Haringey is home to 8,200 enterprises which provide employment to 59,800 people. This business community is dominated by micro businesses; 77% employ between 1 and 4 people, 13% more than the national average. Very few large businesses are based here. Haringey has relatively high levels of new business VAT registrations – 14% of total stock in 2004, compared to 12% across London. Across Haringey rates of self-employment, a useful barometer in identifying trends in entrepreneurship and enterprise, are rising and currently stand at 18%.

LAA targets for business pertain to increased VAT registrations. Currently Haringey is showing a slight decline in VAT registrations at 4.7 (per 1000 businesses), but this still compares favourably to the national average.

Current Provision

We currently fund a number of business support interventions in the borough using NRF funds, including major support for the Haringey City Growth programme currently managed by North London Business.

The City Growth strategy is driven by a board which comprises some of the major businesses in Haringey and aims to meet the key city growth objectives on economic development. The strategy currently comprises 5 key sector clusters:

- Food and Drink
- Retail and Distribution
- Sport, Leisure and Tourism
- Professional Services
- Creative Industries

A New Approach to Business Support

As outlined above there have been a number of publicly funded business support interventions. However, there will be far less public funding for these kinds of initiatives in the future. The government wishes to reduce the number of interventions from 3,000 to 100 nationally by 2010. A key priority for the Council is to tackle worklessness and create employment opportunities for residents. Supporting local business is seen as a key objective in achieving this.

The vision for business support in Haringey will be focused on the council's outward facing services to local business. We are currently investigating the implementation of a Single Business Account (SBA), which will provide local businesses with a single access point to council services. Businesses will be able to access information on rates, refuse, grants, parking and any other issues pertaining to their business through a single access point. This is currently work in progress and we expect to have a pilot form of the SBA up and running in the next financial year within Urban Environment. The SBA model would enable enforcement services to introduce a risk-based methodology for compliance consistent with government policy. It will also cut down the amount of paper work and red tape that businesses encounter in their contacts with the Council.

We also anticipate that implementation of an SBA would enable supply chain development as we would be able to encourage SMEs to engage with other businesses via the web portal. Local and national and international procurement opportunities could be made available through this medium thus enhancing the demand and supply chain opportunities for local business. As part of the SBA, we are currently developing a new business description schema, which is a dataset providing current information on all aspects of a discrete business, accessible across directorates and therefore improving financial and administrative efficiency.

Benefits of implementing the SBA to the local authority include:

- providing a single, joined up view of the business
- Savings from utilising officer time more efficiently
- Potential to reduce overheads
- Providing a clear audit trail & systems
- Ability to report against targets
- Increased consistency of advice, information and service provision
- Better targeting of campaigns, advertising tenders, grants etc
- Better understanding of the local economy

Benefits to Business

- Less time spent dealing with the Council
- Accelerated information flows
- Improved satisfaction levels which will then encourage more interaction
- Quicker response times & more 'right first time' query resolution
- Single entry point to Central and Local Government Agencies e.g. Inland Revenue and Rates.
- Fewer registrations when accessing services or applying for licences from different departments
- Ability to sign up for email notification for changes in legislation that affects their business area.
- On-line transactions should be quicker, cheaper and more reliable than paper based systems.
- Self-service, out of hours working via the internet will allow businesses to access council services when they need them, at their own convenience.
- Councils will be able to target support services proactively, offering business services they want and need but may not know about.
- Improved tracking of service request progress such as Planning Application.
- Ability to ask any officer in the Council about progress on any of its interactions and transactions with the local authority at any time.

Website

Economic Regeneration has also been working to improve the Business pages on the Haringey website. Much of this work has been informed by the principles of the SBA, namely providing businesses with accurate information in a clear and concise manner. The new pages will be "live" by 19 November and they will focus on business support with clear links to support services within council directorates and to external services.

Features of the website include:

- **Headline page** that clearly signposts users to various sections of the site
- A streamlined **Business Advice** section with direct links to Business Link for London and the LDA's Pathway to Enterprise programme.
- A **contacts** page with generic email and contact phone numbers for council departments who have direct contact with businesses.
- **New Economic Regeneration** pages highlighting Business Support initiatives including the NRF programme, Town Centre Management and managed workspace at Stoneleigh Road and Rangemoor Road.
- Up to date information on **City Growth** with contacts for each business cluster
- The opportunity for businesses and residents to respond to the draft **Regeneration Strategy**
- **Monthly monitoring** of hits, to identify how businesses are using the site.

We have also had preliminary discussions with Business Link for London regarding implementation of an automated phone system for business enquiries. This will route callers directly to a business advisor who would be able to deal with their query.

Tottenham High Road Projects

- **TGEC refurbished managed work space:** *Project complete.*
- **Stoneleigh Road new build Managed Workspace:** *Project complete.* The ground floor is fully let to Haringey Law Centre. North London Business and Haringey Property Services are marketing remaining space. Final account negotiations commenced.
- **Bruce Grove THI phase I:** Practical Completion achieved for the shop fronts (Nos. 538-554 excluding 548) and final account settled. Most snagging items completed and final snagging visit arranged for first week of Nov. The external works to the uppers received Practical Completion in May 2007. Fire damaged two units in May. Emergency stabilising works being done on damaged portions of Windsor Parade. Temporary roof structure has been constructed over 548/550. English Heritage and borough Conservation Officer inspected site 17 Oct before reinstatement works commence. The insurance company has appointed Corvinview and PH Warr for the reinstatement works but negotiations with the insurance company have not yet been finalized. The shop fronts still required some snagging items to be completed. However, the builder is not responding to these items. This is being reviewed by Corporate Procurement, as the builder is on the Framework agreement list.
- **HERS shop fronts and façades:**
 - 497-507 Tottenham High Road – *Practical Completion achieved July 2007.* Final account settled, except for retention amounts.

- 485-489 Tottenham High Road – *Practical Completion achieved September 2007*. Final account settled, except for retention amounts. Snagging items completed.
- **614 High Road (Blue School):** *Practical Completion achieved*. Scaffolding struck and final roof works completed to old building. Hoarding is still up. Staff visited the site on 17 October. The work completed is eligible for ERDF grant and English Heritage grant and the required evidence from the owner has been obtained.
- **Industrial estates:** *Project complete*. Property services have completed works required to meet the ERDF outputs target.
- **Workspace project** – N17 Studios, Tottenham High Road: *Project complete*.
- **Rangemoor Road:** *Project complete*. Councillor Amin formally opened the building on 30th October. Marketing has commenced through North London Business and Haringey Property Services.
- **HERS - Tottenham High Road:** There are 3 additional projects being funded by English Heritage under the HERS scheme with match funding from sources other than ERDF. These are 5 Bruce Grove and St Marks Methodist Church.
 - 5 Bruce Grove is *complete*.
 - St. Marks Methodist Church is *complete*.
- **Bruce Grove THI phase II (Groups 2 & 3):** The contractor has agreed in principle to revised programme of 541,543, 551, 553, and 527 (5 properties). Awaiting tender from contractor for new property in programme, 527 as well as other supporting documents. Staff will be seeking approval of the programme from HLF (and this will include 527 in the scheme).
- **Hornsey High Street:** Shop front Nos. 1, 3, 7, 17 & 34 (5 properties) are now complete. Final snagging visit took place arranged with English Heritage and borough Conservation Officer early Nov. Architect to certify practical completion of works after snagging. However, the builder is not responding to these items. This is being reviewed by Corporate Procurement, as the builder is on the Framework agreement list.
- **Archway Road:** Originally 8 shops were in the project but No. 210 has dropped out. Shops in project are 164, 212, 216, 224, 228, 230 & 238 (7 shop shutters). The structural works are now complete and the shutters are being fabricated for installation in December. Economic Regeneration approved the funding for the additional cost of works. Work has started on site.

Haringey Guarantee Update

The Haringey Guarantee, which commenced delivery in September 2006, is the HSP's flagship programme to tackle worklessness and is the main vehicle for

delivering the LAA worklessness stretch targets. The Guarantee brings together £1 million of Neighbourhood Renewal Fund (NRF) and Council funding (to March 2008), and employs a new and innovative approach to building robust pathways to sustained employment by focusing on:

- stemming the flow of new workless and increasing the numbers of moving from worklessness into employment.
- delivering larger interventions with a narrower focus on core populations such as young people, users of core public services and long term working age benefit claimants (i.e. JSA and IB).
- better employment engagement and more demand led interventions.

The programme offers a guarantee to:

- **businesses** that they will be provided with committed trained workers to meet their identified recruitment and skills needs.
- **residents**, who are furthest away from the labour market, that they will become more employable through receiving a professional and quality service.

Residents who successfully complete the programme, and are assessed as being 'Guarantee ready', will be offered a guaranteed interview with an employer who has signed up to participate in the Haringey Guarantee.

In total the current Haringey Guarantee programme aims to support and engage over 1,000 residents and move over 250 people into sustained employment.

A range of projects have been commissioned to deliver the priorities of the Haringey Guarantee. These are:

- **Moving Forward** – This project is run by Positive Employment and is based on an outreach service at CoNEL, run in partnership with the college's Careers Advice Centre, that helps students up to the age of 25 find part-time employment. The project aims to engage and support 200 students, refer 25 onto further education and assist at least 25 into sustainable employment.
- **Work Placements for Employment** – This project is led by the North London Partnership Consortium (NLPC), in partnership with the Haringey Association of Voluntary and Community Organisations (HAVCO) and Keeping It Simple (KIS) training, and aims to help people into work and voluntary placements as a means of gaining full-time employment. The project aims to engage 150 beneficiaries, place 50 residents into volunteering opportunities and 100 into work placements with at least 30 progressing into sustainable employment.
- **Working For Health** – This project is led by the Haringey Teaching Primary Care Trust (HTPCT), in conjunction with the charity Tomorrow's People, and is focused on people with poor health and on IB. The project offers outreach facilities in a number of General Practitioner (GP) surgeries in the borough as well as the physiotherapy clinic at St Ann's hospital. The project aims to engage 150 residents and support 30 into sustainable employment.
- **Employment Action Network** – This project is run by Haringey Council's Neighbourhood Management team and is aimed at disadvantaged groups including people claiming working age benefits and lone parents. The project runs a resource centre at Northumberland Park where people can access employment support. The project aims to support at least 25 residents into sustainable employment

- **Haringey At Work** – This project is run by Talent At Work, a local recruitment company, and is the main jobs brokerage arm of the Haringey Guarantee. Talent At Work also works with a range of local employers to determine their recruitment needs and suitably matches candidates to these positions through tailored one-to-one support and advice. The project aims to engage and support 150 residents and support at least 60 of those into sustainable employment.
- **Tackling Worklessness** – This project is run by Northumberland Park Community School, in partnership with the Haringey Education Business Partnership, CoNEL, KIS training and Connexions, and is aimed at increasing the scope of vocational subjects and retention rates for those year 11 (15/16 year olds) students who are most in danger of becoming workless. The aim is for 250 students to be engaged on the programme with 213 gaining an NVQ level 2 qualification (85 per cent pass rate), 192 progressing to further education and 40 to be engaged on an enhanced information advice and guidance (IAG) programme leading to an NVQ qualification and the completion of a vocational training scheme.
- **Crèche at KIS project** – This project is run by KIS training and is targeted at unemployed lone parents to train for the National Certificate of Further Education (NCFE) accredited NVQ Level 2 equivalent Social Care Industry qualification. The project aims to engage 30 beneficiaries for IAG and on the training programme, of which at least 24 will gain the NCFE qualification. As part of the course 30 work placements will be arranged and 15 sustained jobs will be secured.
- **Ready Steady Work** – This project is delivered by Artikal Films and is aimed at helping long-term workless residents to access employment in the film industry through specific and tailored training and work placements. The project aims to engage 6 beneficiaries, arrange for all 6 to complete 2 work placements and place all 6 into sustained employment.
- **Employment Support Programme** – This project is led by Wood Green Town Centre Management and Aidevian Consultancy and will support beneficiaries to access security related employment through the completion of Security Industry Authority (SIA) accredited training courses and assistance with completing SIA application courses for employment. The project aims to deliver training and IAG to 100 beneficiaries with a minimum of 75 gaining the SIA certificate and 30 gaining sustainable employment.
- **Pre-volunteering** – This project, which is led by 5E Ltd, forms part of an LDA pilot programme to test out new approaches to recruiting and training volunteering in advance of the 2012 Olympic Games. The project provides specialist outreach, personal development and vocational training for 50 Haringey residents who will achieve accredited Level 1 qualifications in volunteering accompanied by tailored high quality mentoring, impartial IAG, and volunteering/employability actions.

The Seven Sisters New Deal for Communities (NDC) has recently given approval to the Haringey Guarantee receiving £80k over two years to support 30 residents, from within the NDC area, into sustained employment. The project partners are Talent At Work and Tomorrow's People, who will operate outreach facilities from the Triangle Children's Centre and the Laurels Healthy Living Centre. Delivery of this project is commenced in October 2007.

All contracted providers are obliged to ensure that their projects meet certain equalities targets, which stipulate that of all residents who complete the Guarantee

programme: 50 per cent must be from a Black and Minority Ethnic (BME) community; 50 per cent must be women; and 17 per cent must be disabled.

Financial, performance and quality monitoring is completed quarterly by Urban Futures with assistance provided by the Economic Regeneration team.

CSC Regeneration and Research Consultants have been commissioned to undertake an embedded evaluation of the Haringey Guarantee, which has enabled problems to be identified and addressed at an early stage. CSC has to date produced two quarterly evaluation update reports and an interim report which show that the Guarantee is making promising progress.

Officers from Economic Regeneration have also been working over the past few months to improve the systems in place to ensure that those agencies working under the Haringey Guarantee provide the best quality service to residents and employers. This mark of quality will be crucial in maintaining and developing the reputation of the Guarantee and also accessing larger, nationwide employers.

The **Interim Evaluation Report** has received looking at the programme over its first year of delivery - September 2006- September 2007.

The evaluation report and monitoring returns to end September 2007 for the Haringey Guarantee show

- 149 people have secured employment (includes 11 from LSC contract)
- 1028 people have accessed the programme, 920 of whom are from Black and Minority Ethnic (BME) communities, 512 are women and 225 have disabilities.
- 568 individual action plans/work programmes have been developed.
- 250 young people are on enhanced vocational courses with a further 40 identified as of great risk of becoming NEET (not in education employment or training) receiving extra support.
- 90 people on work placements and 48 people taking up volunteering opportunities.
- 236 people are assessed as being 'Guarantee ready' enabling them to be referred on to placements and sustained employment opportunities.
- 10 neighbourhood employment and training initiatives, including job fairs, have been held.
- 161 organisations/businesses have engaged with the programme with 32 employers across all sectors signatories to the Haringey Guarantee and 30 companies taking work placements
- Employment advisers are now operating from council settings, the College of North East London (CoNEL) and 8 GP surgeries in the borough.

The main findings of the report are:

The **programme is exceeding targets** in a number of key areas

- **IAG**
- **Numbers supported into work**
- **Work placements and volunteering**
- **Engagement of local employers**
- **Numbers of BME, women and lone parents benefiting from the programme**

Surveys of local people not on the programme, programme participants, project managers and employers engaging with the programme were conducted as part of the evaluation.

The evaluators surveyed local unemployed **not** accessing the Haringey Guarantee and found that

- Most people do not seek feedback from a prospective employer when not selected for a post
- Racial discrimination often cited as reason why respondents unemployed
- Many thought they lacked skills and qualifications required
- Low levels of awareness of the Haringey guarantee

Programme participants were also surveyed and the key points were

- Projects are appropriately targeted and being accessed by workless people
- Quality of projects highlighted
- People receive support in a variety of areas that help their personal well-being as well as improve job prospects
- Most happy with support and feel that their needs are being met
- Most would recommend the programme

Project managers surveyed indicated

- Involvement in the Guarantee programme has improved the nature and quality of their work and that the information sharing and working in a broad partnership has impacted on other aspects of their operations
- Managers view of the impact of services consistent with beneficiaries' impressions
- Council officers are in contact with projects at least once a month
- Some teething problems with management of the programme but the Council has listened and worked hard to improve matters
- Managers expressed uncertainty about the future funding and development of the programme

Employers interviewed indicated

- 80% of employers responding found the service from the Council Employment & Skills Team has been good or excellent
- Those who have recruited someone from the programme said that they were content with the new recruit
- People needed more support once in work
- Many open to changing their recruitment practices as a result of working with the Guarantee programme

A co-ordinated approach to Employer Engagement being developed with Economic Regeneration and Guarantee partners with the first meeting held on 14 September 2007.

It should be noted here that an LAA enabling measure has recently been secured from DWP that will allow residents to go on a full-time work placement for 6 weeks without this affecting any benefits they claim. This enabling measure will be particularly important in incentivising long-term unemployed people to re-engage in the labour market.

The Future of the Guarantee

Funding application is being made to the LDA Area Programme to develop further the Haringey Guarantee as part of an ULV scheme – A North London Pledge.

The North London Pledge will be a £2million integrated employment and skills programme bringing together co-ordinated resident engagement through clear points of access in the 3 boroughs of Enfield, Haringey and Waltham Forest, quality inductions/assessments linked to clear pathways into employment including pre-employment skills training including Basic Skills, skills development, work trials and placements, a condition management programme, job brokerage and post-employment in- work support.

A further **£1million ESF co-financing application** is being made to develop the Guarantee through specific actions on frontline outreach, engagement and IAG; specialist employment advice and brokerage for disabled people; and training on numeracy and employability.

A business case is being developed on the **Families into Work** – a special project under the Guarantee – developing a whole family multi-agency approach to tackling worklessness and social exclusion in Northumberland Park.



Haringey Council

Agenda item:

[No.]**Overview and Scrutiny****On 10th January 2008**

Report Title: Allotments Scrutiny Review Update

Report of: Don Lawson, Head of Park Services

Wards(s) affected: All

Report for: Non Key

1. Purpose

1.1 To provide Overview and Scrutiny with an implementation update on Executive recommendations resulting from the 2005/6 Scrutiny Review on Allotments.

2. Recommendations

- 2.1 To continue to deliver on Executive Recommendations.
- 2.2 To continue to work and engage with the Allotments Forum.
- 2.3 To seek capital funding for infrastructure improvements across all sites.

Report Authorised by: John Morris, Assistant Director Recreation

pp *Am Keeble*. *Andrea Keeble: Acting Head of Sport + Leisure.*

Contact Officer: Don Lawson, Head of Park Services

3. Director of Finance Comments

3.1 The financial implications arising from the Executive's response to the Scrutiny recommendations must be managed within the Recreation Services approved capital and revenue budgets for the current and future financial years. Any unmet resource implications for 2007/08 onwards will need to be considered by members as part of the Council's budget setting process for that year.

4. Head of Legal Services Comments

4.1 The Head of Legal Services has been consulted and comments that the legal duty on the Council is to provide a sufficient number of allotments and to let such allotments to persons resident in the Borough. The duty does not apply to Inner London Boroughs, and this is reflected in the low number of allotments in Islington. Accordingly the issue of differential charging should be considered in the light of the priority nature of the duty to let to residents of the Borough. In a case in 1982, a steep increase in allotment rents in Reigate and Banstead was quashed in the High Court as unreasonable and unjustifiable on the ground

that it was out of line with the general rise in charges for other recreational activities.

- 4.2 Allotment authorities may acquire land by agreement or compulsorily inside or outside its area for the purpose of providing allotments. Given that Enfield and Barnet have vacancies, some consideration should be given to liaising with those Boroughs and ascertaining which tenants in Haringey reside in those Boroughs and do not reside in Haringey. It may be that negotiation could take place on securing use of some plots in those Boroughs for a period, given the perceived demand in Haringey in the next 10 years.
- 4.3 An analysis of the land holding powers of Haringey's allotment is highly desirable for the Strategy Action Plan for the future years. Some allotments are on land held under housing powers, and do not have the statutory protection of allotments held under the Allotments Act. Where a local authority holds land under the Allotments Act 1922 for use as allotments, it may not sell, appropriate, use or dispose of it for any other purpose without the consent of the Secretary of State.
- 4.4 The Assistant Director Planning Environmental Policy and Performance should advise on the policy justification for any proposed use of Section 106 powers. The Companion Guide to PPG 17 suggests that a policy for allotments provision should be based on population standards and accessibility standards.

5. Local Government (Access to Information) Act 1985

5.1 Overview and Scrutiny Report, January 2006

5.2 Executive Report March 2006

6. Strategic Implications

- 6.1 The Council are currently consulting on a draft Open Space and Recreational Standards Supplementary Planning Document and a supporting Sustainable Appraisal report. Allotments are a feature of the draft and associated consultation which is currently running and scheduled to be completed by 17th January 2008 (see appendix 15.1 Open Space & Recreational Standards – Allotments)
- 6.2 The purpose of the SPD is to provide local open space and recreational provision standards for the borough and guide future provision supply and investment needs.

7. Financial Implications

- 7.1 A thorough Allotment Asset Survey (AAS) has been completed across all 26 allotment sites. Appendix 15.2 Current status of Asset Survey Work provides a summary of the works and what has been completed to date. This exercise has produced projected costs, priorities, volumes and the level of condition on each site. The total identified improvement cost estimate is £450k. This formed the basis of a Capital Bid in 2006 as part of the Pre-Business Plan Review (PBPR). The Capital Bid was not successful thus Recreation Services have only implemented £50k within in the last and current financial year for improvements via existing mainstream revenue/capital maintenance budgets (see appendix 15.2 Current status of asset survey work).
- 7.2 A further £450k Capital Bid has been made in the current Business Planning/ Budget Setting round, to be funded from either corporate resources or prudential borrowing.

The cost of the latter would be met from a proposed 76% rental price increase spread over the next 3 years.

- 7.3 The Capital expenditure would enable the Council to implement a comprehensive investment programme to renew/upgrade existing allotments infrastructure, whilst also ensuring revenue spend is kept in the lower quartile as evidenced by Audit Commission Value for Money Returns.

8. Legal Implications

- 8.1 There is a legal duty on the Council (as an outer London borough) to provide a sufficient number of allotments and to let such allotments to persons resident in the Borough.
- 8.2 Some allotments within the borough are on land held under housing powers and do not have the statutory protection of allotments held under the Allotments Act. Where a local authority holds land under the Allotments Act 1922 for use as allotments, it may not sell, appropriate, use or dispose of it for any other purpose without the consent of the Secretary of State.
- 8.3 The redrafting of the Tenancy Agreement has been directly supported by Legal Services.

9. Equalities Implications

- 9.1 The Scrutiny Review of Allotment Service Delivery sought to examine the issue of access to allotment gardening and how this might be improved. However, the key issues to emerge during the course of the Review were more concerned with the overall quantity of allotments available in the Borough and the need for a dedicated Allotment Officer to be recruited to support the allotment holders. Although the latter point was not approved, the current draft Open Space and Recreational Standards Supplementary Planning Document should form the basis for increased allotment provision and influencing future Section 106 contributions.

Equalities information (ethnicity, age and gender) continues to be collected from new tenants which has been the case since 1996.

Figures show an even spread across males and females taken up options to have an allotment at 50%.

Figures for the years 06 (53%) and 07 (63%) show a higher percentage of residents from white backgrounds taking the opportunity to have an allotment. The age figures for 07 show the take up of allotments sites is higher for the age groups 35-49 and 50-64 (appendix 15.6)

10. Consultation

- 10.1 The formation of the Allotments Forum in April 2006, which meets every two months, has enabled clearer lines of communication and the ability for Recreation Services to consult with Allotment Site Secretaries.

11. Background

- 11.1 The Scrutiny Review was carried out in latter half of 2005 and completed in early 2006. The majority of recommendations were endorsed by Executive (see appendix 15.3 Allotments Scrutiny Actions and Responses), with the exception of recruitment of dedicated Allotments Officer,
- 11.2 The 50% price increase (over 2 years) agreed through the 2006 PBPR budget setting as an efficiency was delayed pending review of capital investment needs.

12. Progress

- 12.1 The borough Allotments Forum was established in April 2006 along same lines as Haringey Friends of Parks Forum. The forum meets bi-monthly with Senior Council Officers in attendance. The Cabinet Lead Member for Leisure, Culture and Lifelong Learning has also attended.
- 12.2 A progress report is produced in advance of the meeting and distributed to the Forum's Chair and Secretary.
- 12.3 The Inaugural meeting provided an opportunity to air and hear frustrations, criticisms, ideas and provide explanation and a way forward. As a result there is now a more positive perception of the delivery of Allotment services.
- 12.4 A number of actions highlighted both by the Forum and Council Officers are agreed and responded to at the meetings. In seeking to respond to maintenance funding commitment, we have increased Repairs and Maintenance revenue budget by £12k (allocated from Parks Service overall R&M provision), and ring fenced the total £24k budget provision.
- 12.5 In response to continued desire by the Forum for a dedicated Allotments Officer, the service has highlighted a range of relevant enhanced and existing officer capacity, as evidence of no current need for additional dedicated post (see appendix 15.4 Allotments staffing resource provision)
- 12.6 Performance information is now produced which reports on numbers of tenancy terminations and associated administrative requirements i.e. Area Manager/Officer inspections, Dirty Plot Letters, Notice to Quit, plot re-letting. The following is a summary though further details is supplied in appendix 15.5 Performance Information and Records.
- 213 Dirty Plot Letters (DPL) were issued – 59 increase between September and November forum
 - 42 Notice to Quit (NTQ) letters were issued – 13 increase between September and November forum
 - 101 Terminations – 33 increase between September and November forum
 - 153 New Tenants were registered – 22 increase between September and November forum

12.7 The Better Haringey Awards acknowledged the work being carried out on Haringey's Allotments through a specific award category titled 'Sustainable Allotment Award' won by Elmar Road Allotments.

13. Current Action

13.1 The Service has undertaken detailed condition assessment of sites, in conjunction with Site Associations, to inform future works programme and Capital Bids.

13.2 Proposing £22k infrastructure improvement programme this year, funded through combination of revenue and capital programme resources and SSCF.

13.3 The Service has undertaken detailed review of to the current Tenancy Agreement and related processes and procedures, in conjunction with Site Associations with intention of issuing in January 2008.

13.4 Site Associations are also currently working with officers on the preparation of Service Level Agreements between the Council and each site. The SLA's will provide clear guidance on Site Association and Council responsibilities, standards and compliance monitoring / intervention.

13.5 The overgrown/ abandoned site at Salisbury Road, N22 is being brought back into use in conjunction with the Salisbury Rd Allotments Group (SRAG) and Groundwork. The first phase involving major clearance has recently been completed.

14. Conclusion

14.1 The establishment of the Allotments Forum has been successful in establishing a formal environment for constructively discussing borough wide and local issues and to ultimately move forward improved service delivery.

14.2 Although the Allotments Asset Survey provides a sound baseline of need, the investment needed to progress infrastructure improvements on Allotments is significant, and greatly exceeds current provision. Clearly positive consideration of the current Capital Bid would alleviate this position.

14.3 The Open Space and Recreational Standards Supplementary Planning Document and a supporting Sustainable Appraisal report will assist in future provision and supply of new allotments.

14.5 There is scope to involve 'Groundwork' in development, attract external investment, and stimulate new ways of working.

15. Use of Appendices

15.1 Open Space & Recreational Standards – Allotments

15.2 Current status of Asset Survey Work

15.3 Allotments Scrutiny Actions and Responses

15.4 Allotments staffing resource provision

15.5 Performance Information and Records

15.6 Ethnicity and Age Monitoring

Appendix 15.1 Open Space & Recreational Standards – Allotments

The following information, tables and map have been taken from the Draft Open Space Recreational Standards Supplementary Planning Document.

Open Space & Recreation Standards Draft SPD

Table 2.3 – Process for Calculating Open Space, Sport and Recreation Contributions

STEP 1 Determine if the type of development proposed generates a demand for any of the categories of open space, sport and recreation space (See Table 2.4)

If YES

STEP 2 Calculate the relevant open space, sport and recreation requirements

Public Parks	Children's play provision	Playing pitches	Natural & Semi-natural Greenspace	Allotments	Built Facilities
--------------	---------------------------	-----------------	-----------------------------------	------------	------------------

STEP 3 Assess how far demand creates a quantitative deficit or qualitative shortfall, in any of the above forms of open space, sport and recreation space (See Table 2.6)

If YES

STEP 4 Decide whether provision should be made on-site

If NO

If YES

STEP 5 Calculate scale of development contribution (See Table 2.8)

Provide on-site (some provision may be on site whilst others are off site)

STEP 6 Secure maintenance through commuted sum payment where relevant

Table 2.1 Open Space Standards

Allotments	0.24 ha of allotment space per 1,000 All residents should have access to an area of allotment within 800m from home.
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Table 2.4 - Types of Residential Accommodation and Demand for Open Space

	Public Parks	Children's play provision	Playing pitches	Natural & Semi-natural Greenspace	Allotments	Built facilities
Open market housing	✓	✓	✓	✓	✓	✓
Affordable housing	✓	✓	✓	✓	✓	✓
Flats	✓	✓	✓	✓	✓	✓
Active elderly	✓	X	X	✓	✓	✓
Less active elderly	✓	X	X	✓	X	X
Commercial Development	✓	X	X	✓	X	✓

Open Space & Recreation Standards Draft SPD

Provision Type	Standard (Sq m per person)	Provision cost (£ per Sq m) [†]	Contribution cost (£ per person)
Natural and Semi-natural Greenspace	18.2	16.42	298.84
Allotments	2.4	32.26	77.42
Swimming Pools	0.009	6,580	59.22
Sports Halls	0.057	4,304	245.34

Notes:

1 Excludes children's play areas.

2. Cost excludes changing facilities and car parking.

3 Costs exclude children's play areas.

* All Costs exclude site clearance or major earthworks, Contingencies (min 10%), Preliminaries (min 5%), Engineering testing/checking for lighting, drainage and children's play equipment. All costs assume topsoil has to be imported for all items. Assumes drainage connections to main system are available locally.

Table 2.10 - Maintenance Contribution for Open Space, Sport and Recreation in Haringey









Open Space Type	Standard (Sq.m per person)	Maintenance Contribution (£ per sq. m)	Contribution cost (£ per person)
Metropolitan or District Park	16.5	13.30	219.45
Public Park provision (Local Park)	16.5	11.10	183.15
Public Park provision (Linear or Small Local Park)	16.5	13.48	222.42
Children's Play Space – Doorstep	3	29.40	88.2
Children's Play Space – Local	3	19.60	58.8
Children's Play Space – Neighbourhood	3	33.91	101.73
Playing Pitch Provision	5.7	4.31	24.57
Natural and Semi-natural Greenspace	18.2	1.18	21.48
Allotments	2.4	2.56	6.14

Policy OS12: ALLOTMENTS

The Council will seek to protect allotment space. The value of the allotment space visually and in ecological, biodiversity and historical terms will also be taken into account where there is development pressure on the land. Where allotments become surplus to demand, other open space uses will be considered first before surplus allotment sites are developed, particularly where there is a deficiency in open space provision in the area.

ATKINS

LEGEND

-  Allotment
-  250m Catchment
-  400m Catchment
-  600m Catchment
-  OS Road Features
-  OS Water Features
-  OS Rail Features
-  Ward Boundaries



PROJECT: Hamsey Open Space Study

FILE: Figure 8.1 - Allotment Catchment Area

SCALE: 1:50,000 at A4

DATE: 5th April 2003

Appendix 15.2 Current Status of Asset Survey Work										
Allotment Asset Review										
Allotment Site Name		Alexandra Park		Site Secretary		Alison Liney		Actual	Comment	
Neighbourhood Manager		T Healey		Contact		7773235713				
Key	Description	Length	Height	Repair %	Fault Code	Priority	Estimated Cost			
	Wood Panel Fencing Repair panels and reposition (featheredge)	165	1.8	100	C	1	7500			
	Wire Mesh Fencing, remove and replace with new.	30	2	100	C	1	1400			
	Refurbish existing gate and install new pedestrian gate	3	1.8	New	C	2	1500			
	3 new signs required: 2 x Keep Out 1 x Noticeboard	stnd	stnd	New	B	1	150			
Site Total								£10,550		
Allotment Site Name		Shepherds Hill Railway		Site Secretary		Helen Killick		Actual	Comment	
Neighbourhood Manager		T Healey		Contact		83485706				
Key	Description	Length	Height	Repair %	Fault Code	Priority	Estimated Cost			
	Weld Mesh Fencing – Increase height of existing fence	100	1.5	100	B	1	3000			
	Wire Mesh Fencing – Restake and resecure	75	1.8	100	B	2	500			
	Security Gate Required – replace existing	0.8	1.5	100	D	1	1050	£ 1,409.00	Complete	
	Remove old shed Plot 13B	N/A	N/A	Remove	B	3	300			
	2 Signs with directions to Parkland Walk	stnd	stnd		B	3	180			
	Tree survey req'd Alleyway and Parkland Walk	N/A	N/A		100C	3	2000			
	Water Supply x 2	0	0	0	A	5	0			
	Composting Bags/Area						N/A			
	Trim privet Hedge	30lm		2	100B	2	350			
Site Total								£7,380	£ 1,409.00	
Allotment Site Name		Creighton Avenue		Site Secretary		Lindy Berkman		Actual	Comment	
Neighbourhood Manager		T Healey		Contact		88837061				
Key	Description	Length	Height	Repair %	Fault Code	Priority	Estimated Cost			
	Replace wire mesh fencing with new Palisade Fencing for security	150	2.2	100	C	1	18000	£ 13,559.00	Complete, additional clearance £500	
	Check/Repair water system	N/A	N/A	100	B	3	150			
	New Noticeboard for Council Shed	stnd	Stnd	100	B	3	350			
	Tap Repairs – 94a	N/A	N/A	100	B	3	60			
Site Total								£18,560	£ 14,059.00	

Key	Description	Length	Height	Repair %	Fault Code	Priority	Estimated Cost								
<table border="1"> <tr> <td>Allotment Site Name</td> <td>Highgate</td> <td>Site Secretary</td> <td>Jim Greenhill</td> </tr> <tr> <td>Neighbourhood Manager</td> <td>T Healey</td> <td>Contact</td> <td>7789514402</td> </tr> </table>								Allotment Site Name	Highgate	Site Secretary	Jim Greenhill	Neighbourhood Manager	T Healey	Contact	7789514402
Allotment Site Name	Highgate	Site Secretary	Jim Greenhill												
Neighbourhood Manager	T Healey	Contact	7789514402												
	Fix existing gate – difficult to align/lock	stnd	Stnd	100	B	1	350								
	New Signage x 2	stnd	stnd	new	B	2	180								
	Remove encroachment on fence/line	120m ²	N/A	100	B	2	280								
	Replacement Water Tanks x 2	stnd	Stnd	100	C	1	300								
	New Hosepipe Connections x 2	stnd	stnd	100	C	1	40								
	Site Total						£1,150								
<table border="1"> <tr> <td>Allotment Site Name</td> <td>Ranelagh Road</td> <td>Site Secretary</td> <td>Julie Smith</td> </tr> <tr> <td>Neighbourhood Manager</td> <td>T Healey</td> <td>Contact</td> <td>8889 3058</td> </tr> </table>								Allotment Site Name	Ranelagh Road	Site Secretary	Julie Smith	Neighbourhood Manager	T Healey	Contact	8889 3058
Allotment Site Name	Ranelagh Road	Site Secretary	Julie Smith												
Neighbourhood Manager	T Healey	Contact	8889 3058												
	Chain Link Fence – Entrance Replace with weldmesh	30	1.8	100	D	1	3000								
	Remaining Chain Link around site to be repaired (where necessary)	200	1.8	100	D	1	600								
	Japanese Knotweed	15m ²			B	1	20								
	Site Total						£3,620								
<table border="1"> <tr> <td>Allotment Site Name</td> <td>Wolves Lane</td> <td>Site Secretary</td> <td>Ian Drury</td> </tr> <tr> <td>Neighbourhood Manager</td> <td>T Healey</td> <td>Contact</td> <td>7811323638</td> </tr> </table>								Allotment Site Name	Wolves Lane	Site Secretary	Ian Drury	Neighbourhood Manager	T Healey	Contact	7811323638
Allotment Site Name	Wolves Lane	Site Secretary	Ian Drury												
Neighbourhood Manager	T Healey	Contact	7811323638												
	Wood Panel Fencing around Vicarage – Install higher fence (Weldmesh)	60	1.8	100	D	1	7000								
	Chain Link Fencing – in poor condition and requires replacement with weldmesh.	280	1.8-3.5	100	C	1	33600								
	Weldmesh fencing in need of repair	700	2	40	C	3	28000								
	Palisade fencing (including gate) to replace existing entrance	10	1.8	0	C	1	2500								
	Tarmac Road Surface	600	3	80	C	4	1400								
	Hoggin road surface	260	3	80	C	3	25200								
	Bare Ground – requires surfacing with hoggin.	190	3	100	C	1	19950								
	Double Gates at entrance near Scout Hut require replacement with Palisade Gates	4	2	100	B	2	2500								
	6 Water Butts require fixing	repair	Repair	100	B	2	250								
	Trading Shed requires new door and frame for security	Stnd	Stnd	100	B	1	650								
	Site Total						£121,050								
							£ 1,000.00								
							Complete								
							£ 1,000.00								

Key	Description	Length	Height	Repair %	Fault Code	Priority	Estimated Cost
	Overgrown vegetation to be removed	200m ²	N/A	100	C	2	350
	Realign gate entrance	N/A	N/A	100	B	2	200
	1 Tap leaking	N/A	N/A	100	B	3	40
Site Total							£590

Key	Description	Length	Height	Repair %	Fault Code	Priority	Estimated Cost
	Chain Link fence – repair and straighten	100	2	100	B	1	2500
	Encroachment to remove	250m ²	N/A	100	B	2	650
	Check and repair water supply	45m	N/A	100	B	2	250
	Install higher fence line along school boundary with renewed gates (double and single)	75	2.5	100	D	2	12000
	Repair hoggin track	120	3	100	B	4	8000
	Tarmac roadway	160	3	100	C	1	16800
	Japanese Knotweed	234m ²		100	D	1	280
	Replace chain link fence	120	2	100	C	3	5500
	Install new fence extension to increase security	2m	2	100	B	1	200
	Plants for Security						
	Romoval of Portakabin						£ 1,800.00
	Gates	3m	2m				£ 3,050.00
Site Total							£46,180

Key	Description	Length	Height	Repair %	Fault Code	Priority	Estimated Cost
	Wood Panel Fencing	60	1.8		0A	5	0
	Wire Mesh Fencing	370	1.8		3B	2	500
	Double Gates	2.7	2.1		0A	5	0
	Extensive tree work required on site	N/A	N/A	Survey	C	2	4000
	Extensive encroachment to remove	N/A	N/A	10 men X 8hrs	C	2	1600
	Removal of rubbish	N/A	N/A	5 men x 8hrs	C	2	800
	Japanese Knotweed present	60m ²	N/A	100	C	2	80
	Remove old van (used as shed)	N/A	N/A	remove	B	1	250
	Water tanks x 7	stnd	stnd	2no	C	2	400
Site Total							£7,630

Additional Works not identified in the original asset survey

Gates Funded by MTD

£ 13,164.00

Key	Description	Length	Height	Repair %	Fault Code	Priority	Estimated Cost
Allotment Site Name		Franklin Road		Site Secretary			
Neighbourhood Manager		M Loughnane		Contact			
	Wood panel fencing	16	2	0	A	5	0
	Palisade Fencing	53	2	0	A	5	0
	Concrete panel fencing	67	2	0	A	5	0
	Internal walls	45	2	0	A	5	0
	Concrete pathways	57	0.75	0	A	5	0
	Single gates x 3	stnd	Single	0	A	5	0
	Info signs x 3	stnd	stnd	0	A	5	0
	Water supply x 4	N/A	N/A	0	A	5	0
	Derelict plots	N/A	N/A	3 men X 2day	B	2	960
Site Total							£960
Allotment Site Name		Gospatrick Road		Site Secretary		Colin parry	
Neighbourhood Manager		M Loughnane		Contact			
	Wood panel fencing	20	1.8	40	B	2	400
	Wire mesh fencing	420	1.8	0	A	5	0
	Double gates x 1	2.3	1.8	0	A	5	0
	Info signs x 1	stnd	stnd	0	A	5	0
	Trees (removal) x 2	N/A	N/A	100	B	4	2000
	Water supply x 4	N/A	N/A	0	A	5	0
	Overgrown sites	N/A	N/A	4 men x 8hrs	B	3	840
	Grass strimming	600m ²	N/A	3 men x 8hrs	B	3	500
Site Total							£3,540
Allotment Site Name		Higham Road		Site Secretary		Fatima Elliot	
Neighbourhood Manager		M Loughnane		Contact			
	Wire mesh fencing	350	1.8	14%	D	2	5500
	Replace with palisade fencing			(50m)			
	Iron railings	30	1.4	0	A	5	0
	Double gates x 1	3.3	1.8	0	A	5	0
	Info signs x 1	stnd	stnd	0	A	5	0
	Trees (removal) x 2	N/A	N/A	100	C	3	1700
	Water supply x 6	stnd	stnd	0	A	5	0
	Encroachment	150m ²	N/A	4 men X 8hrs	B	2	650
Site Total							£7,850
Allotment Site Name		Mannock Road		Site Secretary		N/A	
Neighbourhood Manager		M Loughnane		Contact			
	Wire mesh fencing	500	1.8	0	A	5	0
	Iron Railing	20	1.5	0	A	5	0
	Double gates x 1	3.5	1.5	0	A	5	0
	Info Signs x 2	stnd	stnd	0	A	5	0
	Trees (prune) x 1	N/A	N/A	100	B	3	800
	Water supply x 8	stnd	stnd	0	A	5	0
Site Total							£800
							£1,068
							£1,068
							Additional Section on Western Section

Key	Description	Length	Height	Repair %	Fault Code	Priority	Estimated Cost	
Allotment Site Name		Marsh lane		Site Secretary		Larry Campbell		
Neighbourhood Manager		M Loughnane		Contact				
Wire mesh fencing		260	1.8	11	B	3	1200	
Concrete wall needs height extension for security		50	1	100	C	2	2800	
Tarmac surfacing (paths)		130	2	100	C	3	9000	
Double gates		3.2	1.8	0	A	5	0	
Single gates		1.2	1.8	0	A	5	0	
Info signs x 1	Stnd				0	A	5	0
Water supply x 18	Stnd				0	A	5	0
Japanese Knotweed	30m ²		N/A		100	B	2	100
Shed (asbestos roof)	8m ²		N/A		100	C	1	1800
Trading shed roof (leaking)	N/A		N/A		100	C	2	120
Site Total							£15,020	£4,688
Allotment Site Name		Rectory Farm		Site Secretary		Savvas Michael		
Neighbourhood Manager		M Loughnane		Contact				
Wood Panel Fencing		110	1.8	0	A	5	0	
Wire mesh fencing		55	1.8	45	B	2	1000	
Iron railing		140	2.5	0	A	5	0	
Tarmac road surfacing		320	3	100	C	2	33600	
Repair with hoggin as cheap alternative								
Info signage x 3	stnd		Stnd		0	A	5	0
Trees (remove) x 2 (1L, 1S)	N/A		N/A		100	C	1	2000
Encroachment	400m ²		N/A	5 x 8 hrs	B	2	800	
Rubbish clearance	1.2m ²		N/A	7men x 8hrs	C	2	1500	
New gate required (palisade) + 6m palisade fencing		6	3	100	B	1	3300	
Site Total							£42,200	
Allotment Site Name		Rivulet Road		Site Secretary		Colin Parry		
Neighbourhood Manager		M Loughnane		Contact				
Wood panel fencing		40	1.8	50	C	3	1000	
Wire mesh fencing		200	1.8	6.5	B	3	600	
Double gates x 1		3.5	1.5	0	A	5	0	
Info sign x 1	stnd		stnd		0	A	5	0
Water supply x 2	stnd		stnd		0	A	5	0
Rubbish removal	2m ²		N/A	20 men X 8 hrs	B	2	3200	
Widen pathway to allow for rubbish removal		100	N/A		100	B	2	300
Trees to cut back nr entrance		15m			100	B	2	100
Site Total							£5,200	

Key	Description	Length	Height	Repair %	Fault Code	Priority	Estimated Cost								
<table border="1"> <tr> <td>Allotment Site Name</td> <td>South Grove</td> <td>Site Secretary</td> <td>Ulrika Johnson</td> </tr> <tr> <td>Neighbourhood Manager</td> <td>M Loughnane</td> <td>Contact</td> <td></td> </tr> </table>								Allotment Site Name	South Grove	Site Secretary	Ulrika Johnson	Neighbourhood Manager	M Loughnane	Contact	
Allotment Site Name	South Grove	Site Secretary	Ulrika Johnson												
Neighbourhood Manager	M Loughnane	Contact													
	Wood Panel Fencing	125	1.8	50	C	2	2700								
	Iron railing (new)	97.5	1.8		0A	5	0								
	Tarmac Surfaced roadway	9	3		0A	5	0								
	Tarmac surfaced pathway	110	0.8		0B	4	0								
	Gates Double x 1	stnd	stnd		0A	3	0								
	Gates Single x 1	stnd	stnd		0A	5	0								
	Info signs x 2	stnd	stnd		0A	5	0								
	Trees (prune) x 2	N/A	Small	100	C	3	300								
	Trees (remove) x 4	N/A	small	100	C	3	1500								
	Water supply x 2	stnd		1no	B	1	60								
	Encroachment (derelict plots)	175m ²	N/A	100	B	2	150								
	Site Total						£4,710								
<table border="1"> <tr> <td>Allotment Site Name</td> <td>Stockton Road</td> <td>Site Secretary</td> <td>Colin Parry</td> </tr> <tr> <td>Neighbourhood Manager</td> <td>M Loughnane</td> <td>Contact</td> <td></td> </tr> </table>								Allotment Site Name	Stockton Road	Site Secretary	Colin Parry	Neighbourhood Manager	M Loughnane	Contact	
Allotment Site Name	Stockton Road	Site Secretary	Colin Parry												
Neighbourhood Manager	M Loughnane	Contact													
	Wire mesh fencing	260	1.8		0A	5	0								
	Tarmac pathways	70	2		0A	5	0								
	Double gates – more height required – preferably palisade	3.2	1.5	100	C	1	2500								
	Info signs x 1	stnd	stnd		0A	5	0								
	Trees (remove) x 1	N/A	N/A	100	C	3	1000								
	Water supply x 4	stnd		25%	B	2	80								
	Encroachment	50m ²	N/A	100	B	2	300								
	Disabled raised beds are in	N/A	N/A	Quote req'd	C	3	2000								
	Site Total						£5,880								
<table border="1"> <tr> <td>Allotment Site Name</td> <td>White Hart Lane</td> <td>Site Secretary</td> <td>Colin Parry</td> </tr> <tr> <td>Neighbourhood Manager</td> <td>M Loughnane</td> <td>Contact</td> <td></td> </tr> </table>								Allotment Site Name	White Hart Lane	Site Secretary	Colin Parry	Neighbourhood Manager	M Loughnane	Contact	
Allotment Site Name	White Hart Lane	Site Secretary	Colin Parry												
Neighbourhood Manager	M Loughnane	Contact													
	Iron railing	180	1.5		0A	5	0								
	Concrete Panel fence	222	1.5		9C	2	10000								
	Entire length requires 1m height extension for security.														
	Hoggin roads	295	3		0A	5	0								
	Double gates x 2	3	1.7		0A	5	0								
		4.3	1.8				0								
	Single gates	1.2	1.5		0A	5	0								
	Info signs x 1	stnd	stnd		0A	5	0								
	Japanese Knotweed	80m ²	N/A	100	B	2	120								
	Rubbish to clear	N/A	N/A	4men x 8hrs	B	2	700								
	Site Total						£10,820								

£5,769

Awaiting new costings and potential start dates.

Allotment Site Name		Shepherds Hill Allotment			Site Secretary		Bruno Dore	
Neighbourhood Manager		Lew Taylor			Contact			
Key	Description	Length	Height	Repair %	Fault Code	Priority	Estimated Cost	
	Wood panel	520	1.8	30	C	2	7020	
	Wire mesh fencing	520	1.8	30	C	2	7176	
	Iron Railing	510	1.6	20	D	2	6120	
	No fencing/damaged beyond repair	20	1.4	100	D	1	2200	
	Repair with chain link	45	1.8	100	D	1	2200	
	Hoggin paths/roadways	78	4	100	C	3	11000	
		36	2	100	C	3	2520	
		95	4	100	C	3	13000	
	Tarmac surfaced	70	1.5	0	A	5	0	
	Double gates	3	2	0	A	5	0	
		3	1.7	100	B	1	2500	£2,252
	Single gates	1	1.8	0	A	5	0	Wood Vale Access
	Info Display Cabinet x 3	stnd	Stnd	0	A	5	0	
	Prune all bordering trees	N/A	N/A	Inspect	C	3	7000	
	Water supply x 46	stnd	Stnd	2no	B	2	100	£3,080
	Hedges/shrub encroachment	430m ²	N/A	100	B	2	2500	
	Japanese Knotweed	180m ²	N/A	100	C	1	220	
	Site Total						£63,556	£5,332
Allotment Site Name		Quernmore Road			Site Secretary			
Neighbourhood Manager		Lew Taylor			Contact			
Key	Description	Length	Height	Repair %	Fault Code	Priority	Estimated Cost	
	Wood panel	72.5	1.8	3m	B	3	135	
	Wire mesh fencing	65	1.2	100	D	2	3200	
	Boundary walls	27	2m	0	A	5	0	
	Pathways - Entrances (tarmac)	60	0.8	100	B	1	2500	
	- Main site	80	0.8	100	B	1	0	
	Single gates x 2	0.8	1.8	100	D	1	2100	£420
	Remove 11 large trees	N/A	N/A	100	R	2	6000	Security Gate Eastern Entrance
	Water supply x 3			1no	B	2	50	
	Encroachment			4men x 3 days	C	2	1920	
	Site Total						£15,905	£420
Allotment Site Name		The Grove			Site Secretary		Lorna Mcleand	
Neighbourhood Manager		Lew Taylor			Contact			
Key	Description	Length	Height	Repair %	Fault Code	Priority	Estimated Cost	
	Wood Panel Fencing	54	1.8	40lm	A	5	2500	£7,012
	Reasonable cond- Considerable ivy growth	160	1.8	0	A	5	0	New Palisade Fence along Railway
	Internal Walls	8		0	A	5	0	
	Tarmac Surfaced path	60	0.7	0	A	5	0	
	Additional path	45	0.7	100	C	3	1100	
	Single Gate x 1	1.2	1.8	100	R	5	1200	
	Info sign x 1	stnd	Stnd	100	R	5	60	
	Prune tree x 1	N/A	N/A	100	B	2	300	
	Water supply x 4	stnd	stnd	1no	C	1	50	
	Hedges/shrub encroachment	10m ²			B	3	100	
	Site Total						£4,510	£7,012

Site by Site Totals						
Site Name	Area	Poles per Site	m ² per site	Total cost for Improvements	Actual Cost of Work to Date	Year Completed
Alexandra Palace Allotments	West	795.5	19,893.75	£10,550		
Shepherds Hill Railway	West	695	17,375	£7,380	£1,409	07_08
Creighton Avenue	West	712.25	17,806.25	£18,560	£13,559 £500	06_07
Highgate	West	1056	26,400	£1,150		
Ranelagh Rd	West	355	8875	£3,620		
Wolves Lane	West	1716.25	42,906.25	£121,050	£1,000	06_07
Aylmer Rd	West	200	5000	£590		
Golf Course	West	1539	38,475	£46,180	£13,164	06_07_08
Total West				£209,080	£29,632	
Courtman Rd	East	211.5	5287.5	£7,630		
Creighton Rd	East	583.5	14,587.50	£45,120		
De Quincey Rd	East	140	3500	£5,330		
Elmar Rd	East	138.5	3462.5	£9,710		
Franklin Rd	East	52	1300	£960		
Gospatrick Rd	East	126.25	3156.25	£3,540		
Higham Rd	East	110	2750	£7,850		
Mannock Rd	East	157	3925	£800	£1,068	07_08
Marsh Lane	East	589	14,725	£15,020	£4,688	07_08
Rectory Farm	East	836.75	20,918.75	£42,200		
Rivulet Rd	East	60	1500	£5,200		
South Grove	East	32	800	£4,710		
Stockton Rd	East	106.5	2662.5	£5,880		
White Hart Lane	East	619.5	15,487.50	£10,820		
Total East				£164,770	£5,756	
Shepherds Hill	Central	1182.75	29,568.75	£63,556	£6,332	06_07_08
Quernmore Rd	Central	45	1125	£15,905	£420	06_07
The Grove	Central	102.5	2562.5	£5,310	£7,012	07_08
Total Central				£84,771	£13,764	
Total for all Improvements				£458,721	£49,152	

SCRUTINY UPDATE

Scrutiny Recommendation and Executive Decision	Target Implementation Date	Who Responsible <small>(who and what)</small>	Implemented? Yes/No*	Service or Performance Improvement Measurable outcomes <small>This must be completed</small>
<p>Recommendation One</p> <p>That a dedicated officer for Allotments be appointed <i>(Amended)</i> Priority – Medium In order for Recreation Services to be able to appoint an Allotments Officer, the investment need would have to be included in the pre-business plan review and budget planning. Currently, there is an officer who spends half her time on allotment support, and the Neighbourhood Managers deal with the day to day running of the allotments and any maintenance required. There is also a Project Officer with a wider assets and contracts brief who assists with the delivery of the service. The salary is not in the business plan for 2006/07, but should be considered in the pre-business plan review for 2007/08 where it would be considered alongside other service needs. The employment of an officer would assist in generating external funding, promoting self management, and promoting and developing inter-agency interest and involvement in the service.</p>		AD Recreation Services/Head of Parks	No	<p>1. We have enhanced our Asset project management function across our Parks function, including allotments, with 2 additional posts. This is particularly relevant in more effectively developing and implementing infrastructure improvement projects.</p> <p>2. Day to day site supervision/liasion and operational tasks are managed by our Parks Area Managers, whilst administration is supported through Recreation Services Business Support. Appendix 15.4 shows the structure of responsibilities for Allotments within the Parks Service</p>
<p>Recommendation Two</p> <p>That options for the development of future sites, either temporary or permanent, be explored, to include:-</p>		Principal Policy Officer	Yes	<p>1. The Council are currently consulting on a draft Open Space and Recreational</p>

<ul style="list-style-type: none"> • a survey of land for potential new sites and underused land, • consideration to the securing of additional land through the use of S106, and possible diversification of existing open spaces, • use of S106 also to be considered to improve the quality and therefore use of existing allotments. <p><i>(Agreed / Rejected / Amended)</i> Executive Decision (if Different) Priority – Low</p> <p>Further exploration of the potential to develop new sites could be done through the inter-departmental forum, established through the Open Space Strategy. This would also apply with the allocation of S106 monies to allotments. The same group could consider the potential use of S106 monies for use on allotments, alongside the need for other investment priorities.</p>	<p>Planning Urban Environment Customer Services Manager</p>	<p>Standards Supplementary Planning Document and a supporting Sustainable Appraisal report. Allotments are a feature of the draft and associated consultation which is currently running and scheduled to be completed by 17th January 2008 (see appendix 15.1 Open Space and Recreational Standards - Allotments). The purpose of the SPD is to provide local open space and recreational provision standards for the borough.</p> <p>2. Several disused allotment plots have been brought back into use within North Tottenham area. Likewise the clearance and bringing back into use Salisbury Road Allotments is helping fulfil this recommendation.</p> <p>See above</p>
<p>Recommendation Three</p> <p>That following consultation with the proposed Allotment Forum the tenancy agreement be updated and simplified to include an examination of:-</p> <ul style="list-style-type: none"> • The procedures for removal of plot holders • The size of permitted shed and other developments • A system for temporary sub letting <p>The permitted uses of sites</p>	<p>Head of Parks, Client and Customer Services Manager, Parks Area Mangers</p>	<p>Yes</p> <p>1. The tenancy agreement has been reviewed/ overhaul and will be issued to all existing allotment holders in January 08. This has been reviewed in conjunction with the Allotments Forum.</p> <p>2. Service Level Agreements are being drafted between Site Associations and Council to set clear guidelines on roles and responsibilities.</p>

<p><i>(Agreed / Rejected / Amended)</i> Executive Decision (if Different) Priority – High A review of Tenancy Agreements is included in Recreation Services' work programme for 2006/07 and these issues will be considered as part of that review.</p>				<p>1. A thorough Allotment Asset Survey (AAS) has been completed across all 26 allotment sites. This exercise has produced projected costs, priorities, volumes and the degree of faults on each site. The total improvement costs are £450k. This formed part of the 2006 PBPR capital bid which was unsuccessful. Recreation Service have only implemented 50K in the last and current financial year for improvements via existing mainstream revenue and capital maintenance budgets (appendix 15.2 Current status of Asset Survey work.)</p> <p>Currently a Capital bid has been made within the current Business Planning/Budget Setting Round funding via either corporate resources Prudential Borrowing (PB). Cost of PB would be met from 76% rental increase spend over the next 3 years.</p> <p>See above</p>	
<p>Recommendation Four That further consideration be given to the allocation of capital funding to enable underused allotments to be brought back into use at the earliest opportunity in the most cost effective manner possible, e.g. use of community services.</p>	<p>Yes</p>			<p>AD Recreation Services Head of Parks</p>	<p>Yes</p>
<p><i>(Agreed / Rejected / Amended)</i> Executive Decision (if Different) Priority – Low £300,000 capital expenditure has been allocated next year to make improvements to open space assets managed by Recreation Services. This was awarded on the basis of priority for expenditure being given to parks and public open space.</p>				<p>Recommendation Five That there be a review of rent charges to ensure that they are comparable with other Authorities. The Panel agreed that non</p>	

<p>Haringey residents should be charged a significantly higher levy than Borough residents. Any increase in income from the review must be used to make improvements to the Allotments service.</p> <p><i>(Agreed / Rejected / Amended)</i> Executive Decision (if Different) Priority – High The Council has already approved increases in the budget setting process for 2006/07. The Council will implement a higher charge for non – borough residents for the financial year 2006/07</p>		<p>AD Recreation Services Head of Parks</p>	<p>1. The approved increases have been delayed until Infrastructure improvements have been implemented. This is reliant on the outcomes, of Capital Bid/Prudential Borrowing bid</p>
<p>Recommendation Six That an Allotments Forum be established. The Forum to consider the publicity given to Allotments to be achieved through promoting the use of the internet, Council's website, Newsletters, Events etc. Site Secretaries to be given support to translate site specific documentation.</p> <p><i>(Agreed)</i> Executive Decision (if Different) Priority – High The Allotments Forum has already been established with support from Recreation Services. An officer will be available to go to the meetings as required. Assistance will also be offered for services such as producing promotional materials.</p>	<p>Yes</p>	<p>AD Recreation Services Head of Parks</p>	<p>1. Borough Allotments Forum established in April 2006, along same lines as Parks Friends Forum, meets bi-monthly with AD Recreation in attendance. Lead member has also attended. The attached Allotments Forum Briefing note shows the structure of responsibilities for Allotments within the Parks Service.</p>

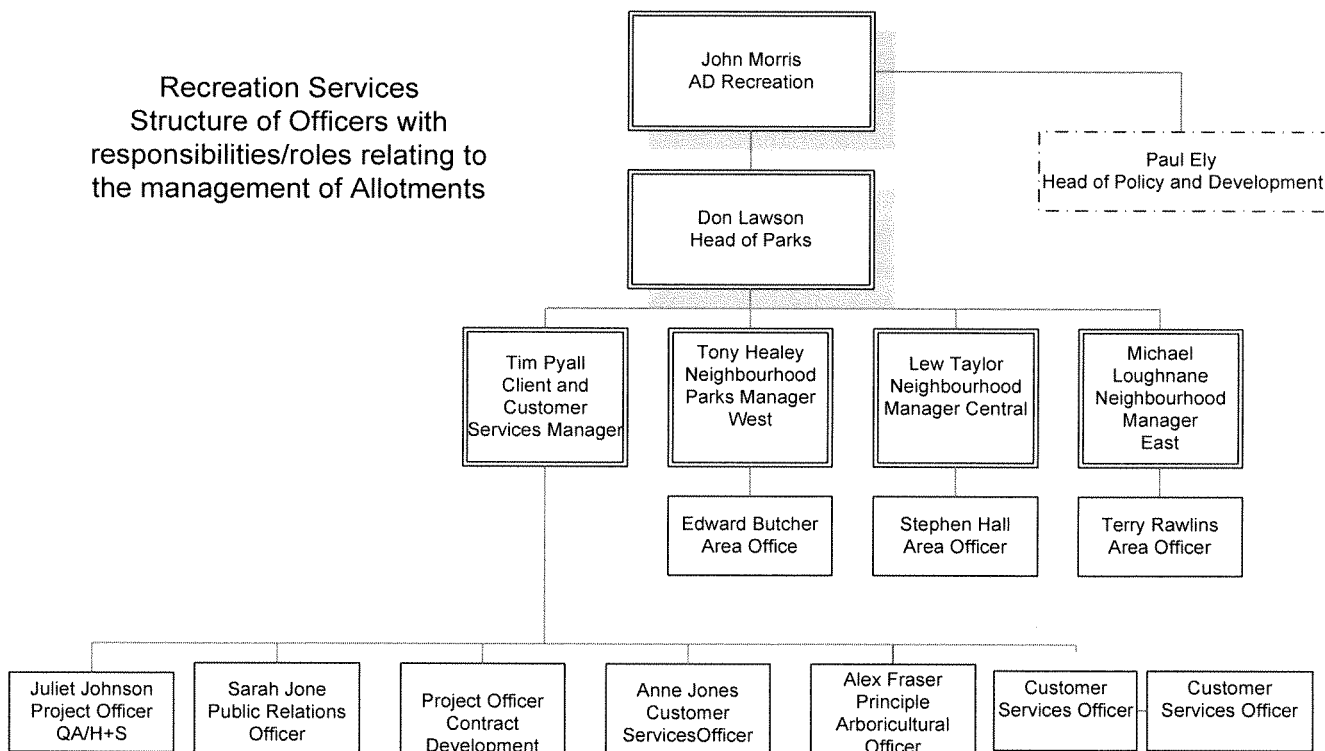
15.4 Allotments staffing resource provision

The attached structure chart shows the current management structure within Recreation Services. Allotments falls within the remit of the Parks Service and the area neighbourhood managers, who report to the head of Parks, are responsible for allotments sites that fall within their areas.

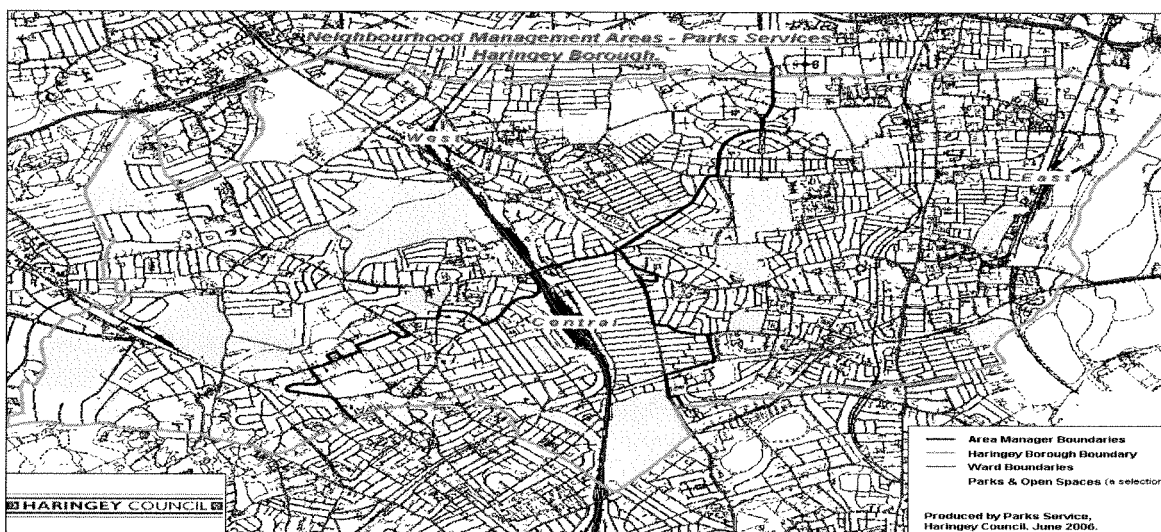
Management of allotments requires the input of the officers shown in the chart below.

Parks Neighbourhood Managers are responsible for emergency, day to day repairs, inspections of sites, and site liaison with secretaries. Input is also provided by from the Client and Customer Services Section; these relate to Asset Management/ Improvement/ PR/ Quality Management System/ Administration and tree works.

Policy and Development section also lead on future development projects.



The following map shows the areas covered by Neighbourhood Parks Managers



Appendix 15.6 Performance Information and Records

The following information provides an overview of the levels of performance relating to Allotments Administration

All site inspections have been completed and will commence again in April 2008. The site inspections have initiated the following level of administration for the period 1/1/2007 - 09/11/2007. All areas show an increase in terminations and new tenants participating in allotment activity.

- 213 Dirty Plot Letters (DPL) were issued – 59 increase between September and November forum
- 42 Notice to Quit (NTQ) letters were issued – 13 increase between September and November forum
- 101 Terminations – 33 increase between September and November forum
- 153 New Tenants were registered – 22 increase between September and November forum

<u>From 1.1.07 to 9.11.07</u>				
	DPLs	NTQs	Terminations	New Tenants
Alex Park	12	4	2	4
Alex Park Nursery	2	2	1	
Aylmer Rd			2	8
Courtman Rd	2			3
Creighton Ave	26	3	5	9
Creighton Rd	19	3	1	8
De Quincey Rd			2	7
Elmar Rd	5	3	4	2
Franklin St	3	1	2	7
Golf Course	65	4	27	34
Gospatrick Road			1	
Grove Lodge	12		2	2
Higham Road	4			
Highgate	6	3	10	6
Mannock Rd	3		3	2
Marsh Lane	3	2	4	7
Ranelagh Rd			1	
Rectory Farm	3			1
Rivulet Rd	1			1
Shepherds Hill	3	2	14	17
South Grove				1
Stockton Rd			1	
The Grove	2	1		
White Hart Lane	32	8	6	7
Wolves Lane	10	6	13	27
Total	213	42	101	153

Appendix 15.6 Performance Information and Records
Allotment Site Visit Register

2007

	Visit 1	Actual	Visit 2	Actual	Visit 3	Actual	Visit 4	Actual
West								
Aylmer Rd	Apr-07	Apr-07	Jun-07	Jun-07	Aug-07	Aug-07	Sep-07	Oct-07
Golf Cse	Apr-07	Apr-07	Jun-07	Jun-07	Aug-07	Aug-07	Sep-07	Oct-07
Highgate (Yeatman Rd)	Apr-07	Apr-07	Jun-07	Jun-07	Aug-07	Aug-07	Sep-07	Oct-07
Chitts Hill (Wolves Lane)	Apr-07	Apr-07	Jun-07	Jun-07	Aug-07	Aug-07	Sep-07	Oct-07
Creighton Ave	Apr-07	Apr-07	Jun-07	Jun-07	Aug-07	Aug-07	Sep-07	Oct-07
Ranelagh Rd	Apr-07	Apr-07	Jun-07	Jun-07	Aug-07	Aug-07	Sep-07	Oct-07
Alex Park + Grv Ldg Mead	Apr-07	Apr-07	Jun-07	Jun-07	Aug-07	Aug-07	Sep-07	Oct-07
Shepherds Hill Railway	Apr-07	Apr-07	Jun-07	Jun-07	Aug-07	Aug-07	Sep-07	Oct-07
Central								
Shepherds Hill	12/03/2007	12/03/2007	04/05/2007	06/05/2007	03/07/2007	03/07/2007	3/0/0707	10/09/2007
The Grove	15/03/2007	15/03/2007	04/05/2007	06/05/2007	05/07/2007	05/07/2007	05/07/2007	11/09/2007
Quermore Altm	15/03/2007	15/03/2007	04/05/2007	04/05/2007	28/07/2007	28/07/2007	30/07/2007	13/09/2007
East								
White Hart Lane	May-07	May-07	Jul-07	Jul-07	21-Jul	21-Jul	Sep-07	Nov-07
De Quincey	May-07	May-07	Jul-07	Jul-07	22-Jul	22-Jul	Sep-07	Nov-07
Stockton Road	May-07	May-07	Jul-07	Jul-07	21-Jul	21-Jul	Sep-07	Nov-07
Franklin Streert	May-07	May-07	Jul-07	Jul-07	21-Jul	21-Jul	Sep-07	Nov-07
Elmar Road	May-07	May-07	Jul-07	Jul-07	17-Aug	17-Aug	Sep-07	Nov-07
Gospatrick Road	May-07	May-07	Jul-07	Jul-07	21-Jul	21-Jul	Sep-07	Nov-07
South Grove	May-07	May-07	Jul-07	Jul-07	22-Jul	22-Jul	Sep-07	Nov-07
Rectory Farm	May-07	May-07	Jul-07	Jul-07	21-Jul	21-Jul	Sep-07	Nov-07
Higham Road	May-07	May-07	Jul-07	Jul-07	22-Jul	22-Jul	Sep-07	Nov-07
Courtman Road	May-07	May-07	Jul-07	Jul-07	22-Jul	22-Jul	Sep-07	Nov-07
Mannock Rd	May-07	May-07	Jul-07	Jul-07	22-Jul	22-Jul	Sep-07	Nov-07
Rivulet Road	May-07	May-07	Jul-07	Jul-07	21-Jul	21-Jul	Sep-07	Nov-07
Marsh Lane	May-07	May-07	Jul-07	Jul-07	21-Jul	21-Jul	Sep-07	Nov-07
Creighton Rd	May-07	May-07	Jul-07	Jul-07	22-Jul	22-Jul	Sep-07	Nov-07

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Appendix 15.6
ETHNICITY OF NEW TENANTS ON ALL SITES AS FROM 1996

WHITE	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
BRITISH	77	76	82	60	90	60	68	49	67	72	79	76
IRISH	5	20	6	15	18	6	6	7	3	5	11	10
GREEK CYPRIOT	5	10	9	9	11	6	8	3	3	5	8	5
TURKISH CYPRIOT	7	9	3	12	17	4	6	3	11	3	2	2
KURDISH	-	2	1	9	6	1	10	3	4	7	3	
TURKISH	2	4	-	2	2	2	3	4	3	12	9	2
ANY OTHER WHITE	3	3	2	-	1	12	13	21	18	25	22	13
MIXED												
MIXED WHITE & BLACK CARIBBEAN	-	2	2	-	3	1	1		1			
MIXED WHITE & BLACK AFRICAN	2	-	3	2	1	-	1			1		
MIXED WHITE & ASIAN	1	-	-	-	-	-	-			1		
ANY OTHER MIXED BACKGROUND	-	1	1	3	4	-	1	1	1	2	2	2
ASIAN OR ASIAN BRITISH												
INDIAN	-	-	-	1	2	-	1		1	1	1	1
PAKISTANI	1	1	2	1	1	-	-		1			
BANGLADESHI	-	-	3	-	2	-	-		1	1		1
EAST AFRICAN ASIAN	1	1	1	2	2	-	1				1	
ANY OTHER ASIAN BACKGROUND	-	3	1	2	2	1	1	1	1			
BLACK OR BLACK BRITISH												
CARIBBEAN	6	8	11	9	15	6	10	5	9	17	10	4
AFRICAN	-	-	3	4	-	-	2	2	2		1	
ANY OTHER BLACK BACKGROUND	-	1	-	5	2	-	1	2				

CHINESE OR OTHER ETHNIC GROUP

CHINESE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2	1	1
ANY OTHER ETHNIC GROUP	-	-	-	4	2	2	-	-	3								1
FEMALE	48	65	59	64	77	49	57	48	53	78	74	60					
MALE	62	76	75	74	104	50	79	53	75	75	75	58					
TOTAL NO. OF NEW TENANTS	110	141	134	138	181	99	136	101	128	153	149	118					

ETHNICITY PERCENTAGE OF NEW TENANTS PER SITE

WHITE	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
BRITISH	70	54	62	43	50	61	50	48	53	46	53	64
IRISH	5	14	4	11	10	6	4	7	2	3	7	8
GREEK CYPRIOT	5	7	7	7	6	6	6	3	2	3	5	4
TURKISH CYPRIOT	6	6	2	9	9	4	4	3	3	2	1	2
KURDISH		1	1	7	3	1	7	3	3	5	2	
TURKISH	2	3		1	1	2	2	4	2	8	6	2
ANY OTHER WHITE	3	2	1		1	12	10	21	15	16	15	11

MIXED

MIXED WHITE & BLACK CARIBBEAN		1	1		2	1	1		1			
MIXED WHITE & BLACK AFRICAN	2		2	1	1		1			1		
MIXED WHITE & ASIAN	1									1		
ANY OTHER MIXED BACKGROUND		1	1	2	2		1	1	1	1	1	2

ASIAN OR ASIAN BRITISH

INDIAN				1	1		1		1	1	1	1
PAKISTANI	1	1	1	1	1				1			
BANGLADESHI			2		1				1	1		1

EAST AFRICAN ASIAN	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
ANY OTHER ASIAN BACKGROUND		2		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1

BLACK OR BLACK BRITISH

CARIBBEAN	5	6	9	7	8	6	7	5	8	11	7	3							
AFRICAN			2	3			1	2	2		1								
ANY OTHER BLACK BACKGROUND		1		4	1		1	2											

CHINESE OR OTHER ETHNIC GROUP

CHINESE										2	1								1
ANY OTHER ETHNIC GROUP			3	1	1		2												1

FEMALE	45	46	43	46	43	49	42	47	39	51	50	50							
MALE	56	54	56	54	57	51	58	53	59	49	50	50							

Appendix 15.6

AGE GROUP OF NEW TENANTS ON ALL SITES IN 2007

	18-24	25-34	35-49	50-64	65-79	80+	Total
WHITE							
BRITISH		11	35	26	3		75
IRISH			1	6	2		9
GREEK CYPRIOT				3	2		5
TURKISH CYPRIOT				1	1		2
KURDISH							0
TURKISH			2	1			3
ANY OTHER WHITE		2	2	10	3		17
MIXED							
MIXED WHITE & BLACK CARIBBEAN							0
MIXED WHITE & BLACK AFRICAN							0
MIXED WHITE & ASIAN							0
ANY OTHER MIXED BACKGROUND				1	1		2
ASIAN OR ASIAN BRITISH							
INDIAN							0
PAKISTANI					1		1
BANGLADESHI							0
EAST AFRICAN ASIAN							0
ANY OTHER ASIAN BACKGROUND							0
BLACK OR BLACK BRITISH							
CARIBBEAN			3	1			4
AFRICAN							0
ANY OTHER BLACK BACKGROUND							0

CHINESE OR OTHER ETHNIC GROUP

CHINESE				1					1
ANY OTHER ETHNIC GROUP						1			1

FEMALE		7	26	26	3				62
MALE		6	18	24	10				58
TOTAL		0	13	44	50	13			120


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Haringey Council

Agenda item:

[No.]**Overview and Scrutiny****On 10th January 2008**

Report Title: Sexual Health and HIV Strategy	
Report of: The Director of Adult, Culture and Community Services	
Wards(s) affected: All	Report for: Information
<p>1. Purpose (That is, the decision required)</p> <p>1.1 This report provides an update on the local implementation of the National Sexual Health and HIV Strategy.</p>	
<p>2. Recommendations</p> <p>2.1 That Members note the content of this report.</p>	
<p>Report Authorised by: Mun Thong Phung,  Director of Adult, Culture and Community Services</p>	
<p>Contact Officer: Bernard Lanigan – Service Manager Telephone 0208 489 3771 Bernard.lanigan@haringey.gov.uk</p>	
<p>3. Director of Finance Comments</p> <p>3.1 The Director of Finance has been consulted and there are no specific financial implications contained within this report. The Aids support grant is a specific ring-fenced grant which is £388k in 07/08. The grant for 2008-09 and future years have yet to be allocated.</p>	
<p>4. Acting Head of Legal Services Comments</p> <p>4.1 The local authority has powers and duties provide services to people with HIV or AIDs under various pieces of legislation. These include the duty to assess need under the NHS & Community Care Act 1990, the power to provide residential/nursing home accommodation under S.21 National Assistance Act 1948, the power to provide non-accomodation services under S.2 Chronically Sick & Disabled Persons Act 1970, and the power to provide domiciliary and community-based services under the NHS Act 1977 S.21 & Schedule 8.</p>	

5. Local Government (Access to Information) Act 1985

5.1 None

5.2 None

6. Strategic Implications

6.1 The National strategy was the first policy response to increasing HIV/Sexually Transmitted Infection (STI) in the United Kingdom. The National Strategy 2001 reflects the principles of the NHS Plan and was part of nation wide investment and reform to modernise sexual health services. The focus being on tackling Inequalities and providing services around patients needs.

7. Financial Implications

7.1 There are no financial implications associated with this report. The programme is primarily funded from the NHS apart from the provision of social care service which is fully funded through a specific AIDS Support Grant to the Local Authority.

8. Legal Implications

9.1 To Follow – likely to reflect the Local Authority need to provide care and support under the CSDPA, NA and NHS and Community Care legislation

9. Equalities Implications

9.1 Sexual Health affects all aspects of population, there are however some groups considered to be at higher risk of infection and the National Strategy and local action plan are targeted at these groups.

10. Consultation

10.1 The National Strategy has been widely consulted upon as has the local response.

11. Background

11.1 The National Strategy set out aims to reduce STI/HIV, reduce prevalence of undiagnosed HIV, reduce teenage pregnancy and improve social care for people with HIV/address stigma associated with HIV/STI.

11.2 The Strategy was followed by a toolkit to support effective health promotion around sexual health. The toolkit recognised the range of people taking on a health promotion role around HIV and sexual health and aims to provide a 'route map' with practical tools to deliver health promotion.

11.3 Haringey and Enfield commissioned a joint strategy (2005-7) to support implementation of the national strategy locally. This covered a broad range of issues that covered all aspects of sexual and reproductive health and was supported by an extensive action plan. Delivery of our local strategy is under pinned by the development of a local sexual health network.

Local Action Plan (LAP)

11.4 In 2006, the action plan was reviewed and revised. Two long standing working groups were set up to support the Sexual Health Partnership Board (Clinical and Prevention Sub Groups). All three groups developed work plans for 12 months based on the revised action plans (Appendix A attached).

LAP Progress

11.5 Both sub groups have good clinical engagement and are progressing well. The work plans (or 'projects') will be revised next year. Alongside this, the national strategy will be reviewed by MEDFASH and will affect local work programmes. However, our local action plan will continue to develop based largely on local need. There are many cross cutting elements to sexual,/reproductive health as well as HIV which means work programmes tend to continuously develop and build on previous work. It will be the role of the sub groups and partnership board to review and revise work programmes. This will happen between Jan-April 08.

Teen Pregnancy Project

11.6 Members have previously received a comprehensive account of the local Teenage Pregnancy Strategy and therefore it is not included here.

12. Conclusion

12.1 The local response to the National Strategy is well developed and delivering real improvements in how services are being delivered. Partnership working across the sexual health network is good and well placed to further improve services to the people who use them.

13. Use of Appendices / Tables / Photographs

13.1 Appendix A Sexual Health Partnership Action Plan

**Haringey Sexual Health Partnership Board
Proposed Work Programme 2007/8**

Sexual Health Partnership Board

Action	Time/By	Indicator of success	Lead
Review Membership of Sexual Health Partnership Board- including Chair, ensuring appropriate representation.	Oct 07	Appropriate strategic membership and representation on board	Chair
Develop and agree mechanisms to involve service users and the public in the work of the sexual health partnership board	Oct 07	PPI approach agreed and implemented	Chair
Review the governance and communication arrangements of SHPB in relation to the Haringey Strategic Partnership (including links with the Teenage Pregnancy Partnership Board) and cross borough working.	Oct 07	Governance and communication arrangements agreed	Chair
Service provider updates Develop a system for all providers to provide the board with annual feedback on service developments and performance.	Oct 07	All service providers aware of process, timescales and format for yearly reports to board.	Chair

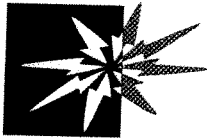
Clinical Sub Group – Work Plan Overview

Action	Indicator of success	Time/By	Lead
Review implementation of MedFASH standards for sexual health services across the sexual health network.	Work plan – leading to Standards adopted with an appropriate mechanism for audit and on-going improvement in place across all sexual and reproductive health services.	Jan 08	tbc
Review HIV secondary prevention services in Haringey. (Scope to be agreed- potentially including community nursing, dietetics, social care, housing, and information and advocacy services).	Review to identify range of services currently commissioned by Haringey TPCT Assessment of local need for services, and review of evidence of effective approaches undertaken Key stakeholders consulted, and options for future commissioning identified and appraised. Final report to TPCT commissioner outlining recommendations for future commissioning.	July 07 Oct 07 Oct 07 Oct 07	PD tbc tbc tbc
Review and develop care pathways between primary care and other sexual health services	Integrated pathways defined between primary care and other sexual health services, including HIV treatment & care and social care	July 07	VH
Develop a strategy to improve access to HIV testing in Haringey, and a business case for commissioning in 2007/8.	HIV testing strategy produced and adopted Business case for investment in 2007/8 developed	Jan 08 July 07	

Prevention Sub Group

Action	Indicator of success	Time/By	Lead
Support implementation of N.I.C.E guidance on 1-1 interventions.	Action plan developed, including training needs Resource implications identified Time scales/leads agreed Implementation process agreed	Oct 07	
Improve access to information on <ul style="list-style-type: none"> • sexual health services in Haringey • contraception and access to free condoms In light of MEDFASH standards and healthcare commission performance indicator	Information needs identified Processes adopted to ensure information is consistently provided, including availability of free condoms	July 07	
Oversee implementation of recommendations from the review of the Haringey Healthy Alliance HIV prevention programme.	Progress against recommendations reviewed	Oct 07	
Make recommendations on the adoption of Haringey-specific sexual health targets/ indicators to inform the next round of Local Area Agreement negotiations.	Local indicators to monitor progress in improving sexual health recommended	July 07	

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Haringey Council

Agenda item:


[No.]**Overview and Scrutiny****On 10th January 2008**Report Title: **Direct Payments for Care Packages**Report of: **Director of Adult, Culture and Community Services**Wards(s) affected: **All**Report for: **Information****1. Purpose (That is, the decision required)**

1.1 To advise Members of the local performance in delivering Direct Payments to Residents with care needs.

2. Recommendations

2.1 That Members note the contents of this report.

Report Authorised by:

Mun Thong Phung, 
Director of Adult, Culture and Community Services

Contact Officer: **Bernard Lanigan, Service Manager, 020 8489 3771**
Bernard.lanigan@haringey.gov.uk

3. Director of Finance Comments

3.1 The funding for the direct payments function is mainstreamed within the Adults and Children's Services budgets. The report indicates some resource issues to support the direct payments functions, however, these have not been quantified. These will need to be reviewed in light of the emerging personalisation agenda

3.2 The government has indicated a new grant to meet the personalisation agenda around self directed care. The grant has been notified at £374k in 08/09, £867k in 2009/10 and £1.060m in 2010/11. This grant is ring-fenced to meet the social care reform agenda. Further details of the criteria for the use of the grant will be issued by the Department of Health shortly.

4. Head of Legal Services Comments

- 4.1 The current legal position is accurately described in the main body of this report. The government made a commitment in the 2006 White Paper Our health, our care, our say, to extend the availability of direct payments to 'those groups who are excluded under the current legislation.' The Bill helps to deliver this commitment by extending the availability of direct payments to those who lack capacity. It allows a direct payment to be made to a 'suitable person' who can receive and manage the payment on behalf of a person who lacks capacity.
- 4.2 One of the key beneficiaries of the new legislation will be young adults who are learning disabled and their parents. It will enable the parents of a child with learning disabilities who are in receipt of direct payments, under section 17A of the 1989 Children Act, to continue to be able to receive them once their child reaches 18 years of age. Under current legislation, the young adult loses their direct payment once they turn 18.

5. Local Government (Access to Information) Act 1985

- 5.1 None

6. Strategic Implications

- 6.1.1 Direct Payments is the system that gives people with support needs the option of having a cash payment in preference to receiving directly provided services e.g. home care provided by agencies, or attendance at a Council run day centre. This enables people to use the money to obtain and organise their own care services.
- 6.1.2 This does mean the person taking on some additional responsibility in terms of having to manage the money and account for its use. However, for increasing numbers of people, this is outweighed by the much greater flexibility that direct payments offer, and, particularly, the control it affords the user over their care arrangements.
- 6.1.3 Many users opt for direct payments because they are unhappy with services provided through a care agency. However, the important point to note is that even the best possible agency care package will not give the degree of control and flexibility offered by a direct payment. Experience in Haringey and elsewhere demonstrates that once people have started direct payments, they hardly ever opt to return to standard provision.
- 6.1.4 It should also be noted that many people have chosen direct payments as a means of meeting language, religious, or social and cultural needs. However, while this should be noted as another positive attribute of direct payments, this also needs to be balanced against a possible conclusion that this may be the only means that people have to meet these needs, and, where this is the case, direct payments cease to be a genuine alternative.

6.1.5 Direct payments are seen by many as one of the most fruitful of all developments in Social Services, in that it has come about through the pressure and campaigning of service users themselves, who were seeking independence in their lives and seeking to have control over their care arrangements.

6.1.6 This is expressed in the government's own guidance as follows:

The purpose of direct payments is to give recipients control over their lives by providing an alternative to social care services provided by the local council. A financial payment gives the person flexibility to look beyond 'off the peg' solutions for certain housing, employment, education and leisure activities, as well as for personal assistance to meet their assessed needs. This will help increase opportunities for independence, social inclusion and enhanced self-esteem.

6.1.7 Legislation to allow Councils to make direct payments was first passed in 1996, prior to which it had been illegal. At that stage, this only allowed for payments to be made to people 18-65 years.

6.1.8 From 2003, a number of changes in legislation took place, all encompassed within the Direct Payments Guidance, and which led to the following key changes:

- That local authorities had a duty to offer direct payments.
- That direct payments were now available to all users of social services i.e. Anyone over the age of 16 with a disability, or the parents of any child with a disability.
- That there is now a duty on social workers or care coordinators to discuss direct payments at all assessments and reviews.

6.1.9 Further evidence of the government's determination to increase the numbers of people using direct payments came with the introduction of direct payments as a key performance indicator (KPI), and it has remained so since 2004.

6.1.10 Reflecting its origins, the great majority of users of direct payments throughout the country had been younger adults with physical disabilities. The government were keen, however, to extend the benefits of direct payments to all service users. This was given some additional weight when the government decided also to weight the KPI towards older people, so as to increase uptake among this group.

6.1.11 Since then, the government has continued to give emphasis to direct payments and other forms of what is now referred to as self-directed support (SDS). These ideas have been developed in the Green Paper published in 2005, and the

White Paper the following year, *Our Health, Our Care, Our Say*. This developed the idea of individual budgets. (See below).

6.1.12 It has been observed by a leading commentator in the field of disabilities that:

Direct payments are not an end in themselves, they are a means to an end, and the end is independent living.

6.1.13 Thus the key to successfully implementing direct payments is not only that direct payments should be available as an alternative to standard provision. Rather, the expectation is that assessments should be used not just to determine an individual's level of function, but to identify ways in which the user can be assisted to maximise their independence, to have control and to make decisions about how they live their lives. Social workers can then explore with service users how direct payments can be used to support that process.

6.1.14 The effective implementation of direct payments depends on three key elements:

- **Social workers or care-coordinators** - their role is to ensure that direct payments are fully explored with the service user.
- **The support service** - The generally preferred model is for this to be provided by a local independent user led group, but there are other alternatives including in-house provision. The provision of a decently resourced support service is generally accepted to be fundamental to the effective delivery of direct payments.
- **Finance and Administration Structure** - the effective and timely provision of payments is essential if users have to have faith in the system. In addition, there is also a requirement to monitor expenditure in order to ensure that the monies are spent only on meeting the user's assessed needs.

DIRECT PAYMENTS IN HARINGEY

6.2.1 In Haringey, in common with many authorities, no real priority was given to developing or expanding the scope of direct payments when the original legislation was passed (1996), and there was no attempt to introduce a fully-fledged direct payments scheme until 2001-02.

6.2.2 Further impetus was not given until 2004 when a decision was taken to appoint a full time direct payments officer. This was consequent to the government's clear intention to raise the profile of direct payments, and the fact that it was now a KPI.

- 6.2.3 From 2004 until this year Haringey's performance on direct payments has been good relative to other similar authorities. To achieve this year's target would see Haringey climb into the top banding of the PI. It has become increasingly difficult to maintain this rate of progress, and that makes this year's target an ambitious one.
- 6.2.4 Recent increases in uptake of direct payments are largely attributable to having implemented a basic training programme for social workers and a generally raised profile for direct payments in the department. However, overall, it has not been possible to develop the infrastructure needed to underpin the further expansion of direct payments.

ISSUES FOR THE FURTHER DEVELOPMENT OF DIRECT PAYMENTS IN HARINGEY

Social Work

- 6.3.1 There is now a need to expand on the basic training that has been offered to social workers to date. This would focus on assessment skills and particularly on assessment for independent living.

Support Service

- 6.3.2 Haringey has not had a support service since 2005. A basic contract was awarded to an organisation called Choices in 2001. This was due to expire in 2005, when Choices decided to withdraw from the contract in Haringey. About a year later they went into administration.
- 6.3.3 Since 2005 this function has been covered by a seconded social worker, and through a contract with an independent payroll service. These arrangements were hastily arranged to cover this gap in provision and were not intended to be a long term arrangement. There have been a number of problems to address in response to the situation created by Choices going into administration, as well as in just maintaining the service.
- 6.3.4 In the circumstances, current performance is very good. However, a number of problems remain. Some users need relatively intensive assistance from a support service. However, our experience has been that all users need some input to ensure that unnecessary problems are avoided. A full procurement exercise was undertaken to contract a support service however none of the applications were affordable at that time.
- 6.3.5 A full procurement exercise was completed for a support service however none of the subsequent tenders came within striking distance of the available budget.
- 6.3.6 In general terms, issues that we are unable effectively to address at the present time are:
- It is very difficult to provide support a timely response to new referrals to the scheme, namely one support worker.
 - The capacity to provide assistance with recruitment, in particular, is limited. Some users have to wait many months to start direct payments, and there are some who have not been able to take up direct payments because of an inability to recruit people to work with them.

- It is not possible to provide ongoing support and review. The consequence of this is that some users have ended up with significant problems in relation to managing their payments.

6.3.7 The result is that disproportionate amounts of staff time have to be devoted to dealing with problems that could have been avoided.

6.3.8 Communication between staff and the independent payroll service has been very positive and has mitigated some of these problems.

Agency Rate

6.4.1 Agreement has recently been given to the development of an agency rate for Direct Payments where users decide to use direct payments to obtain their support directly from an agency rather than become primary employers themselves.

6.4.2 The benefits of developing an agency rate are to provide greater choice to people in making use of a direct payment, people do not have to worry about sickness or annual leave cover arrangements, staff undergo a Police check, and the time between the decision to make use of a Direct Payment and then benefiting from this is significantly reduced. The agency rate puts the person in a direct cash relationship with the care provider and should therefore improve the balance of power/relationship between them.

6.4.3 The impact of this single initiative is likely to be a rapid expansion of the numbers of people taking up a Direct Payment.

Other Issues

6.4.4 The development of more comprehensive policy and guidance on direct payments, both internally for staff and for the people who receive a service. The employment issues emerging for people who directly employ personal assistants is increasingly becoming more complex.

6.4.5 The development of direct payments in what tend to be referred to as the harder to reach groups. This tends to refer to people with mental health problems or learning disabilities. Performance in these areas is quite poor, although Haringey is not particularly unusual in that respect.

6.4.6 However, harder to reach groups should also be taken to encompass carers and 16-17 year olds. In general, there is still a tendency to negotiate and establish direct payments care packages with the parents of young adults. The further development of person centred planning and provision and planning for transitions are probably important here. Equally, however, the development of

ideas and mechanisms like circles of support and independent user trusts would be important on the direct payments side.

Individual Budgets (IB's)

- 6.5.1 This is the main component of what is generally referred to now as self-directed support (SDS). Individual budgets are an idea developed by the government in the recent Green Paper and subsequent White Paper. It builds on the idea of direct payments, the key differences being:
- 6.5.2 An IB allows the user to have a sum of money that they can use to plan how support is provided, without necessarily having to manage a direct payment.
- 6.5.3 It allows the service user to draw on other funding streams and not just social care budgets. This might include Supporting People, Independent Living Fund, and various housing and education budgets.
- 6.5.4 Pilots are now running in a number of LA's with funding from the Department of Health (£150,000 per Pilot Area). The interim reports from the Pilot Areas is mixed with some claiming great success while others are less enthusiastic.. These pilots will be used to develop detailed proposals, with a view to implementing IB's nationally from 2009.
- 6.5.5 Other authorities are also running their own pilots independently. In the case of Essex they have committed to providing all services via individual budgets by March 2008. This is currently being considered in Haringey and we expect to have a project initiation document early in the New Year.

7 Financial Implications

- 7.5.1 The hourly rate for a Direct Payment, that is, the total money paid to the person with a disability is considerably less than the current cost of the Council's block domiciliary care hourly rate. It is also below the current unit cost of the Council's in house Home Care Service.
- 7.5.2 At present the transaction costs of administering a Direct Payment are less than those of services directly contracted from the Third Sector. There is no comparable cost for direct provided Council Services but is likely to also be less.

8 Equalities Implications

- 8.1 Direct Payments are available to all people who need to use social care services, there is however national and local evidence that people with learning disabilities and mental health issues are under-represented in benefiting from them. In Haringey the take up of Direct Payments is over-represented by people from black

and minority ethnic groups although this is in line with the overall profile of people with physical disabilities who use services.

8.2 Issues relating to hard to reach groups will need to be addressed by individual commissioners if the numbers of people benefiting from Direct Payments in these groups are to increase.

9 Consultation

9.1 None

10 Background

10.1 See Above

11 Conclusion

11.1 Direct Payments in Haringey have been very successful for the people in receipt of them. It has generally improved peoples choice and control over how they manage their support needs. There is however only limited support available for people to set up and maintain their services under Direct Payments. The time between the decision to take up a Direct Payment and benefiting from this is significant.

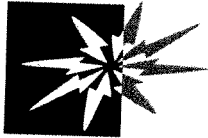
11.2 The Council's performance in rolling out Direct Payments to residents has been good in the light of the level of resources dedicated to this area, with Haringey being a top performer in outer London for several years now. Maintaining or even improving on this position is likely to be challenging without further investment in the infrastructure to underpin and support Direct Payments and more importantly Individual Budgets. Early indications from the National Pilots is considerable levels of advocacy/support are necessary for people to make use of individual budgets.

11.3 It is timely therefore for the Council to consider how it wishes to progress the governments personalisation of support services.

12 Use of Appendices / Tables / Photographs

12.1 None


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Haringey Council

[No.]**Overview and Scrutiny**

On 10 January 2008

Report Title: Children and Young People 's Service Annual Performance Assessment	
Forward Plan reference number (if applicable):	
Report of: Director of the Children and Young People's Service	
Wards(s) affected: All	Report for: Non Key Decision
<p>1. Purpose</p> <p>To report on the outcome of the Annual Performance Assessment.</p>	
<p>2. Introduction by Cabinet Member</p> <p>I am pleased to bring to Member's attention the result of the Annual Performance Assessment for the Children and Young People's Service</p>	
<p>3. Recommendations</p> <p>Members are asked to note the outcome of the Annual Performance Assessment</p>	
<p>Report Authorised by:</p> <p style="text-align: center;"> <i>SHARON SHOESMITH</i></p> <p style="text-align: center;">PR Sharon Shoesmith, Director The Children and Young People's Service</p>	
<p>Contact Officer: Patricia Walker, Policy & Partnerships Officer patricia.walker@haringey.gov.uk Telephone 020 8489 4694</p>	
<p>4. Director of Finance Comments</p>	

Not applicable, as this report is for information only

5. Head of Legal Services Comments

Not applicable, as this report is for information only

6. Local Government (Access to Information) Act 1985

Arrangements for the Annual Performance Assessment of Children's Services 2007
Annual Performance Assessment: Handbook of Procedures for 2007. Both published by Ofsted April 2007

Stepping on Towards Excellence: The Haringey Children & Young People's Plan
Evaluation of Changing Lives 2007

Changing Lives: The Haringey Children & Young People's Plan Programme for 2007-8

7. Background

- 7.1 Ofsted has a statutory duty to undertake an annual review of every council's children and young people's service and award a performance rating. The rating awarded is also used as the rating for the children and young people's block in the Audit Commission's comprehensive performance assessment of local authority services.
- 7.2 In 2007 Annual Performance Assessments (APA) were to make judgements about:
- council's children and young people's services and the specific contributions they make to improving outcomes for children and young people;
 - contribution services make to improving each of the five Every Child Matters outcome areas;
 - council's capacity to improve these services.
- 7.3 Local areas are statutorily required to review the progress they are making in implementing their children and young people's plan. This review is used to provide the key evidence for the APA. Ofsted also looks at performance data, recent inspection reports on local schools and services and visit the authority to talk to staff and partners.
- 7.4 Following their visit the Ofsted inspectors draw up their judgements. A judgement is given for the overall service, and also for each of the five outcomes in the Every Child Matters framework and the capacity to improve. Each judgement is graded from 1 (the lowest) to 4 (the highest). The description of the grades is given in appendix one. The inspector's letter also notes strengths, areas for improvement and progress in the previous 12 months.

8. APA result

- 8.1 Ofsted has awarded Haringey grade 3 for the overall effectiveness of the service, the capacity to improve and each of the five Every Child Matters outcomes.

Grade 3 is an overall good in all these areas. Last year the service also had an overall grade 3 but this year the grade now includes improved the grades for Staying Safe and Achieving Economic Well-Being, both up from grade 2 to grade 3. The letter giving the full details of their judgements and recommendations is attached at appendix three.

8.2 The results for APAs across the 33 London Boroughs have been analysed and are attached at appendix 2. Haringey, with an overall score of 21 is joint 13th with 11 other boroughs.

9. Recommendations.

9.1 Members are asked to note the outcome of the Annual Performance Assessment.

10. Equalities Implications

10.1 Equalities considerations are part of the APA methodology. The APA considers the outcomes, and any variation in outcomes, for all children and young people in the local area. As part of the APA process inspectors also focus on the delivery of services and outcomes for vulnerable groups of children and young people, such as children with disabilities and children in care.

11. Consultation

11.1 The APA includes consideration of the outcome of the Audit Commission's school survey and the TellUs survey of young people. When the Inspectors visit they talk to representatives of partners and independent organisations delivering services as well as Council staff.

Use of Appendices

Appendix 1	APA grade descriptors
Appendix 2	APA Scores across London Local Authorities
Appendix 3	Ofsted letter: 2007 Annual Performance Assessment of Services for Children and Young people in the London Borough of Haringey, 26 November 2007

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Appendix one: Ofsted's APA grade descriptors

Grade	Descriptor
Grade 4: A service that delivers well above minimum requirements for users	A service that delivers well above minimum requirements for children and young people, is innovative and cost-effective, and fully contributes to raising expectations and the achievement of wider outcomes for the community.
Grade 3: A service that consistently delivers above minimum requirements for users	A service that consistently delivers above minimum requirements for children and young people, has some innovative practice, and is increasingly cost-effective whilst making contributions to wider outcomes for the community.
Grade 2: A service that delivers only minimum requirements for users	A service that delivers only minimum requirements for children and young people, but is not demonstrably cost-effective nor contributes significantly to wider outcomes for the community.
Grade 1: A service that does not deliver minimum requirements for users	A service that does not deliver minimum requirements for children and young people, is not cost-effective and makes little or no contribution to wider outcomes for the community.

Appendix 3: APA scores across London local authorities

LA	Overall Effectiveness	Be Healthy	Stay Safe	Enjoy and Achieve	Positive Contribution	Economic Wellbeing	Capacity to Improve	Total Score (out of 28)
City of London	4	4	4	4	4	4	4	28
Tower Hamlets	4	4	4	4	4	4	4	28
Kingston upon Thames	4	3	4	4	4	4	4	27
Richmond upon Thames	4	3	4	3	4	4	4	26
Camden	4	4	3	3	4	3	4	25
Westminster	3	4	3	3	4	3	4	24
Havering	3	3	3	4	3	3	4	23
Kensington and Chelsea	3	3	3	4	3	3	4	23
Lewisham	3	3	2	3	4	4	4	23
Redbridge	3	3	3	3	3	3	4	22
Sutton	3	3	3	4	3	3	3	22
Wandsworth	3	3	3	4	3	3	3	22
HARINGEY	3	3	3	3	3	3	3	21
Barnet	3	3	3	3	3	3	3	21
Bexley	3	4	3	2	3	3	3	21
Brent	3	3	3	3	3	3	3	21
Ealing (JAR)	3	3	3	3	3	3	3	21
Enfield	3	3	3	3	3	3	3	21
Hackney	3	3	3	4	3	2	3	21
Hillingdon	3	3	3	3	3	3	3	21
Hounslow	3	3	3	3	3	3	3	21
Islington	3	3	3	3	3	2	3	21
Newham	3	3	3	3	3	3	3	21
Waltham Forest	3	3	3	3	3	3	3	21

LA	Overall Effectiveness	Be Healthy	Stay Safe	Enjoy and Achieve	Positive Contribution	Economic Wellbeing	Capacity to Improve	Total Score (out of 28)
Greenwich	3	3	3	2	3	3	3	20
Hammersmith & Fulham	3	3	2	3	3	3	3	20
Harrow	3	3	2	3	3	3	3	20
Lambeth	3	2	3	3	3	3	3	20
Merton (JAR)	3	3	3	3	3	2	3	20
Southwark	3	3	3	2	3	3	3	20
Barking & Dagenham (JAR)	2	2	3	3	3	3	2	18
Croydon	2	3	3	2	2	3	2	17
Bromley	2	2	2	3	2	3	2	16

**Appendix 3 Ofsted letter: 2007 Annual Performance Assessment
of Services for Children and Young people in the
London Borough of Haringey, 26 November 2007**

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26 November 2007

Ms Sharon Shoemith
Director of Children and Young People's Service
London Borough of Haringey
48 Station Road
Wood Green
London N22 7TY

Dear Ms Shoemith

2007 ANNUAL PERFORMANCE ASSESSMENT OF SERVICES FOR CHILDREN AND YOUNG PEOPLE IN THE LONDON BOROUGH OF HARINGEY

This letter summarises the findings of the 2007 annual performance assessment (APA) for your local authority. The judgements in the letter draw on your review of the Children and Young People's Plan, your action plan arising from the joint area review and the evidence and briefings provided by Ofsted, other inspectorates and relevant bodies. The letter comments on progress since the recent joint area review. We are grateful for the information you provided to support this process and for the time given by you and your colleagues during the assessment.

Overall effectiveness of children's services

Grade 3

Haringey Borough Council delivers a good service for children and young people. Since the joint area review in 2006, the council has taken swift and measurable actions to tackle the recommendations in order to improve the life chances of young people. Most of the recommendations raised in the joint area review report are set within a time frame of six months and the progress made within this period is good. Good progress has been made in improving the outcomes for enjoying and achieving at Key Stage 2 and for 5+ A* to C at Key stage 4. The council's contribution to improving outcomes for being healthy and making a positive contribution remain good and its contribution to staying safe and achieving economic well-being, adequate at the time of the joint area review report, are now also good. Its contribution to enjoying and achieving is good.

Haringey's Children and Young People's Plan gives a comprehensive overview of the council's priorities and planned actions to bring about radical changes. The priorities, focused on regenerating deprived wards, lay a strong foundation on which to build and sustain improvement. For instance, the children's networks, a multi-disciplinary base, are used to promote better outcomes for children and young people. While it is too early to evaluate the full impact of all actions outlined in the Children and Young People's Plan, the council's ambition to ensure that changes are sustained is very high.

Being healthy

Summary of strengths and areas for development

The contribution of the council's services to improving outcomes for children and young people in this aspect is good. Two recommendations emerged from the joint area review.

For action in the next six months

- Ensure that young people who offend have prompt access to comprehensive CAMHS.
- Improve access to occupational therapy services.

Good performance identified in the joint area review has been maintained and good action has been taken to address these recommendations. A new appointment has resolved the difficulties in ensuring prompt access to Child and Adolescent Mental Health Services (CAMHS) for young people referred by the youth offending service. All young people referred in 2006 were assessed within five working days. Most young people who offend or who are referred with substance misuse needs also receive a prompt service. The council has made very good progress towards providing a comprehensive CAMHS, including for children with learning difficulties and/or disabilities. On-going work to ensure performance on waiting times is maintained is having a positive impact.

A reorganisation of the service and new appointments has improved access to occupational therapy services which are now good. Good progress is being made in developing more integrated services for children with learning difficulties and/or disabilities, for example through developing the Early Support Programme, although Lead Professional arrangements for this group are not yet in place.

Infant mortality rates remain higher than nationally, although they are broadly in line with national benchmark figures. Local data suggest some reduction in the rate in 2006. An action plan is now in place which will target teenage mothers and promote early booking of antenatal care. Good progress is being made in reducing smoking during pregnancy and promoting breast-feeding. Good progress is also being made in reducing rates of teenage conception. These peaked in 2002 but effective action since then has meant rates have fallen faster than in similar authorities and much faster than nationally. Very good action, including raising attainment and aspirations, has ensured low rates of conception among looked after young women and care leavers. Action is now being taken to reduce the number of care leavers who become teenage fathers. The health needs of looked after children and young people are met well, including very good access to CAMHS.

Staying safe

Grade 3

Summary of strengths and areas for development

The contribution of the council's services to improving outcomes for children and young people in this aspect is good. Four recommendations emerged from the joint area review.

For immediate action

- Take appropriate action to clear the backlog of cases within the referral and assessment services.

For action in the next six months

- Improve the recruitment and retention of social workers in all teams.
- Ensure that the work of the referral and assessment services is consistent so that all children and young people are assessed in a timely way in order that their needs can be met.

For action over the longer term

- Improve transition arrangements for children and young people with learning difficulties and/or disabilities, including the handover to adult care services.

Good action has been taken to address these recommendations and there have been improvements in all aspects of social care provision for children. Prompt action ensured the backlog of cases within the referral and assessment services was cleared. Referral and assessment arrangements have been redesigned and one borough-wide service now ensures consistency. Timescales for completing initial assessments have improved and are now better than statistical neighbours and nationally. Numbers of re-referrals have reduced and are broadly in line with national figures and those of statistical neighbours. Timescales for completion of core assessments have also improved significantly and were acceptable for 2006/7 with local data showing further improvement since.

The percentage of vacancies for children and families posts has reduced and is now below that of statistical neighbours. Effective recruitment strategies have resulted in some improvement in the numbers of permanently employed qualified social workers but further improvement is needed.

Transition arrangements for young people with learning difficulties and/or disabilities have improved with further action planned. The number of young people with transition plans has increased to over 90% and quality assurance systems are now in place. There is closer working between children and adult services and the new protocol being developed will improve this further. There have been improvements in assessment processes for children with disabilities and in arrangements for allocating

short breaks and other services, which are supported by greater integrated working for this group of children and young people.

The number of children on the child protection register continues to decrease and is now in line with statistical neighbours. Thorough quality assurance systems are in place and the number of re-registrations demonstrates effective planning for these children. The number of children who were deregistered after being on the register for more than two years increased last year due to a small number of larger sibling groups and local data suggest this will reduce again this year. All children on the child protection register have an allocated social worker and all reviews are held to timescale.

The Local Safeguarding Children Board continues to demonstrate good ownership of the broader safeguarding agenda. There is good partnership working with the Metropolitan Police including effective initiatives to reduce domestic violence and to engage faith communities in safeguarding children. There has been good participation of children and young people in planning new initiatives to reduce the incidence of bullying and a renewed focus on improving community safety and tackling violent crime.

Services continue to make a good contribution to improved outcomes for children and young people who are looked after. The number of looked after children continues to fall in line with the trend for statistical neighbours. Placement stability is good and there has been a good increase in the numbers of children looked after by family and friends. There has been an increase in the number of children adopted from care with further improvement expected this year including appropriate use of Special Guardianship Orders. Timescales for adoption are very good, demonstrating effective care planning for these children. All looked after children and young people are allocated to a qualified social worker and 92% of their reviews are held to the agreed timescale.

Enjoying and achieving

Grade 3

Summary of strengths and areas for development

The contribution of the council's services to improving outcomes for children and young people in this aspect is good. The joint area review highlighted two actions.

For action in the next six months

- Secure the momentum of improvement in standards and achievement at Key Stage 2.
- Increase the number of primary and secondary schools in which attendance is in line with the national average and reduce further the rate of absences of looked after children from school.

Following the joint area review, the council has continued to implement a wide range of intensive support strategies to raise achievement and standards at Key Stage 2.

Trends over time show steady improvement in all three subjects, and in English and science at a faster rate than nationally and in similar authorities. In 2006, standards achieved at the end of Key Stage 2 were higher than those achieved in the previous year, though still well below those achieved nationally.

Standards at Key Stages 1, 3 and 4 are also below and often well below national averages and the success of actions to close that gap is variable. At Key Stage 1 and for 5+ A* to C GCSE grades, the rate of improvement over the last five years is good when compared to national data and to similar authorities. However, achievement at the end of Key Stage 3 and the proportion of young people achieving 5+A* to C, including English and mathematics, remains below similar authorities and that found nationally. The proportion of young people leaving school without any qualification remains higher than in similar authorities. The gap in performance between schools in the east and west of the borough by the end of Key Stage 4 has narrowed.

In 2006, outcomes for looked after children at age 16 were above national averages, though well below that of their peers. Children and young people with learning difficulties and/or disabilities, achieved well as did Black and minority ethnic groups, in particular those of Kurdish descent. Carefully selected programmes tailored to the needs of the most vulnerable groups contributed to this good progress. When compared to the national averages, value-added data indicate that the local authority is successful in building on the prior attainment of pupils, given their low starting points. Pupils' rate of progress from Key Stage 2 to 4 is good. Provisional results for 2007 show that the trend of improvement is being sustained in all key stages particularly at Key Stages 2 and 4.

There was a significant reduction in the numbers of schools below the floor targets in the primary phase; the authority successfully reduced by half the number of schools below because of English and by a third because of mathematics. All secondary schools are performing above floor targets. The numbers of schools in Ofsted categories of concern, though above similar authorities, has fallen significantly since 2005.

In early years settings, most children receive a good start to their education. Although they make satisfactory or better progress, the proportion reaching the early learning goals in the two main areas remains well below average. There has been improvement in developing children's basic skills and Ofsted inspection findings confirm that provision is good overall. The local authority is using an extensive range of programmes to improve outcomes; initiatives to assist parents and carers in helping their children achieve well include for example, the children's networks, specialist staff and the family support strategy. The council recognises that more needs to be done and is working closely with all settings in particular the private, voluntary and independent to improve capacity and provision.

Rigorous systems, including an escalation in legal action during 2005/06, have led to improvements in attendance rates, particularly in secondary schools. In 2006/07 the local authority marginally missed the targets set for primary schools. In comparison with similar authorities, attendance is average in secondary schools but unauthorised

absences remain above average in primary schools and for looked after children; actions to reduce it are unremitting. Good gains in the number of looked after children achieving 96% attendance impacted on their Key Stage 2 results and fully reflect the actions taken to improve their attendance.

Exclusions remain below those in similar authorities. Work to prevent exclusions has been further strengthened by the introduction of the managed moves protocol from September 2007, in preparation for the provision of full-time education from day six of a permanent exclusion.

The local authority has further extended its provision of wider opportunities for recreational, leisure and cultural activities through extended service schools, children's centres and the youth service, as well as enhancing the partnership between mainstream and supplementary and language schools. In addition, the linking of the sport and physical activity, open space and play strategies are supporting greater engagement for all young people in physical activity. Strategic mapping and planning of activities through children's networks together with development of the remit of the music and performing arts service are planned for 2007/8.

Areas for development

- Improve the rate of pupils' progress in early years and at the end of Key Stage 3.
- Increase the proportion of pupils achieving five or more A* to C GCSE grades including English and mathematics, and one or more A*-G grade.
- Increase the rate of attendance, particularly in primary schools.

Making a positive contribution

Grade 3

Summary of strengths and areas for development

The contribution of the council's services to improving outcomes for children and young people in this aspect is good with some strong features. Three recommendations emerged from the joint area review.

For action in the next six months

- Ensure that children and young people are involved systematically in the strategic planning and evaluation of services that concern them.
- Improve the contribution of the youth service to voluntary learning provision for children and young people, particularly for those from vulnerable and hard-to-reach groups.
- Promote more creative ways for children and young people looked after and those with learning difficulties and/or disabilities to contribute to their reviews

and other key decisions, including promoting the use of the advocacy service by younger children.

The good performance in this area identified in the joint area review has been maintained and further progress has been made, including good action to address these recommendations. The council has made good progress with regard to involving children and young people in strategic planning and decision-making about services that affect their lives. The youth council has recently been established, as has representation at the Youth UK Parliament. Consultation and partnership work with schools and community organisations have ensured that all schools have a school council and there is full representation from the ethnically diverse population, including hard-to-reach groups.

Opportunities have been created to support the most vulnerable families and groups through the children's networks. Initiatives such as the Leading Parent Partnership Award, family learning, peer mentoring, the Early Birds Club for children with autism and seminars targeted at the Somali, African Caribbean and Turkish communities contribute to boosting children and young people's well-being. The council has commissioned action research to identify the impact of these initiatives on improving lives. These developments have led to children and young people being routinely involved with decision makers, including the local MP, and having opportunities to put forward their views on issues that affect them. For example, they have chosen to highlight issues around bullying and safety and are undertaking joint work with the Local Safeguarding Board. Although it is too early to evaluate the impact of this partnership work, evidence indicates that young people have been galvanised to tackle issues that affect their community. Children and young people have been empowered to take a leading role in the anti-bullying campaign and participate in a wide range of initiatives.

Sound progress has been made in increasing the contribution of the youth service to voluntary learning provision. In 2005/06, the participation rate was 29%, this more than doubled to 58% in 2006/07 and the council is on target to exceed the 2007/08 target. The council has ensured that its inclusion policy is understood and implemented through seeking the views of users. Additionally, it has worked well with supplementary and community language schools through the community organisations as part of its aim to raise expectations and increase participation from the wider community. These links are having a positive impact on the academic progress of Black and minority ethnic groups.

Good progress has been made in ensuring that children and young people who are looked after and those with learning difficulties and/or disabilities can contribute to their reviews and to key decisions that affect them. Altogether, 98% of children and young people who are looked after communicated their views to reviews, which is well above similar authorities and the national average. Good use has been made of Total Respect Training, which is enabling care leavers to have higher expectations and become mentors and advocates. The council's actions to involve children and young people with learning difficulties and/or disabilities have been creative. For example work has been undertaken with special schools to ensure that children and

young people have access to the technical equipment to communicate their views, and specialist training for inclusion managers has been provided. The council is also working on creating play projects to involve this group of children and young people.

Good action is taken to reduce anti-social behaviour of children and young people with a good range of diversionary activity in place, including the much improved youth service provision. There has been a good reduction in the numbers of first time entrants to the criminal justice system, which were below that in similar authorities for 2006, a downward trend that the council has sustained since 2005. Effective targeted work has reduced re-offending, for example only 3 out of 140 young people referred to the Youth Inclusion Support Panel committed further offences during 2005/06.

Achieving economic well-being

Grade 3

Summary of strengths and areas for development

The contribution of the council's services to improving outcomes for children and young people in this aspect is good. Two recommendations emerged from the joint area review.

For action in the next six months

- Improve the provision for young people post-19 with complex learning difficulties and/or disabilities.

For action in the longer term

- Support access to child care provision for parents/carers with low incomes to improve their access to training and employment.

Good progress has been made through the 14-19 strategy in improving the provision for young people post-19 with complex learning difficulties and/or disabilities. The council has adopted a collaborative approach with the College of North London (CoNEL), and other providers including the new sixth form centre, to focus on transition planning and an alternative curriculum. Students now have access to different pathways, including Entry Level and Level 1 courses, which include functional skills. Currently, 58 young people with complex learning difficulties and/or disabilities are enrolled on the courses at the new sixth form centre and plans are in place to recruit more. A dedicated member of staff has been appointed to support this work.

A very good start has been made in enabling parents and carers with low incomes and other vulnerable groups such as teenage mothers and asylum seekers to access training and employment. Financial assistance and a multi-disciplinary approach, with a focus on early intervention through the common assessment framework, have improved the quality of provision available to families in the most deprived wards in the borough. Child care facilities linked to the children's centres now offer more

flexibility. The council's employment strategy provides training, advice and opportunities to work with employers as a means of improving parents' confidence, skills and knowledge about employment and training. Initial evaluations of the different facilities and programmes show that training events have been well attended and welcomed.

At the time of the joint area review, the numbers of young people not in employment, education or training were high and despite reductions in 2006/07, the trend remains well above similar authorities and national figures for virtually all ethnic groups. Ambitious targets linked to a range of initiatives are in place to reduce the numbers not in education, employment or training by 2010. The local authority acknowledges that more needs to be done; therefore, forward planning to reduce the high figures is a key priority of the Connexions service. Initiatives include identifying young people moving from employment, education and training to the not in education, employment or training group, prioritising the most serious cases for support and using the 14-19 strategy, as well as the restructured youth service to address not in education, employment or training levels across all services. In 2006, the not in education, employment or training average was comparatively low for young people with learning difficulties and/or disabilities and average for teenage mothers.

The council's successful bid to pilot and offer vocational diplomas and functional skills from September 2007 means that young people will have access to a wider range of courses suitable to their needs. The new sixth form centre is planned to drive the council's 16-19 provision and inclusive policy. Currently, the proportion of young people choosing to pursue further education reflects the national average and similar authorities. The 2006 results for Levels 2 and 3 equalled the national average and that in similar authorities, showing significant improvement on the previous year's performance. Course retention rates match the national average. The council has met its target of 68% care leavers being in employment, education or training. However, there are insufficient employers to participate in work-based learning and, therefore, joint work is being undertaken with the local Learning and Skills Council to increase the numbers of young apprenticeships.

The council's priority to reduce homelessness is indicated in the significant reduction in temporary living accommodations. There has been a steady reduction in the numbers of young people in bed and breakfast but the proportion in hostels is higher than average and similar authorities. Social workers, Connexions advisers and housing professionals are working together to reduce the high figures.

Areas for development

- Consolidate partnership work in order to reduce the numbers of young people not in employment, education or training, in particular, the most vulnerable groups.

Capacity to improve, including the management of services for children and young people

Grade 3

Summary of strengths and areas for development

The council's capacity to improve its services for children and young people is good and its management of these services is good. One recommendation emerged from the joint area review.

For action in the next six months

- Ensure that all service and project plans contain outcome-focused targets and that lead responsibilities and resources are clearly identified.

Following the joint area review, the council has continued to develop its capacity to enhance the outcomes for children and young people. Action has been taken to ensure that the good practice demonstrated in the best service plans is extended to all. Nearly all action plans seen have measurable outcome targets.

There have been improvements in many and significant improvements in some areas of the council's provision for children and young people. Performance indicators show that actions taken by the council on its main priorities, early intervention, worklessness and regeneration, are having an impact on many outcomes. Educational performance has been sustained at Key Stage 2 and for five or more A*+ to C at Key Stage 4, and the local authority has used a range of initiatives well to challenge schools to drive improvement, ensuring that progress is faster than similar authorities and the national average.

The council has made good progress in setting up the children's networks. This multi-disciplinary approach has brought together a wide range of providers who work well collaboratively to target coordinated resources to the most vulnerable children and young people in the most deprived wards. The council makes very good use of the Common Assessment Framework to assess and identify needs and allocates a lead professional for children whose needs are assessed through this route. There is strong leadership and clear lines of accountability across the different services, supported by rigorous performance management. Budget management is well focused on the priorities for improvement and plans are in place to align budgets further across service areas. The council recognises that workforce development is incremental and requires further development. Currently, the focus is on multi-agency training to support the children's networks.

Good progress has been made on many of the council's priorities for education, health and social care and economic development. Further improvement in outcomes for children and young people will be driven through the council's 10 multi-agency areas for development with associated action plans, which will be monitored through the Children and Young People's Strategic Plan. Challenges remain in raising standards further in all schools, reducing the numbers of young people not in employment, education or training, workforce planning, and in making sure that the

well thought out interventions are used as planned to meet the needs of the most vulnerable.

Overall, the council has demonstrated good progress in meeting the joint area review recommendations, achieved through a detailed and well monitored action plan, and has shown good capacity to maintain and improve further its services for children and young people.

The children's services grade is the performance rating for the purpose of section 138 of the Education and Inspections Act 2006. It will also provide the score for the children and young people service block in the comprehensive performance assessment to be published by the Audit Commission.

Yours sincerely

A handwritten signature in black ink that reads "Juliet Winstanley". The signature is written in a cursive style with a large initial 'J'.

Juliet Winstanley
Divisional Manager
Local Services Inspection

Agenda item:

Overview and Scrutiny Committee
on 10 January 2008

Report Title: **Scrutiny Review on Resourcing of Safer and Stronger Communities LAA Targets**

Report of: **Chair of Review Panel**

Wards(s) affected: **ALL**

1. Purpose

1.1 To approve the final report of the Review Panel

2. Recommendations

That Members approve the conclusions and recommendations of the Review, as outlined in the Scrutiny Review report.

Contact Officer: Robert Mack Principal Scrutiny Support Officer, Tel 0208 489 2921

3. Executive Summary

3.1 As set out in the attached report

4. Reasons for any change in policy or for new policy development (if applicable)

4.1 N/A

5. Local Government (Access to Information) Act 1985

5.1 The background papers relating to this report are :

Please refer to the Scrutiny Review report (attached).

These can be obtained from Robert Mack – Principal Scrutiny Support Officer on 020 8489 2921, 7th. Floor, River Park House , e-mail: rob.mack@haringey.gov.uk

5. Description

5.1 *Please refer to the Scrutiny Review report (attached).*

6. Consultation

- 6.1 The Review report has been submitted to the relevant departments for consideration of technical accuracy and feasibility of the recommendations.

7. Summary and Conclusions

- 7.1 *Please refer to the Scrutiny Review report (attached).*

8. Recommendations

- 8.1 *Please refer to the Scrutiny Review report (attached).*

9. Legal and Finance Comments

- 9.1 Input to the review on relevant financial issues was obtained from the Head of Finance and is included within the body of the report. Full legal and financial comments will be sought for recommendations agreed by the Cabinet in the Executive Response.

10. Equalities Implications

- 10.1 People from black and minority ethnic and disadvantaged communities face a disproportionate risk of becoming a victim of crime and would therefore be more likely to be affected adversely by any reductions in funding for Safer and Stronger Communities activities. The strategic domestic violence prevention work carried out by the Council is primarily funded by NRF grant, which is due to expire. There may therefore also be implications for the future of this work..



Scrutiny Review - Resourcing of Safer and Stronger Communities LAA Targets



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Executive Summary

Community safety is the most important concern expressed by residents and has consistently been so for many years. A wide variety of factors impact on crime and it therefore cannot be seen as being merely the responsibility of the Police Service. Successful interventions require the active participation of a wide range of partners. It is for this reason that there is a specific duty on a range of local partners to address the issue, both individually and jointly with partners.

The actions that partners undertake to achieve local community safety targets have been incorporated into the Safer and Stronger Communities block of the Local Area Agreement. A large percentage of the funding to achieve these targets – 89% - currently comes from time limited external grants, many of which are shortly scheduled to expire. This money funds a lot of vital work such as that undertaken by the Anti Social Behaviour Action Team (ASBAT) and the Youth Offending Service (YOS). This funding will, to some extent, be replaced by LAA area based funding which will not be ring fenced and will, in real terms, be less overall than provided for by the previous funding arrangements. The different blocks within the LAA will all have to compete for these resources. The Panel believes that the Haringey Strategic Partnership should use this exercise as an opportunity to re-examine its funding priorities and ensure that they are based on those outlined within the Haringey Strategic Plan rather than merely on precedent.

The Panel notes that there are many posts within the Community Safety Business Unit that are currently under threat and that many of the functions that they undertake are statutory and crucial to the achieving of appropriate targets and addressing some of the top concerns of residents. It also notes that there are many disadvantages to short funding such work through grant funding but is mindful of the Council's current financial position. It is of the view that all funding options for the maintenance of the posts should be fully considered so that the very important work that these postholders undertake can continue.

There is potential for improvement in the mainstreaming of community safety within the Council so that awareness of the potential contribution of all services to addressing crime and disorder can be enhanced and that it is considered when all proposals are developed and decisions made. In particular, the Panel recognises the fact that planning and licensing decisions can have a significant affect on the character of an area. The Panel is also of the view that the responsibility for addressing crime and disorder should not disproportionately fall on a small number of partners for whom the issue is part of their "core business". It therefore feels that there needs to be debate within the Safer Communities Partnership on how partnership working can be further developed and joint working improved.

Recommendations:

Resourcing Safer and Stronger Communities Targets within Haringey:

1. That the Haringey Strategic Partnership adopt a strategic approach, rather than one based on precedent, to allocating grant funding to the specific blocks within the new LAA with specific criterion being set that relate directly to the Haringey Community Strategy and the key priorities within it. (Haringey Strategic Partnership/Leader/Assistant Chief Executive – Policy, Performance and Partnership)
2. That all potential sources of funding to secure the continuation of posts within the Community Safety Business that cover either statutory responsibilities or are of key strategic importance be investigated fully. (Cabinet Member for Enforcement and Safer Communities/ Assistant Chief Executive – Policy, Performance and Partnership).
3. That that all funding currently used by the Children’s and Young People’s Service to fund crime prevention work with 8 to 13 year old children and young people continue to be used specifically for these purposes. (Cabinet Members for Enforcement and Safer Communities and for Children and Young People/Director of Children and Young People’s Service/Assistant Chief Executive – Policy, Performance and Partnership)

Section 17 and Mainstreaming:

4. That each business unit of the Council include community safety activities within their annual service plans. (Leader/ Assistant Chief Executive – Policy, Performance and Partnership)
5. That authors be required to draft a specific comment on all committee reports on the potential impact of proposals on crime and disorder in order to ensure that the issue is taken into account in all of the Council’s policies, strategies, plans and budgets, as required by Section 17 of the Crime and Disorder Act 1998. (Cabinet Members for Enforcement and Safer Communities and for Community Cohesion and Involvement/Assistant Chief Executive - People and Organisational Development Service)
6. That crime and disorder issues are included in performance appraisals for all senior management posts within the Council. (Cabinet Member for Enforcement and Safer Communities/Assistant Chief Executive - People and Organisational Development Service)
7. That the Haringey Safer Communities Partnership give specific consideration to the issue how partners can work more effectively together and mainstreaming responsibilities as part of the process for developing the new Community Safety strategy. (Haringey Strategic Partnership/Leader/Assistant Chief Executive – Policy, Performance and Partnership)
8. That the establishment of a Business Improvement District for Wood Green be reconsidered by the Haringey Strategic Partnership. (Haringey Strategic

Partnership/Cabinet Member for Enterprise and Regeneration/Assistant Director of Urban Environment – Economic Regeneration)

Background

Introduction

- 1.1 The review was set up in response to the challenges that have come to light concerning the future resourcing of actions to achieve targets within the Safer and Stronger Communities block of the Local Area Agreement (LAA). This was initially raised as an issue by the Cabinet Member for Enforcement and Safer Communities, Councillor Nilgun Canver and agreed as an appropriate subject for a review by the Overview and Scrutiny Committee on 10 September 2007.

Aims and Objectives

- 1.2 The following aims and objectives for the review were agreed:
- To consider the future resourcing of actions to achieve targets within the Safer and Stronger Communities block of the Local Area Agreement.
 - To consider how comparable local authorities are addressing the issue and whether good practice elsewhere can be incorporated locally
 - To obtain stakeholder views on the priority that should be given to potential targets within the Safer and Stronger Communities block of the LAA.

Terms of Reference

- 1.3 The terms of reference for the review were as follows:

“To consider the future resourcing of actions to achieve strategic targets within the Safer and Stronger Communities block of the Local Area Agreement for Haringey 2007 – 2010 and to make recommendations thereon to the Overview and Scrutiny Committee”

Members of Review Panel:

- 1.4 Councillors Pat Egan (Chair), Ron Aitken, Jonathan Bloch and Catherine Harris.

Sources of Evidence

- 1.5 In undertaking their review, the Panel received evidence from a wide range of stakeholders as well as documentary evidence. A full list of these is attached as Appendix A. In addition, Members of the Panel visited the London Boroughs of Brent and Camden to obtain the views of relevant Community Safety staff there.

Community Safety and Local Area Agreements

Introduction

- 2.1 Community safety has been described as being a 'wicked issue' for local areas. These are longstanding issues which are important but difficult to tackle in a planned and consistent fashion. Community safety:
- Is a major priority for local people
 - Consistently comes out in the top three issues in most local consultation (e.g. top priority for Haringey residents according to the latest residents survey)
 - Is the general responsibility of a range of agencies but the specific responsibility of none
 - Cuts across the prevailing service planning and structures
 - Has limited direct access to mainstream expenditure streams, which are the standard means of building and sustaining a service within an organisation.
- 2.2 Although it requires joint action, the changes in working practices which make meaningful joint action possible can be difficult to achieve.
- 2.3 The Crime and Disorder Act 1998 promoted the practice of partnership working to reduce crime and disorder and placed a statutory duty on the Police Service and local authorities to develop and implement a strategy to tackle problems in their area. In doing so, the responsible authorities were required to work in partnership with a range of other local public, private, community and voluntary groups, as well as the community itself. Crime and Disorder Reduction Partnerships (CDRPs) were required to be set up in each locality which included all of these partners. In Haringey, this is the Haringey Safer Communities Partnership, which is co-ordinated by the Safer Communities Executive Board (SCEB).
- 2.4 The Act also placed a responsibility on CDRPs to establish the levels of crime and disorder in their area and consult widely with the population of that area to make sure that the partnership's perception matched that of local people, especially minority groups, such as gay men and lesbians, or members of ethnic minorities. In response to this, CDRPs were required to devise a strategy containing measures to tackle those problems identified as being a priority. These were to include targets and target owners for each of the priority areas. Each strategy was to last for three years but was required to be kept under review by the partnership. The Police and Justice Act 2006 repealed the duty to produce the three yearly audits and strategies and 2005/08 will be the last audit and strategy in the current format.

The Local Area Agreement (LAA)

- 2.5 Local Area Agreements (LAAs) are three year agreements between key partners that set out the priorities for a local area. These are agreed via each area's Sustainable Community Strategy, which is approved by the government.

Haringey's LAA started in June 2007 and comprises of indicators and targets, some which are mandatory and others which are optional.

2.6 The LAA is made up of four blocks:

- Children and Young People
- Safer and Stronger Communities
- Healthier Communities and Older People
- Economic Development

2.7 The targets within the CDRP's three-year strategy have been incorporated into the Safer and Stronger Communities block of this. The targets within this block cover a wide range of very important issues for local residents including reducing robberies, the level of youth offending, fear of crime, burglaries, motor vehicle thefts and violent crime. The finance used to fund the activities necessary to achieve these targets comes from a range of sources, the vast majority of which are short to medium term time limited grants.

2.8 The Local Government and Public Involvement in Health Act 2007 and the Communities and Local Government department paper *'Developing the future arrangements for Local Area Agreements'* have led to significant changes to LAAs. These new arrangements will come into effect from June 2008.

2.9 The changes to LAAs will put them on a statutory footing. They will constitute a binding agreement between central government and local authorities and their partners about improving performance against specified national priorities and local place shaping objectives. There is an expectation on named partners to co-operate in the agreement of the targets and to have regard to those targets in their work.

2.10 The key changes to the LAAs are as follows:

- LAAs will be the only place where central government will agree targets with local authorities and their partners. There will be up to 35 locally negotiated targets drawn from a national set of 200 indicators and a set of 18 pre-existing statutory educational and early years' targets.
- LAAs will no longer be about specific funding for specific targets. There will be an expectation that delivery of the targets will be supported by *all* resources in the area concerned.
- There will be a new unringfenced area based 'LAA' grant.

2.11 The timescale for the transition to the new LAA arrangements is as follows:

- By June 2008, all LAAs will have 35 improvement targets and 18 statutory early years/education targets based on the indicators in the national indicator set which are ready and on any existing indicators and targets for some service areas, plus any additional local targets from the Sustainable Community Strategy for the years 08/09, 09/10 and 10/11;

- By April 2009 all LAAs will have up to 35 improvement targets and 18 statutory early years/education targets agreed against the 200 indicators in the new national indicator set plus any additional local targets from Sustainable Community Strategies for the years 09/10 and 10/11.

Safer and Stronger Communities Targets

- 2.12 There are likely to be seven specific Safer and Stronger Communities targets within the 35 local improvement targets for Haringey, covering such areas as children and young people, volume crime, drugs, alcohol, terrorism, anti social behaviour and traffic accidents.
- 2.13 In the meantime, the current set of targets will continue to be in operation. Until the new LAA improvement targets have been finalised, it will not be possible to assess the resources that will be necessary to achieve the safer and stronger communities targets in future years. In addition, the overall level of resources that will be available as part of LAA grant is not yet known. It is widely anticipated that it will be less than the amount that was previously available.

Resourcing Safer and Stronger Communities Targets within Haringey

Introduction

- 3.1 The Council's Community Safety Business Unit includes several areas which are of key strategic importance in addressing the Safer and Stronger Communities LAA targets, including:
- The Youth Offending Service (YOS),
 - The Drugs and Alcohol Action Team (DAAT)
 - The Community Safety Team
 - The Anti Social Behaviour and Action Team (ASBAT)
- 3.2 A high percentage - 89% - of the funding that the Community Safety Business Unit receives comes from time limited short to medium term grants. The unit has been extremely successful in bringing in such funding. It has become, to some extent a victim of this success as the tacit assumption has been made that there is no need to put local resources into the service as external grants could provide necessary funding.

Current Sources of Funding

- 3.3 The sources of funding for 2007/08 allocated to Community Safety business unit are outlined in Appendix A. £1,053,400 has been allocated to the business unit from the Council's core funding in comparison to £6,207,750 of funding that is received from external sources. External funding sources include:
- The Neighbourhood Renewal Fund (NRF)
 - Government Office for London (GOL)
 - Homes for Haringey (HfH)
 - Youth Justice Board (YJB)
 - Haringey Primary Care Trust (HPCT)
 - Learning Skills Council (LSC)
 - Basic Command Unit Fund
 - National Treatment Agency
- 3.4 Many of these grants which fund current activity within Haringey are due to expire in March 2008. Both the Neighbourhood Renewal Fund and the Basic Command Unit Fund have terminated this year. In addition, the National Treatment Agency grant for drug treatment had been reducing year on year and further cuts have recently been announced. Some grants that have provided youth crime prevention work and drug treatment work also end in March 2008. As such a high level of the unit's funding comes from such grants, it is therefore very vulnerable to such a loss.
- 3.5 The Panel noted that only those grants that were felt to be appropriate to the Borough's needs had been applied for. It is, in any case, much more challenging now to obtain external funding and such funding that is available now tends to be directed at the voluntary sector. The current strategy is to consider the problem rather than focussing on potential sources of funding to identify work required.
- 3.6 The Head of Finance commented that the high dependency on external grant funding to support the Community Safety Business Unit has been recognised as

an issue for a number of years and should ideally be replaced by core funding. However, there have been high demands on resources across the Council which has meant that this has not been possible to date. There is a wider issue over potential grant loss across the Authority as a whole as a result of the Comprehensive Spending Review 2007 and grant settlement announcements, particularly as more grants move away from specific to non-ring-fenced Area Based Grant, which have the potential to lead to a re-direction of resources away from Community Safety activities. Officers were in the process of reviewing the impact of loss of grant funding across the Council as part of the budget process. This should provide more information but the Council was not yet in a position to understand the actual impact.

Disadvantages of Grant Funding

3.7 The reliance on time limited grants has created a number of challenges:

- The delivery of initiatives often requires considerably high levels of skill from staff and consequently high quality personnel are required. The time limited nature of funding does not assist recruitment and retention. It can deter suitably qualified people from applying and inhibit the development of staff as the skills required to undertake the work are complex and take time to learn. The recurring threat of redundancy may also have a detrimental effect on performance of relevant staff.
- Long term planning is difficult as funding decisions on changes to grant regimes are often taken at short notice and inconvenient times. Some grant allocations have been notified and received late in the year, which has had a negative impact on long term planning.
- Making applications for grants and monitoring them once they have been received is a very time consuming process. If commissioning is undertaken over a longer period of time, economies of scale could be made.

Potential Implications of Loss of Grant Funding

3.8 If there is no change in the level of core funding or no safeguarding of funds that are currently ring-fenced, there will be an increased risk to the Borough's ability to deliver the Government's national community safety strategies, such as cutting crime and anti-social behaviour, drugs and alcohol and reducing youth crime. The Borough might also struggle to implement the new requirements in the Crime and Disorder Reduction Partnership review for more strategic analysis, more community engagement and the implementation of national standards in community safety.

3.9 The youth prevention work of the YOS, which is currently funded from the Children's Fund, is particularly at risk as well as work in schools, prevention and critical casework work of the Anti Social Behaviour Action Team (ASBAT). The Borough risks some of the policing successes of the past few years not being maintained, such as Q Cars, Operation Butler, the Safer Schools Project and the highest sanctioned detection rates for domestic violence in the Metropolitan Police area. Some of these are unavoidably resource intensive and could not be met through core funding.

- 3.10 Due to grants being utilised for salaries of key officers within the Community Safety Business Unit, any reduction in them will inevitably incur redundancies. If there are significant reductions in these grants, the Council's redeployment/redundancy procedures will need to be actioned by the end of December 2007, or the impact on budgets for next year will be considerable.
- 3.11 The Panel noted the effects of previous core budget cuts on the YOS, when part of Social Services, which had resulted in 6 posts being lost. The YOS went from being one of the top performing in the country to falling into the bottom quartile in the space of one year. Although funding was re-allocated to the YOS, it took two years for performance to recover. This period also saw an increase in re-offending, which could be an indication that young offenders were not being adequately supported during the period of reduced funding. It is possible that the drop that might be seen in funding for Safer and Stronger Communities work next year could well have a similar impact and vital services would be severely affected.

The Case for Funding

- 3.12 Many community safety initiatives and responsibilities are now statutory. Examples of this were youth offending work, dealing with anti-social behaviour, reducing volume crime, reducing the harm caused by drug and alcohol misuse and addressing the fear of crime through consistent and professional communications work.
- 3.13 Community safety initiatives also cover areas of key concern for local residents – crime is always very high in the list of residents concern and was top in the 2007 survey. The strategic planning function is also very important as it has a key role in helping to guide front line services and informing the strategic decisions of the Safer Communities Partnership. Its work involves analysing and monitoring data, working on targets and national standards and capacity building.
- 3.14 Workload within specific teams has increased markedly. This is particularly true of the YOS and the ASBAT, who have both seen a significant increase in demand for their services. Police successes in apprehending young offenders are a factor in increasing pressure on the YOS, who are required to undertake work with such young people in order to assist in their rehabilitation. In addition, the Youth Justice Board now measures youth crime prevention work, which has increased this area of work for the YOS. Reporting of crime and anti social behaviour is now being more actively encouraged, which is also likely to increase workload further.

Future Funding Options

- 3.15 One particular option to resolve the funding issues that was suggested to the Panel by the Police Service was that the partners could give consideration to looking collectively at the range of current activity and deciding what is critical and therefore could be considered for core funding. In such circumstances, LAA delivery funding could be used to fund anything additional that was considered to be necessary by partners. A proportion of funding obtained through external sources by Haringey is currently spent on staffing, whilst the remainder goes to the particular programmes associated with the money. Increasing in the number of mainstream funded posts would not necessarily mean foregoing the opportunity to bring in external funds. It could mean instead that, when such

funds were obtained, more would be available for the specific programmes rather than the staff required to deliver them.

- 3.16 The concerns of residents are not always supported by crime data. Whilst street crime, burglary and theft from and of motor vehicles are the key issues for law enforcement agencies, local people are more concerned about young people, violence and drugs. In particular, people are frightened by yobbish behaviour. There are limited recreational opportunities for young people. However, there are organisations and people with the potential to provide opportunities who, with appropriate support and development, would be able to deliver them. If less LAA money was spent on funding posts, there would be more available to undertake this type of work.
- 3.17 The Cabinet Member for Enforcement and Safer Communities felt that greater sustainability in the arrangements for addressing community safety issues could be achieved through a package of measures:
- Improvements could be made in policy coordination so that opportunities for collaborative work were identified at an earlier stage and appropriate resources and commitment agreed. It was vital that the Haringey Strategic Partnership ensured that the key priorities in the Community Strategy as well as residents' top concerns – which included crime - were fairly and adequately prioritised.
 - She felt that serious consideration needed to be given to core funding for areas of priority which were statutory and ongoing
 - There were already some good examples of aligned funding and joint delivery of priorities. The Supporting People Programme, for example, helps to deliver outcomes relating to drug and alcohol harm reduction, domestic violence and housing for vulnerable people. This year, the Summer University was delivered as a joint programme by Neighbourhoods, Safer Communities and the Youth Service. There are also good examples of services and partners working together to deliver key priorities, such as partnership efforts to address worklessness and domestic violence and the co-ordination of structured crime prevention work in schools. Further opportunities could also be explored for joint delivery on LAA work. These could include victim programmes, designing out crime and providing more effective services for ex-offenders.

Approach by Other Local Authorities

- 3.18 The Panel noted how two other London Boroughs were approaching the same issues. However, exact comparisons are difficult as the arrangements utilised by other Boroughs vary as does entitlement to external grant funding.
- 3.19 The London Borough of Camden had previously taken the decision to use mainstream funding for a number of key posts that had been at risk including the service head, who is now Assistant Director, and individual service managers and policy analysts. In some cases, posts were mainstream funded whilst the programmes that they supported were grant funded. They were likely to base their decisions on the allocation of funds for the first year of the new LAA on their historical position.

- 3.20 In Brent, around 50% of the funding for relevant activity was from mainstream sources with the remainder – including that for the Anti Social Behaviour Team – being external funding. Officers at Brent felt that the key to retaining staff in such situations of uncertainty was to build confidence in the continuity of service. The service had tried to develop structures so that staff were confident that all would be done to get the necessary funding to provide an excellent service. A lot of their current activities did not currently have stable funding but this was no different to last year. Bearing in mind the funding issues, staff retention was felt to be still relatively good.
- 3.21 Although there will still be government funding from April 2008 to deliver Safer and Stronger Communities LAA targets, the Panel noted that this is likely to be, in real terms, a reduced overall grant, although it is not yet known by how much. It will be up to the Haringey Strategic Partnership (HSP) to decide how the money is allocated between the different blocks.

Future Funding of Safer and Stronger Communities Targets

- 3.22 The Panel feels that the Haringey Strategic Partnership (HSP), in making decisions on how funding is divided up for the activities within the LAA blocks, should not merely look at the historical position in relation to funding and seek to replicate this within the new structure. It feels that a strategic approach by the HSP should be adopted and specific criterion set for the allocation of funding within the area based LAA grant. This should be based upon the key priorities identified within Haringey's Community Strategy. The introduction of the new funding regime, as well as a strategic approach, will facilitate longer term planning and hence a greater level of sustainability.

Recommendation:

That the HSP adopt a strategic approach, rather than one based on precedent, to allocating grant funding to the specific blocks within the new LAA with specific criterion being set that relate directly to the Haringey Community Strategy and the key priorities within it.

- 3.23 The Panel is mindful of the key strategic importance and value of staff within the Community Safety Business Unit and the potentially serious consequences of their loss. It would therefore recommend that all possible sources of funding to secure their continuity be investigated fully.

Recommendation:

That all potential sources of funding to secure the continuation of posts within the Community Safety Business that cover either statutory responsibilities or are of key strategic importance be investigated fully.

- 3.24 It was noted by the Panel that "On Track" funding for work with 8 to 13 year old children is currently ring fenced before being given to the Children's and Young People's Service. The ring fencing is removed in April 2008. The Panel was concerned at the possibility that, in the absence of ring fencing, this money could instead be re-directed to cover shortfalls in other service areas and the preventative work with children and young people that it currently covered might be lost. This work is very valuable. Haringey had a high number of young people between 16 and 18 who are not in education, employment or training (NEET). The proportion is the second highest in London. In addition, there are

challenges arising from the influx of children and young people from newer communities into the Borough. The Panel is therefore of the view that that all monies used by the Children's and Young People's Service for crime prevention work should continue to be used specifically for these purposes.

Recommendation:

That that all funding currently used by the Children's and Young People's Service to fund crime prevention work with 8 to 13 year old children and young people continue to be used specifically for these purposes.

Section 17 and Mainstreaming

Introduction

- 4.1 The main drivers for crime are linked closely to health, well-being, education and housing and therefore mainstream activity by relevant partners in these areas is a considerable source of influence. The view was expressed that consideration needed to be given to how the collective responsibility to prevent crime and anti-social behaviour could be developed and given proper recognition amongst all services.
- 4.2 The need for a range of partners to contribute fully to the achievement of community safety targets has been recognised in legislation. According to Home Office guidance, Section 17 of the Crime and Disorder Act 1998 means that:

“each local authority should take account of the community safety dimension in all of its work. All policies, strategies, plans and budgets need to be considered from the standpoint of their potential contribution to the reduction of crime and disorder.”

- 4.3 The Police and Justice Act 2006 increased the scope of Section 17 of the 1998 Act to include anti-social behaviour, substance misuse and behaviour that adversely affects the environment.
- 4.4 The Panel noted the view of the Cabinet Member for Enforcement and Safer Communities that the mainstreaming of crime and disorder prevention work was not yet happening systematically in Haringey. She felt that this requirement should ideally be part of standard business planning and policy making in a way that equalities considerations were.

Mainstreaming within the Council

- 4.5 The 2008-11 Crime Reduction Strategy for Haringey emphasises the need to make *“the most efficient and effective use of resources, including mainstream and specific grant funding available to the police, local authorities and local partnerships”*. It was suggested to the Panel that the Council could seek to lead on achieving this goal by ensuring that the responsibility of crime and disorder reduction becomes better integrated into the working environment of all directorates.
- 4.6 There are three possible levels of implementation of Section 17 for local authorities that were proposed by Crime Concern in their report on the issue. These are:
- Corporate approach – developing a “whole organisation” approach.
 - Individual service areas – building crime and disorder reduction into the regular activities of Council departments
 - Committee decisions – considering the crime and disorder implications of Council decisions
- 4.7 One or more of these approaches can be adopted.

- 4.8 Reducing crime and disorder is a responsibility that is cross cutting and should be placed at the heart of decision making. The issue of how this should be achieved has been considered in detail by some local authorities. Lambeth have decided to follow the “corporate approach” and recently agreed a three year strategic approach to mainstreaming, which aims to ensure that all Council services have community safety embedded within their planning, policy and operational day-to-day activities. The strategy is based on three objectives:
- Ownership – to ensure that all staff understand how they can contribute to making Lambeth a safer place and that all staff make a meaningful contribution
 - Corporate Planning – to ensure that the responsibility for crime and disorder reduction becomes fully integrated into the working environment of all Directorates
 - Co-ordination and Accountability – to ensure corporate responsibility for crime and disorder reduction.
- 4.9 Brent has undertaken a Council wide audit on Section 17 activity in order to increase awareness and understanding of the contribution that all services can make. This was driven by their CPA assessment. They had taken the example of Bexley, who are a Beacon authority for crime and disorder partnerships and have also undertaken an audit as part of their work. Brent’s audit had helped them to get a complete picture of everything that was being done across the Council that contributed to addressing crime and disorder. The intention was to promote a “whole Council” approach. The service had undertaken interviews with relevant managers and had found that the process of undertaking this exercise was just as important as the end product as it had increased overall awareness and understanding. The aim was to promote the idea that addressing crime and disorder should underpin everything that the Council does.
- 4.10 The Panel noted that national research on the mainstreaming of community safety has shown that it has been much more successful where local authorities have included consideration of it within planning processes. The Audit Commission published a report entitled “Community Safety Partnerships” in 2002, which brought together audit, inspection and research findings on CDRPs during their first three years of their existence. The report highlighted the importance of moving community safety to the heart of basic service delivery and identified a list of actions that each service within Councils could take to mainstream community safety. This list is reproduced as Appendix D to the report. The view was expressed that adopting this approach would assist local authorities in getting wider support from other agencies. The Panel would therefore recommend that each business unit within the Council be required to include community safety activities within their annual business plans.

Recommendation:

That each business unit of the Council include community safety activities within their annual service plans.

whole range of issues can have a significant impact on crime and disorder. In particular, planning and licensing matters can have a major affect on the character of an area and the potential for disorder. It is therefore of the view that there should be a specific comment in all committee reports on the potential impact on crime and disorder of proposals. This will help ensure that the issue is taken into account in all of the Council’s policies, strategies, plans and budgets, as required by Section 17.

4.12 The Panel is, however, mindful that if adding comments onto reports becomes the sole duty of staff within the Community Safety business unit, it may detract from the development of a culture where community safety is seen as the responsibility of all services. It is therefore of the view that this requirement should follow the model adopted for equalities comments, rather than that currently used for finance and legal comments.

4.13 Equalities is also a mainstreamed activity with similar needs to ensure that all service areas take responsibility for addressing it and that it is considered fully when important decisions are taken. *The responsibility for drafting equalities comments on committee reports rests with report authors, rather than officers from the Council’s Equalities and Diversity Team, whose role is to provide advice guidance and to ensure the equalities comment accurately reflects all equalities implications. This helps to ensure that officers who are directly responsible for drafting proposals consider their impact on all equalities issues.*

4.14 The Panel is of the view that comments on the potential impact on crime and disorder of proposals within the committee reports should also be the responsibility of report authors, in consultation with officers from the Community Safety Business Unit. Such an approach will help to focus the minds of relevant officers and Members on crime and disorder issues when proposals are being considered whilst avoiding the pitfalls of it becoming merely a “tick box” exercise, which may not serve to enhance mainstreaming.

Recommendation:

That authors be required to draft a specific comment on all committee reports on the potential impact of proposals on crime and disorder in order to ensure that the issue is taken into account in all of the Council’s policies, strategies, plans and budgets, as required by Section 17 of the Crime and Disorder Act 1998.

4.15 The Panel noted that the London Borough of Brent had included the issue in learning and development plans for staff, including appraisals. The Panel feels that it would be appropriate to adopt a similar approach in Haringey as a way of ensuring that all staff at senior levels are fully aware of the Council’s responsibilities in this area and are considering the issue as part of their day-to-day work. This will also complement the above-mentioned recommendation concerning the requirement to spell out crime and disorder implications in committee reports by increasing awareness of the issue amongst relevant staff. The Panel would therefore recommend that reference to crime and disorder is in appraisals for senior posts within the Council.

Recommendation:

That crime and disorder issues are included in performance appraisals for all senior management posts within the Council.

Partnerships

- 4.16 Community safety is a partnership and there is a statutory responsibility for partners to actively participate and contribute. The Police Service and Council currently tend to assume a large part of the responsibility. It could be argued that other partners should take a more active and equal role. However, some of the other partners are constrained by limited resources.
- 4.17 The Panel received evidence that some external partners were more engaged than others. The Police Service and Probation were particularly well engaged as community safety forms part of their “core business”. In addition, the Primary Care Trust and schools were also well engaged. Some concern was expressed as to the engagement and involvement of the Mental Health Trust (MHT) in the Safer Communities Executive Board. There was a need to engage the MHT but, by the same token, the MHT had also expressed its concern that those who it appeared should be charged with offences were sometimes not charged by the Police. Improved communication and collaborative working was required between the MHT and Police.
- 4.18 There are no private companies involved directly in the partnership. This is mainly due to the limited number of large companies within the Borough. However, Barclays Bank and Sainsbury’s were about to provide work experience opportunities for young people as part of their involvement with the Peace Alliance. Victim Support recently required further development and partners were currently working to improve its performance.
- 4.19 The Cabinet Member for Enforcement and Safer Communities was of the view that there were some good examples of how crime prevention programmes and activity were being delivered by partners as additional to their ‘normal work’. Examples of this included the Fire Service led Prison Me No Way programme and the use of forensic nursing assessments in custody suites. Other work and programmes had become mainstream crime prevention work, such as Operation Tailgate – a regular joint Police and Council enforcement operation involving a range of external partners – and the embedding of programmes to address youth employment opportunities for those at most risk.
- 4.20 The Cabinet Member felt that partners on the Safer Communities Partnership could make a greater contribution to addressing community safety issues through a number of ways:
- Dissemination of partnership working principles and practices throughout their own organisations
 - Reviewing of areas of joint concern and how delivery might be reinforced through better co-ordination across the partnership. An example of good practice was the work that was done on the health/community safety overlap a few years ago but which was never taken forward due to competing priorities.
 - Encouraging more investment in – and better outcomes from - higher level strategic analysis, training staff to examine correlations between areas of work and for this to be reflected in policy making across the partnership. An example might be the correlation between stolen cars/joy

riders and abandoned vehicles. Another might be the link between sustainable housing and re-offending etc.

- Through regeneration and planning project officers to be made aware of crime prevention and reduction principles and techniques, such as designing out crime/anti-social behaviour.
- Agreeing a robust project management and evaluation model that asked the question of who else might contribute to delivery from around the partnership at the outset of any new project/programme or policy.
- Actively participating in the delivery of the partnership communications strategy

The Views of Partners

- 4.21 The Panel also received evidence from Helen Brown and Christina Gradowski from Haringey Teaching Primary Care Trust (TPCT). They had a key commissioning role in delivering the Well Being agenda and the Health Improvement Plan for the Borough. Improving health was not incompatible with reducing crime. Substance misuse and mental health were particularly relevant to safer and stronger communities. It was nevertheless acknowledged that, on a strategic level, the TPCT could do more.
- 4.22 In terms of alcohol abuse, cheap alcohol was a big issue and there was now lots of research that showed that raising the price of alcohol was effective and a range of medical, voluntary and charitable organisations were campaigning for an increase in duty. As part of their public health duty, the TPCT did a lot of work with the Council on licensing issues but this was on a strategic and policy basis rather than in relation to individual applications. However, the TPCT would be interested in working more proactively with partners on drugs and alcohol issues. It was noted that the TPCT had employed a nurse who was based at the North Middlesex Hospital to assess issues relating to alcohol abuse in patients who presented at Accident and Emergency.
- 4.23 Ms. Gradowski and Ms. Brown felt that there was a need for more interventions that were carried out on a multi agency basis and were effective. Partnership activity should also be more focussed on joint action rather than just being “meetings” based. The TPCT was particularly keen to work with the Head of Safer Communities Unit on some targeted work around alcohol abuse and to look at the commissioning of alcohol services
- 4.24 There were several other areas where the responsibilities of agencies overlapped, such as child protection, and domestic violence. In general, they felt that the partnership worked well and was moving toward an approach that was more based on prevention.
- 4.25 The view of Paul Head, the Principal of CoNEL, was that the key to effective mainstreaming was to see crime and disorder issues as core to the work of organisations not see it as a bolt on requiring additional monies. The pump priming monies had been useful and supportive but should be an aid to mainstreaming. He felt that these issues should be made part of service agreements.

4.26 He reported that CoNEL had incorporated the need to reduce crime and disorder within their mainstream work through:

- Developing a focus on safety issues over the last few years on two tracks. Firstly relating to creating a safe and secure environment and secondly through work with students on issues relating to respect for each other, conflict resolution, social cohesion and awareness of crime and safety issues.
- Strand 1 on a safe and secure environment has been focussed on working with local community police offices and then targeted on knife and gun crime and on drug related issues.
- Strand 2 has addressed the issues through student enrichment activities, for example work on gun crime and awareness raising on drug issues.

4.27 He felt that partners needed to find a simpler way of explaining each others targets and then look for how working together could address a range of targets. The Families into Work project in Northumberland Park was an example that pointed the way forward.

Further Development of Joint Working

4.28 The Panel noted that the new Community Safety strategy was currently being considered by the Safer Communities Partnership. It is of the view that there needs to be more joined up working between partners in order to assist in the achievement of targets. Discussion of the new strategy could provide a valuable opportunity to discuss how partners could work more effectively together and mainstreaming responsibilities. There is a particular need for the Mental Health Trust to be more fully engaged. In addition, there is a need for more work to be undertaken with partners outside the traditional loop, such as the Street Pastors within the faith communities sector.

Recommendation:

That the Haringey Safer Communities Partnership give specific consideration to the issue how partners can work more effectively together and mainstreaming responsibilities as part of the process for developing the new Community Safety strategy.

Business Improvement Districts (BIDs)

4.29 The Panel noted that Camden has two Business Improvement Districts (BIDs) – Camden and Holborn - and that these have provided an opportunity to bring in additional resources to those areas. BIDs are locally controlled partnerships for improving the environment and economic performance of a defined area. They are created by groups of businesses to oversee and fund environmental improvements and the provision of a limited number of additional or enhanced local services. They are based on the principle of an additional levy being placed on all defined ratepayers following a majority vote. A majority of ratepayers in terms of their numbers and the proportion of their rateable value must be achieved. Once a vote has been taken in favour, the levy becomes mandatory and is treated in the same way as the Business Rate. The levy falls on the occupier rather than the owner of a property and areas that are in decline or suffer from high rates of vacancy are therefore not normally good candidates for BID status.

- 4.30 Consideration has been previously been given to setting a BID up for the Wood Green areas but not pursued. The Panel is of the view that the establishment of a BID for Wood Green could assist in helping to provide additional funding to bring improvement to the area. In particular, it could be used to improve security around the area by funding community safety initiatives and environmental improvements such as providing additional street cleansing, improving street furniture and quicker removal of graffiti. The Panel therefore feels that this issue should now be revisited by the Haringey Strategic Partnership.

Recommendation:

That the establishment of a Business Improvement District for Wood Green be reconsidered by the Haringey Strategic Partnership.

APPENDIX A

COMMUNITY SAFETY BUSINESS UNIT

Sources of Funding 2007/08

Service	*Core Funding	Additional Funding Source	Breakdown of Funding Source	End Date of Funding
Anti Social Behaviour Action Team	n/a	565,700	SSCF 327,000 Homes for Haringey 153,200 Homes for Haringey (Legal) 23,000 NRF 12,500 Respect Task Force- Parenting Worker 50,000	March '08 on-going on-going March '08 March '08
Community Safety Team	196,500	1,343,028	SSCF (Revenue) 380,000 SSCF (Capital) 121,000 GOL Preventing Violent Extremism Pathfinder Fund 80,000 DAAT Support Grant 67,028 NRF Com Safety Provision 420,000 Partnership Board 250,000 NRF ASB 25,000	March '08 March '08 March '08 on-going March '08 March '08 March '08
Drugs & Alcohol Action Team	n/a	1,974,511	DIP Main Grant 1,243,541 Young People & Substance Misuse Grant 510,970 Haringey Primary Care Trust 220,000	on-going on-going on-going
Emergency Planing & Business Continuity	208,900	2,500	Civil Defence Grant 2,500	on-going
Youth Offending Service	648,000	2,322,011	NRF YOS 292,000 YOS-Reparation 42,750 YOS-Parenting 42,750 YP Asylum Worker 40,000 YJB Resettlement & Aftercare Programme 222,000 North London Intensive Supervision 439,765 Surveillance Programmes Support Grant 285,593 Prevention Funding 202,557 Childrens Fund 466,400 <u>Other</u> London Probation Service 56,400 <u>External</u> BCU Metropolitan Police 34,000 <u>Income</u> LSC Keeping Young People Engaged 29,621 <u>Other</u> Education Worker 38,475 <u>Council</u> Education -Annual Contribution to YOS 65,700 <u>Funding</u> Childrens Service - Parenting Worker 30,000 Supporting People - Housing Officer 34,000	March '08 March '08 March '08 March '08 March '08 on-going on-going March '08 March '08 on-going March '08 March '08 on-going on-going on-going March '08

BU TOTAL £1,053,400 £6,207,750

*NB Excludes Overheads

APPENDIX B

Bibliography:

Haringey Safer Communities Strategy 2005-2008

Haringey Strategic Partnership – Local Area Agreement 2007-2010

Cutting Crime – A New Partnership 2008-11 (Home Office)

Threads of Success – A Study of Community Safety Partnerships in Scotland
(The Scottish Executive)

Mainstreaming Community Safety – A Practical Guide to Implementing Section
17 of the Crime and Disorder Act 1998 (Crime Concern)

Mainstreaming Community Safety Strategy: Responding to Section 17 of the
Crime and Disorder Act 1998 (London Borough of Lambeth)

Local Authority Guide to Business Improvement Districts (Association of London
Government)

APPENDIX C

Participants in the Review

Wayne Mawson, Deputy Police Commander for Haringey
Shaun Sweeney, Police Projects Officer, Haringey Police
Helen Brown, Acting Deputy Chief Executive, Haringey Teaching Primary Care Trust
Christina Gradowski, Director of Corporate Services and Partnerships
Paul Head, Principal, College of North East London (CoNEL)
Valerie Jones and Maureen Flannery, Community Safety Unit, London Borough of Brent
Tony Brooks and Donna Faye, London Borough of Camden
Claire Kowalska, Community Safety Strategic Manager, London Borough of Haringey
Councillor Nilgun Canver, Cabinet Member for Enforcement and Safer Communities, Haringey Council
Jean Croot, the Head of Safer Communities, London Borough of Haringey
Carolyn Sullivan, Regional Crime and Drug Manager, Government Office for London (GoL)
Frances Palopoli, Head of Finance, London Borough of Haringey

**Audit Commission – Community Safety Partnerships
Appendix D – Checklist of actions that Councils can take to
mainstream community safety into basic practices.**

CHIEF EXECUTIVES OFFICE

- Ensure that funding is available to meet the cost of implementing community safety.
- Secure external funding to fill gaps in local funding plans.
- Provide grant-aid to community organisations that are delivering community safety outcomes.
- Enable information sharing and analysis under Section 115 of the Crime and Disorder Act, 1998.
- Ensure that all relevant agencies participate in the triennial community safety audit and strategy development cycles.
- Provide support for the community safety partnership.
- Provide support and information for those councillors overseeing community safety implementation.
- Promote community safety within the council; for example, incorporate impact assessments into service plans, reviews and committee/cabinet papers.
- Integrate and promote joint working of the community safety partnership with relevant national, regional and local bodies, for example, Home Office, regional Government Offices, Regional Development Agency, local Youth Offending and Drug Action Teams, voluntary and business sectors, local communities.
- Link community safety to other strategic planning issues, for example, neighbourhood renewal/regeneration, town/city centre management, policy research, media liaison/public relations/marketing, best value, equalities, customer relationship management, human resources and emergency planning.
- Support local community safety activities and projects.
- Raise the profile of community safety in local publications and media channels.
- Ensure that local people receive accurate information about the true risk of becoming a victim of crime.
- Challenge stigmatising images of high-crime neighbourhoods.
- Develop safer, more attractive environments that generate increased tourism, employment and inward investment.

LEGAL SERVICES

- Support activities to reduce crime, anti-social behaviour, nuisance and harassment.
- Ensure that contracts incorporate appropriate community safety measures.

HUMAN RESOURCE SERVICES

- Implement corporate policies that provide fair access to services by reducing violence, and racial and sexual harassment to both personnel and the public.
- Provide appropriate support to personnel who are victims of crime.
- Implement corporate policies that reduce substance misuse in the workplace.
- Incorporate appropriate community safety perspectives into recruitment procedures and performance appraisal.
- Provide appropriate support to personnel who are working in situations where their safety may be at risk.

FINANCIAL SERVICES

- Establish systems that reduce the risk of the council's exposure to crime, for example, fraud and theft.
- Track the cost of crime, including petty theft, across the council and implement measures to reduce it.
- Pool all possible information to reduce benefit fraud with other council departments and other local agencies under an information-sharing protocol.
- Maximise benefit take up within deprived areas and communities.

DEMOCRATIC SERVICES

- Incorporate community safety issues into community consultation and market research.
- Integrate community safety consultation with best value consultation.
- Identify and achieve communication with vulnerable and hard-to-reach communities.
- Devise youth-specific consultation and communication arrangements.
- Establish local community consultative forums that address community safety and other local issues.

HOUSING SERVICES

- Ensure that allocation policies are sufficiently sensitive to create balanced communities.

- Provide neighbourhood –based management, offices and wardens and access to services.
- Raise the profile of community safety with tenant and resident groups.
- Implement neighbourhood watch schemes.
- Establish ‘safer estate’ agreements.
- Implement ‘secured by design’ schemes covering residential areas.
- Increase the safety of vulnerable people’s homes by installing better security measures.
- Increase the security of empty homes y installing better security measures.
- Support repeat victims of crime.
- Seek to provide housing for those most at risk of becoming a victim of crime, for example, homeless people, refugees and asylum seekers.
- Refer victims of crime to appropriate sources of support.
- Establish and implement anti- harassment policies relating to domestic violence, race and homophobia.
- Share information with the police and other local agencies under and information-haring protocol
- Support and manage the behaviour of tenants who are at risk of evictions.
- Enforcing injunctions, introductory tenancies, tenancy agreements, noise abatement policies and civil law remedies.
- Use acceptable behaviour and anti-social behaviour orders where necessary.
- Record incidents and costs of crime, vandalism, anti-social behaviour and harassment.
- Conduct personal safety audits of housing estates.
- Implement professional witness schemes to gain evidence of crime and harassment.
- Provide witness support schemes,
- Support and use mediation approaches to resolve neighbour disputes.
- Tackle using fraud.
- Provide support, training and guidance to managers and front line staff dealing with the crime, disorder and anti-social behaviour.

PLANNING SERVICES

- Develop community safety guidelines for developers, builders, and statutory local plans, to design out crime in new developments and refurbishments.
- Ensure that a crime impact analysis forms part of development control and planning applications.
- Consider community consultation feedback on community safety issues.
- Apply 'secured by design' schemes and principles to create safer neighbourhoods.
- Work with police architectural liaison and crime prevention officers to prevent crime through better environmental design.
- Promote mixed developments of housing, cultural, retailing business and leisure that support community activity and natural surveillance in local areas both day and night.
- Exploit planning gain and Section 106 opportunities to attract funding from developers for community safety improvements.

ENVIRONMENTAL SERVICES

- Use licensing and regulatory powers to control alcohol-related crime and disorder.
- Develop registration and training schemes for door staff in licensed premises.
- Maintain and clean all public spaces to improve public perception of neighbourhood value.
- Encourage reporting of, and speed up the removal of, graffiti and fly-posting.
- Efficiently collect and fine against rubbish dumping and littering and provide adequate number of litter bins.
- Efficiently collect and fine against dog fouling and provide adequate numbers of collection bins.
- Clear and dispose of discarded drug and alcohol-related paraphernalia rapidly and safely.
- Improve street lighting levels, maintenance and repair.
- Control growth of trees and vegetation to ensure visibility and surveillance levels on streets and in public open spaces.
- Ensure highway and road safety through cleaner road signage.
- Improve traffic calming to reduce speeding and road accidents.
- Increase safety and security in car parks through CCTV surveillance, road security, regular patrolling by car park attendants and environmental measures.

- Work with public transport providers to promote safer travel.
- Develop 'home-zone areas' and safe routes to school.
- Encourage reporting of and speed up the removal of abandoned vehicles.
- Regulate use of houses in multiple occupations.
- Enforce noise control legislation.
- Support emergency and contingency planning, for example, in dealing with floods.

TRADING STANDARDS AND CONSUMER PROTECTION SERVICES

- Reduce under-age sales of alcohol, cigarettes, solvents and fireworks by implementing and inspecting 'proof of age' schemes.
- Combat sales of counterfeit goods.
- Regulate the car salvage trade in second-hand vehicles.

COMMUNITY DEVELOPMENT/LEISURE/RECREATION/TOURISM SERVICE

- Provide affordable access to facilities for vulnerable groups, for example, young people.
- Ensure that services are influenced by community consultation and are available in disadvantaged areas.
- Support SPLASH (Schools and Police liaison for Activity in Summer Holidays) by providing staff, premises or funding resources.
- Provide play schemes for younger children.
- Provide staff training in crime prevention and management of disruptive behaviour.
- Promote and provide mix of activities that meet the needs of different groups and ages.
- Provide accurate, accessible high-quality service information.
- Maintain clean and safe public toilet facilities.
- Provide warden services that cover parks and open spaces.

EDUCATION SERVICES

- Reduce truancy and school exclusion.
- Develop the work of the education welfare service.

- Provide a special needs service for young people with emotional and behavioural difficulties.
- Provide an alternative curriculum in mainstream schools for children with special needs.
- Develop full-time education services that are based in facilities other than mainstream schools.
- Run young peoples mentoring schemes.
- Develop youth citizenship schemes.
- Develop youth action approaches that consult, empower and work with young people to reduce crime and disorder.
- Develop safe driving programmes in school.
- Tackle bullying and racial and homophobic harassment.
- Identify and support children who are at risk of abuse or harassment.
- Improve school security against crime, arson and vandalism.
- Provide drug and alcohol education that aims to reduce use and abuse.
- Provide breakfast, homework and out-of-school clubs and encourage attendance.
- Provide early year's development, prioritising disadvantaged families and those at risk of domestic violence.

YOUTH SERVICES

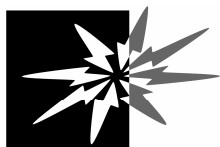
- Increase the profile of young people's services.
- Focus on disadvantaged young people.
- Provide detached and outreach street-based youth work.
- Provide youth work during the holidays and at weekends.
- Develop youth consultation forums and panels.
- Provide peer education activities.

SOCIAL SERVICES

- Support families in need.
- Provide family support services.
- Support individuals and families affected by domestic violence.

- Develop early years work.
- Seek to ensure better child protection services.
- Work with young offenders via Youth Offending Teams to reduce re-offending behaviour.
- Develop assessment and care management services for drug and alcohol users.
- Provide a service that supports people with mental health problems.
- Support 'looked after' children.
- Inspect residential establishments and boarding schools.
- Provide crime prevention training and advice to staff and vulnerable clients.





Haringey Council

Agenda item:

Overview and Scrutiny Committee	On 10th January 2008
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Report Title: North Middlesex University Hospital's application for foundation trust status.

Forward Plan reference number (if applicable): N/A

Report of: Chair of Overview and Scrutiny Committee.

Wards(s) affected: All

1. Purpose (That is, the decision required)
--

1.1 To report the Scrutiny Review Panels recommendations regarding the North Middlesex University Hospitals applications for foundation trust status.

2. Recommendations

2.1 That the Overview & Scrutiny Committee consider and endorse the recommendations of the Review Panel outlined in the attached report and refer them to Cabinet.
--

Report Authorised by: Cllr Gideon Bull, Chair of Overview and Scrutiny Committee.
--

Contact Officer: Martin Bradford, Research Officer, Tel: 0208 489 6950

3. Executive Summary

3.1 NHS Trusts wishing to attain foundation trust status are required to consult local Overview & Scrutiny Committees. A Scrutiny Review Panel was thus convened to examine the North Middlesex University Hospitals' proposals for foundation trust status.
--

3.2 After receiving evidence from a number of sources, the Review Panel has made a number of recommendations which are set out in the attached report, which will be formally submitted to the consultation process undertaken by the North Middlesex Hospital (ends 13/01/08).

4. Reasons for any change in policy or new policy development (if applicable)
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4.1 There is no change of policy recommended in this report.
--

5. Local Government (Access to Information) Act 1985

5.1 Background papers are set out in the attached report.

6. Background

6.1 Please see attached report.

7. Consultation

7.1 Please see attached report.

8. Legal & financial implications

There are no legal or financial implications.

9. Equalities implications

9.1 Please see attached report.

10. Use of appendices

The Scrutiny Review Panel report.



Haringey Council

Scrutiny Review: the North Middlesex University Hospital application for Foundation Trust status



A REVIEW BY THE OVERVIEW AND SCRUTINY COMMITTEE

December 2007

For further information:

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6.4 Impact on local people

6.5 Finance

6.6 Overview & Scrutiny

References & Bibliography

1. Executive Summary

1. Foundation trust hospitals were established under the Health & Social Care Act 2003. Foundation trusts are a new type of public service, a Public Benefit Organisation, which allows independence of NHS control while requiring adherence to NHS principles and core standards of care. To date, 83 NHS trusts have acquired foundation trust status, 17 of which are mental health providers.
2. NHS Trusts that acquire foundation trust status are given greater freedom and flexibility in the way that they plan and provide services. In particular, foundation trusts have additional financial flexibility to borrow money from both NHS and private capital sources. These freedoms may allow foundation trusts to be more responsive to patient needs, enabling the speedier development of services to suit the needs of the local community.
3. The North Middlesex University Hospital (NMMUH) NHS Trust has indicated that it intends to apply as part of the 8th wave of NHS trusts applying for foundation trust status. The Trust is currently undertaking a consultation exercise in Haringey and Enfield to help develop its proposals for foundation trust status. NMMUH has consulted Haringey Overview & Scrutiny Committee Haringey and the following report provides Member feedback on the Trusts proposals for foundation status.
4. The community consultation undertaken by the NMMUH has focussed on the Trusts future plans and priorities as a foundation hospital and the new arrangements it intends to develop for the governance of the Trust. To ensure that potential benefits are realised, that there is accountability to the local community and that the change of status is not detrimental to partners within the local health economy, the Panel feels strongly that the following safeguards need to be put in place:
 - Further developments to ensure the democratic accountability and transparency of the governance structure of the Trust;
 - Reassurance that the Trust is committed to local partnerships and working to locally agreed priorities of delivering health improvement and helping to redress health inequalities;
 - Guarantees that financial freedoms obtained by the Trust would not be used anti-competitively within the local health economy;
 - Assurance that services will continue to be planned around the needs of patients and meet the needs of the wider health economy;
 - Verification that Haringey TPCT has the necessary capacity, resources and expertise to manage the new contractual relationship with the Trust.
5. The NMMUH NHS Trust is intending to submit its application for foundation trust status in 2008. It is hoped that the findings and recommendations presented within this Scrutiny Review, can help to guide and inform the further development of the Trusts proposals for foundation trust status.

2. Review recommendations

Application Process

1. That the outcomes and issues arising from the Equalities Impact Assessment be addressed in the strategic planning of the Trust.

Accountability and governance*Membership*

2. The Trust regularly audits and publishes membership data to ensure that it is fully representative of the community which it serves.
3. That Trust Membership is refreshed and renewed on a periodic basis.
4. That a dedicated and ongoing programme of engagement, awareness raising and member recruitment amongst hard to reach communities is established.
5. That the Trust makes explicit reference to the ongoing costs of recruiting and maintaining the Membership within its annual accounts.
6. That the Trust promotes the active participation of the Membership and develops methods to monitor this.

Board of Governors

7. That the composition of the Board of Governors ensures that Patient and Public Governors are in a majority.
- 8 That, as a priority, the Board of Governors should develop the constitution for the Trust in collaboration with the Board of Directors.
9. A full programme of training should be prepared for Governors once they are elected/ appointed to ensure that they have the necessary skills and expertise to undertake their responsibilities.

Relationship between Board of Directors and Board of Governors

10. The Trust consults with other foundation trusts in order to develop a model of governance which is both open and transparent.
11. There should be regular joint meetings of the Board of Governors and the Board of Directors to ensure that the views and representations of the wider Membership are translated in to executive action.

Local partnerships and the local health economy.

12. That the Trust should continue to ensure that service information (financial, service activity data) essential for effective local commissioning is accessible and provided in a timely fashion to Haringey TPCT.
13. That the Trust should be an active and committed partner within the Local Strategic Partnership (Local Area Agreement).
14. That the Trust maintains the current level of financial transparency.
15. That disposal of non protected capital assets held by the Trust should only be done so under lease and covenanted for ongoing medical / healthcare usage.

3. Introduction

- 3.1** NHS foundation trusts are free from NHS control, manage their own budgets and are more able to shape the healthcare services they provide to meet the needs of the local community. Thus the establishment of foundation trusts represents a substantive change in the way that health services are provided and managed within the NHS.
- 3.2** It is intended that all NHS Trusts will become foundation trusts by the end of 2008. To date approximately one quarter of all eligible NHS trusts have successfully obtained foundation trust status. The NMUH NHS Trust aims to attain clearance to apply for foundation trust status from the Department of Health early in 2008 with the full application to the foundation trust regulator (Monitor) taking place soon after.
- 3.3** The NMUH NHS Trust has planned a 12 week consultation to engage and inform local stakeholders about the nature of their proposed developments and to take on board views and responses to these plans. It is intended that that the consultation process will guide and inform the Trusts application for foundation trust status.
- 3.4** As part of the consultation process, the NMUH NHS Trust has consulted with the London Borough of Haringey Overview and Scrutiny Committee (OSC). The following report details the conclusions and recommendations of a Scrutiny Review Panel convened by OSC to examine the Trusts proposals for foundation trust status.

4. Background – National Context

- 4.1** NHS foundation trusts were established under provisions within the Health & Social Care (Community Health & Standards) Act 2003. Foundation trusts are Public Benefit Corporations, which aim to develop stronger connections between hospitals and the communities they serve.
- 4.2** Acute, mental health and ambulance services may apply for foundation trust status. The main incentive to obtain foundation trust status is that this will bring new freedoms and flexibilities to health care providers. Foundation trusts have more freedoms than other NHS Trusts, which include:
- Independence of NHS control and more accountable to local people;
 - The ability to decide locally on the nature and level of services provided;
 - Greater financial self-determination (to borrow & invest).
- 4.3** Foundation trusts are authorised (granted an operating licence) and supervised by an independent regulator (Monitor). Foundation trusts are regularly audited by Monitor to ensure that they comply with the terms of their authorisation, particularly in relation to the provision of core services, governance and financial management.
- 4.4** Foundation trusts are still part of the NHS and continue to conform to key NHS principles:

- Providing free care, based on need and not the ability to pay;
- Adherence to core clinical standards in health care;
- Have a duty of cooperation with other health and social care partners.

4.5 Although foundation trusts are independent of NHS control, accountability is maintained through the operation of a Membership. Patients, staff and the general public can become part of the Membership of the foundation trust. The Membership elects constituency representatives (Governors) to the Board of Governors, which has powers to appoint the Chairman and Non Executive Directors to the Board of Directors. Whilst the Board of Governors must be consulted on the strategic development of the trust, day to day operational management of the foundation trust remains with the Board of Directors.

4.6 To date, 83 acute and mental health service trusts have acquired foundation trust status, 17 of which are mental health service providers.

Background – Local Context

4.7 The NMUH NHS Trust is a medium sized acute sector hospital with over 400 beds. The NMUH operates a very busy accident and emergency department that has over 160,000 attendances each year (NMUH, 2007). The NMUH is one of two hospitals which provide the majority of secondary health care for people in Haringey.

4.8 Reports would suggest that the NMUH is meeting all of the core NHS standards. In the annual rating for the quality of services provided, the NMUH was rated as 'fair' and for its use of resources it was rated as 'poor' (Healthcare Commission, 2007). Annual accounts have shown that the NMUH has a cumulative deficit of £13m, but has recorded a small financial surplus in 2006/7. A surplus of £3m is projected for 2007/8.

4.9 The NMUH NHS Trust is currently commencing a major site development: £111m has been acquired through LIFT to replace over one-half of the current site building and to develop new emergency care services and diagnostic suites. It is intended that the acquisition of foundation trust status will provide additional flexibility and freedoms to allow the hospital to progress the redevelopment of the site further and to allow the hospital to provide services that match the needs of the community more quickly in the future.

4.10 The NMUH intends to recruit to the Membership from residents aged 12 and over in Haringey and Enfield. Patient membership will be drawn from a wider geographic area. The target for Trust Membership is 5,000-10,000 members. Of the planned 36 Governors, 21 will be elected (16 public, 2 patient and 3 staff) and 15 will be appointed (from local PCTs, Local Authorities, Universities and other local stakeholders). The Chairman of the Trust will preside over both the Board of Governors and the Board of Directors.

4.11 From 2006/7 a more holistic assessment has been used to determine trusts eligibility to apply for foundation trust status. A 'fair' rating in any aspect of service 'will not in itself debar the trust from applying', though any 'poor' rating 'will call the application in to question' (DH, 2007). The NMUH is operating a consultation period for foundation trust status from 22nd October 2007 through to 13th January 2008.

5. Review aims, objectives and methods

5.1 The Overview & Scrutiny Committee at the London Borough of Haringey formed a review Panel to consider the NMUH application for foundation trust status. The review Panel consisted of 4 Members and met twice to consider evidence and form recommendations. The terms of reference for the review were agreed as:

"...to consider and comment as appropriate on the proposed application for foundation status by the North Middlesex University Hospital NHS Trust and, in particular, its overall strategy and governance arrangements."

5.2 In its deliberations the Panel indicated that it wished to focus on 5 key objectives:

- The process for foundation trust application (consultation);
- Accountability and governance issues raised;
- Equality of access, impact on partnerships and the local health economy;
- Impact on local people;
- Financial implications of acquiring foundation trust status.

5.3 To fulfil the review objectives, the Panel obtained evidence from a range of sources. These included:

- Oral and written evidence from the NMUH NHS Trust;
- Research and best practice data.

6. Report Findings

6.1 Consultation process for foundation trust application

6.1.1 The review Panel concluded that the NMUH produced a clear consultation strategy which spanned the statutory requirement of 12 weeks. Overview & Scrutiny Committee were consulted as part of this process.

6.1.2 It was noted that the NMUH produced a consultation document which had detailed ways in which people could fully respond to the planned proposals. 25,000 copies of the consultation document are intended to be circulated in the community. The Panel understood that all responses to the consultation would be collated, analysed and summarised within the application process to the Secretary of State and to Monitor, the licensing and regulatory authority.

6.1.3 The Panel were provided with evidence that the NMUH would undertake an Equalities Impact Assessment of the trust Membership. Analysis of the equalities impact will help the Trust to identify under representation within

the Membership and to target appropriate groups for recruitment. The Panel understands that this will be an ongoing process.

Recommendation:

1. That the outcomes and issues arising from the Equalities Impact Assessment be addressed in the strategic planning of the Trust.

6.2. Accountability and governance issues;

Membership

6.2.1 The Panel received evidence to indicate that the size of the Membership for foundation trusts varied considerably (5,000 to 90,000) and was dependent on a number of factors including the size of the trust, the nature of services provided (i.e. specialist or general care) and the model of Membership used (i.e. opt-in or opt-out).

6.2.2 There is evidence to suggest that the Membership can be a significant resource to foundation trusts in that it can provide helpful intelligence about the accessibility and quality of services provided (Monitor, 2007). It was also noted that the development of a Membership has also been associated with significant increases in attendance at foundation trust public meetings (Healthcare Commission, 2005). The Panel therefore considered it important that the Trust take steps to engage the Membership and to ensure that it plays an active role in the governance of the Trust.

6.2.3 It was felt that the operation of a foundation trust Membership does not constitute a public and patient involvement strategy in itself, particularly as there is evidence to suggest that foundation trusts have failed to reach traditionally under represented communities through their Membership (Healthcare Commission, 2005). The Panel indicated that the Trust should regularly audit the Membership to ensure that it is representative of the community. The Panel also indicated that the Trust should adopt pro-active outreach strategies particularly among hard to reach groups to ensure that all members of the community have an opportunity to contribute to the development of the Trust.

6.2.4 The costs associated with developing and maintaining the foundation trust Membership (recruitment, communication and elections) may be considerable. The Panel heard evidence that at one foundation trust the cost of maintaining the Membership was £150,000, equating to £30 per Member per annum. The Panel therefore indicated that such costs should be explicit and transparent and should not impact on the provision of services for patients.

Recommendation:

2. The Trust regularly audits and publishes membership data to ensure that it is fully representative of the community which it serves.
3. That Trust Membership is refreshed and renewed on a periodic basis.
4. That a dedicated and ongoing programme of engagement, awareness raising and member recruitment amongst hard to reach communities is established.
5. That the Trust makes explicit reference to the ongoing costs of recruiting and maintaining the Membership within its annual accounts.

6. That the Trust promotes the active participation of the Membership and develops methods to monitor this.

Board of Governors

6.2.5 The Panel have noted that current plans for the Board of Governors provide for a total of 36 Governors, of which 18 are patient or public representatives. The Panel noted that this contravenes statutory regulations where patient and public governors must form a majority on the Board of Governors (DH, 2006)

6.2.6 Whilst it was noted that within national guidance (DH, 2004) that Governors should adopt one of three roles (advisory, guardianship or strategic), from evidence to the Panel it was noted that there was some confusion as to the exact nature of the Governor role which resulted in broad variations in practice. A number of reports have indicated that Governors experience a high degree of uncertainty as to their role and responsibilities, particularly upon their initial election or appointment to the Board of Governors (Lewis & Hinton, 2005; Chester, 2005).

6.2.7 The Panel noted that Governors provide a critical link between the Membership and the foundation trust. This link provides the route through which the community is engaged & involved and establishes a line of accountability between the foundation trust and the wider public. The Panel were made aware of evidence that at some trusts, the interaction between Governors and the Membership was poor. Research has highlighted problems with Governors not being able to define their constituents, or having received limited training in engagement processes or of having received inadequate resources to enable them to deliver effective communication strategies (Lewis & Hinton, 2005).

6.2.8 The need to provide a systematic and ongoing programme of training for Governors was highlighted to the Panel as this would provide support in helping them to define and develop their role (Healthcare Commission, 2005; Day & Klein, 2005; Chester, 2005). Priority areas in which training was needed included: developing an understanding of the governor role, help in setting work objectives and strategies for engaging and communicating with their constituencies and wider public (Chester, 2005).

Recommendation:

7. That the composition of the Board of Governors ensures that Patient and Public Governors are in a majority.
8. That, as a priority, the Board of Governors should develop the constitution for the Trust in collaboration with the Board of Directors.
9. A full programme of training should be prepared for Governors once they are elected/ appointed to ensure that they have the necessary skills and expertise to undertake their responsibilities.

Relationship between Board of Directors and Board of Governors

6.2.9 Comparative case study data presented to the Panel suggested that there was a wide variation in nature of interactions between the Board of Governors and the Board of Directors. In one foundation trust, the Council

and the Board met regularly and that there were reciprocal arrangements for Governors and Non Executive Directors to attend respective Board and Council meetings. The Panel felt that such a model was open and transparent and that the Trust should seek to develop a model of governance that embodied these principles.

6.2.10 The Panel noted that there was strong evidence to suggest that the operational role of the Board of Directors is clearly set out and understood by all parties. However, the role of the Board of Governors in strategic planning was noted to be more contentious and had proved to be a source of tension in the relationship between the Board of Governors and the Board of Directors (Day & Klein, 2005, Lewis & Hinton, 2005, Chester, 2005).

6.2.11 Analysis of the operation of both Board of Directors and the Board of Governors suggested that the Trust Chairman (who presides over both) and the Chief Executive play a significant role in driving the agenda of the Board of Governors. The dual role adopted by the Trust Chairman was also noted to lead to tensions in the Board of Governors, as this meant that it lacked its own Chair and did not have a line of accountability through which to hold the Board of Directors to account. The Panel noted that in its audit of foundation trusts, the Healthcare Commission (2005) has also questioned the ability of the role of the Board of Governors to influence the decisions of the Board of Directors.

6.2.12 In light of the evidence presented, the Panel were keen to ensure that the Trust develop clear lines of accountability and representation from the broader Membership through to Governors and ultimately to the level of the Board. The Panel concurred with statutory regulations which state that all Non Executive Directors should be drawn from the Membership of the trust (DH, 2006). In addition, as Governors represent the link between the Membership and the Trust, it was felt appropriate that there should be regular planned meetings between the Board of Governors and the Board of Directors

Recommendation:

- 10.** The Trust consults with other foundation trusts in order to develop a model of governance which is both open and transparent.
- 11.** There should be regular joint meetings of the Board of Governors and the Board of Directors to ensure that the views and representations of the wider Membership are translated in to executive action.

6.3 Equality of access, impact on partnerships and the local health economy.

6.3.1 The Panel were informed that foundation trusts have a 'Duty of Partnership' with other health and social care institutions which is obligatory under the terms of their licence. Whilst there is no mechanism to assess or monitor this, it was noted that in the Trust proposals, all major partners

(PCTs and Local Authorities) will be able to nominate representatives to the Board of Governors.

- 6.3.2** The Panel were aware that the new financial freedoms available to the Trust may place it at a considerable competitive advantage over other NHS trusts in the local health economy. Whilst it was recorded that the Whittington Hospital NHS Trust and Barnet, Enfield & Haringey Mental Health Trust are currently preparing applications for foundation trust status, the Panel were keen to obtain reassurance from the Trust that it would not act in a uncompetitive manner and fully participate in local strategic planning and partnership work for the benefit of the local health economy.
- 6.3.3** If successfully applying for foundation trust status, the NMUH will become independent of NHS control. As such, Panel members were keen to ensure that the Trust continues to commit to local partnerships within the local health economy. The Panel also expected that the NMUH to play a role in determining and responding to health priorities established within the local well being agenda.
- 6.3.4** Haringey TPCT will be required to enter new legally binding contracts with the NMUH if it acquires foundation trust status; these will be of 3 year duration and be legally binding. The Panel noted evidence from other foundation trust scrutiny reviews (LB Camden, 2003; Birmingham CC, 2003) highlighting the need for careful evaluation of the local PCTs capability and capacity to manage this new contractual relationship with foundation trusts, particularly in relation to commissioning, contract monitoring and performance management.
- 6.3.5** The Panel noted that Haringey TPCT may be required to enter into new legally binding contracts with the Trust, which in turn raised concerns as to flexibility of these contracts to allow Haringey TPCT to develop more primary care based models of service provision. The Panel noted that this was particularly important at this juncture as the TPCT is currently developing a Primary Care Strategy which seeks to promote the provision of secondary care services in the community (in line with the Darzi review of London NHS services).
- 6.3.6** The Panel remain unconvinced as to the extent the NMUH will be an active participant in the current review of NHS services in London (Darzi proposals). The Panel are awaiting further clarification of the role the NMUH will play in this review at this stage, but would expect that the Trust will adhere to conclusions of the review where these are in the best interests of the local health economy.
- 6.3.7** The Panel heard that there is a good relationship between Haringey PCT and the NMUH and that they were currently in discussions concerning the new commissioning arrangements that would exist between them. Whilst Haringey TPCT has indicated that it cannot identify any reason why it cannot support the NMUH application for foundation trust status, negotiations are continuing and written confirmation of the outcome is expected by OSC.

Recommendation:

- 12.** That the Trust should continue to ensure that service information (financial, service activity data) essential for effective local commissioning is accessible and provided in a timely fashion to Haringey TPCT.
- 13.** That the Trust should be an active and committed partner within the Local Strategic Partnership (LAA).

6.4 Impact on local people.

6.4.1 The Panel noted evidence from the Healthcare Commission (2005) which found that nationally, patient access to services and the quality of services available had improved at foundation trust hospitals through a number of ways:

- The existence of business strategies that focussed on growth and the development of new services for patients;
- Increased ability of foundation trusts to plan and develop services more quickly;
- Improved governance helped focus on patient priorities, particularly access to services and patients hospital environment concerns;
- Improved financial management of services;
- Clinical networks or the pathways of care experienced by patients have remained the same.

6.4.2 Early evaluative evidence would suggest that foundation trust status has had little impact on clinical networks and care pathways. It was noted however that ongoing collaboration would be necessary to ensure that foundation trust status does not strengthen institutional boundaries in the local health economy as this would make it more difficult for patients to continue to receive an integrated package of care.

6.4.3 The Panel heard that apart from improved communication, patients may not experience an immediate difference in services once foundation trust status has been acquired. Improvements in the hospital environment and all round patient experience at the Trust was expected to improve in the short to medium term however, as new governance arrangements and new financial freedoms allow the Trust to be more responsive to patient needs.

6.4.4 The Panel heard that the NNUH Patient and Public Involvement Forum had been consulted on the Trusts proposals for foundation trust status and had indicated that it approved of its application.

6.5 Finance

6.5.1 Data from the foundation trust regulator would suggest that the sector is financially stable with a predicted total operating surplus of £198 million predicted for 2007/8. 57 of the 59 current foundation trusts are predicting an operating surplus in 2007/8. Projected operating surplus across the sector varies from £10,000 to £14.45 million (median £1.81million). There is evidence that the foundation trust sector is reducing operating costs, where £344million (3%) of cost savings were achieved in 2006/7 (Monitor, 2007).

- 6.5.2** All foundation trusts are prescribed a borrowing limit set by the regulator based on an individual assessment of their finances. Increases in capital expenditure (2005/6) would appear to be financed predominantly through public sector loans (£137m), though other sources were used such as private sector loans (£74m) and disposal of assets (£63). There is however a concern that there is an under development of capital in the foundation trust sector at present given the uncertainty around PCT commissioning plans (Monitor, 2007b).
- 6.5.3** There is evidence to suggest that there is a strong financial monitoring system in place to support foundation trusts. Those foundation trusts that fail to meet standards set by the regulatory authority are required to submit monthly recovery plans.
- 6.5.4** The Panel noted that the NMUH will be able to dispose of capital assets (not deemed necessary for the core business) once foundation trust status has been obtained. Whilst recognising that the disposal of such assets may be necessary to raise sufficient revenue for the development of services, Panel members strongly believed that such assets should be retained for health services for local people in the longer term.
- 6.5.5** The Panel that the NMUH currently has a 'poor' rating for the use of resources, which according to Department of Health guidelines 'should call the application in to question' (DH, 2007). The Panel will be keen to hear of the planned improvements that the Trust intends to make to ensure the progression of this application.

Recommendation

- 14.** That the Trust maintains the current level of financial transparency.
- 15.** That disposal of non protected capital assets held by the Trust should only be done so under lease and covenanted for ongoing medical / healthcare usage.

6.6 Relationship with Overview & Scrutiny

- 6.6.1** The Panel heard that the relationship of the foundation trust with Overview & Scrutiny Committee should on the whole continue as before. There was however one exception in this process, in that appeals would now be directed to Monitor (the foundation trust regulator) instead of the Secretary of State. There is no public evidence of any appeals being lodged with Monitor to date.

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**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE
MONDAY, 3 DECEMBER 2007**

Councillors Councillors Bull (Chair), Egan (Vice-Chair), Jones, Mallett, Newton, Winskill and Alexander (substituting for Davies)

Apologies Councillor Davies (substituted for by Alexander)

MINUTE NO.	SUBJECT/DECISION
OSCO65.	<p>WEBCASTING</p> <p>The meeting was webcast on the Council's website.</p>
OSCO66.	<p>APOLOGIES FOR ABSENCE</p> <p>Apologies for absence were received from Councillor Davies, who was substituted for by Councillor Alexander.</p>
OSCO67.	<p>DECLARATIONS OF INTEREST</p> <p>Councillor Egan declared an interest in respect of items 8 (Cabinet Member Questions: Housing) and 11 (Support to Small Business) by nature of him being on the board for Homes for Haringey, Urban Futures Board and the Alexandra Palace Company.</p>
OSCO68.	<p>DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS</p> <p>There were no such items.</p>
OSCO69.	<p>URGENT BUSINESS</p> <p>The Chair agreed the admission of the item of urgent business 'Urgent Actions Taken In Consultation with the Chair of Overview & Scrutiny Committee'.</p> <p>The committee noted the following urgent actions taken by Directors in consultation with the Chair of Overview & Scrutiny:</p> <ul style="list-style-type: none"> i) Approval to the Overview & Scrutiny Committee's formal response to the consultation on the Haringey Primary Care Strategy: 'Developing World Class Primary Care' ii) Approval to the Overview & Scrutiny Committee's formal response to the consultation on the Whittington Hospital's Application for Foundation Status. <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the concerns of Mr Dave Morris and others, contained in the tabled papers, be noted.

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	<ol style="list-style-type: none"> 2. That the results of the consultation already carried out be presented to the committee in the new year, together with details on further plans for consultation. 3. That the report be noted and the necessary actions contained within be approved. 	
<p>OSCO70.</p>	<p>CABINET MEMBER QUESTIONS: LEADER OF THE COUNCIL</p> <p>The Leader of the Council provided the committee with a briefing on key areas in his portfolio.</p> <p>In response to queries over the generosity of street cleaning targets, the Leader stated that in all areas targets were set to be challenging, with these being reviewed based on performance. The Leader stated that he agreed that performance should be the responsibility of each individual Cabinet Member, and stressed his strategic rôle in meeting with each management team every six weeks to assess their performance.</p> <p>With regards the on-going dispute over the funding of asylum in the borough, the Leader stated that the Council accepted that government would pay £4million owed to the borough, with a further £300,000 in dispute. Discussions were on-going between Council Officers and the Home Office in seeking a resolution.</p> <p>In response to the government's stated desire for all young people to be in education or training up to the age of 18, the Leader stated that much work was still to be carried out in this area. The Council would respond to Central Government proposals upon them being issued.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That Councillor Jones and the committee be provided with the relevant LAA indicators relating to obesity and teenage pregnancy. 2. That the briefing from the Leader be noted. 	
<p>OSCO71.</p>	<p>THE COUNCIL'S PERFORMANCE - SEPTEMBER 2007</p> <p>The committee received this exception report, setting out the finance and performance monitoring for September 2007, showing progress against achievement of Council priorities. Officers promised to provide specific answers to queries on areas of the report raised in writing subsequent to the meeting.</p> <p>Members noted that not all indicators led themselves to monthly or quarterly monitoring, but that good progress was being made across many areas including street cleanliness and parks. Ward-level data</p>	

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	<p>from a Value for Money review was also providing positive figures. Concerns existed over graffiti and crime survey figures, with plans being put in place to tackle problem areas.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That Members be provided with information on the drop in income relating to the Library's consultancy service. 2. That Members be provided with information on the fall on call centre performance. 3. That Members be provided with information on the c£300,000 loss of income for the Legal Service as a result of searches. 4. That Members be provided with the Recycling communications plan. 5. That Members be provided with a breakdown on the effectiveness of recycling overall across the borough. 6. That Members be encouraged to submit questions in advance by e-mail for future performance reports. 7. That the report be noted. 	
<p>OSCO72.</p>	<p>CABINET MEMBER QUESTIONS: CABINET MEMBER FOR HOUSING SERVICES</p> <p>The committee received a briefing and written answers to questions supplied in advance from the Cabinet Member for Housing Services.</p> <p>That committee noted that the under-occupation reduction scheme was active and promoted by the Council, although it was more difficult to interest people following the initial take-up. It was noted that there was no power of compulsion related to the scheme.</p> <p>The Cabinet Member stated he was unaware of any Scrutiny Review recommendations in his area approved by the Cabinet which had not been or were not being implemented, and was happy to follow-up to any specific concerns from Members by e-mail.</p> <p>Members learned that a review and re-registration exercise was ongoing with the aim of improving the reliability of the Housing Register; however the register was continuing to be kept open to ensure that no-one would be unfairly disqualified from it. Members also learned that the target for percentage of people moved from temporary accommodation to secure, permanent housing was challenging, with the Cabinet Member offering to provide a breakdown of the figures to Members at a later date.</p> <p>It was also noted that legally the Council was unable to cross-subsidise the Haringey Revenue Account with the General Fund, and</p>	

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that the rent formula would in the future be gradually moved towards reflecting the value of desirable areas.

RESOLVED:

1. That in future the Homes for Haringey quarterly report be brought before the Overview & Scrutiny committee following it being received by the Cabinet, with the Chief Executive of Homes for Haringey in attendance.
2. That the new leaflet for the under-occupation scheme be provided to the committee when it is available in the new financial year.
3. That Councillors e-mail the Chair and the Cabinet Member for Housing Services with any details of Scrutiny Review recommendations approved by the Executive/Cabinet, which they believe not to have been implemented.
4. That Councillor Baker and the committee be provided with further information on the percentage of people being moved into secure permanent accommodation and the percentage being moved into private accommodation.
5. That the Cabinet Member provide Mr Dave Morris with a written reply to his tabled question.
6. That any further questions to the Cabinet Member be directed via e-mail.
7. That the committee note the briefing and written answers to questions.

OSCO73.

ADULT SERVICES: PERFORMANCE UPDATE

The committee received this report informing them of Adult Social Care performance in service delivery, and highlighting key achievements to date and plans for further improvement.

In response to queries from Members over the service again being awarded a 'one-star rating' from the CSCI inspection, the Cabinet Member and Officers stated that the report from the inspectorate had been encouraging; the capacity to improve of the service had been changed to 'promising', and the direction of travel was good. The service had been rated 'good' in three areas, and 'adequate' in four. It was also noted that the CSCI rarely moved up two levels of star rating in the space of one year.

The Cabinet Member stated that the Council now enjoyed a open and honest mutual relationship with the Primary Care Trust, and were working together on a number of initiatives, including a three-year strategic NEETS assessment, and a joint appointment for a new

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	<p>Director of Public Health.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the Chair of Overview & Scrutiny committee write to the New Director of Public Health, inviting her to set out her key priorities in a short written briefing to the committee. 2. That the Chair and Members of the committee be provided with information on the strategic approach to treating people in their own home. 3. That the committee note the report.
<p>OSCO74.</p>	<p>VULNERABLE ADULTS: FEASIBILITY REPORT ON PROPOSED SCRUTINY REVIEW</p> <p>The committee considered this report on the feasibility of commissioning a scrutiny review on vulnerable adults. It was agreed that a review would be commissioned, with the specific area to be looked at to be decided from the list laid out in the report.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That Councillor Jones be provided with a list of priority areas for scrutiny reviews, as decided at the beginning of the municipal year. 2. That the Overview & Scrutiny Committee commission a review on the terms outlined in the report when resources become available. 3. That subject to the provision of legal advice, Cllr Mallett be appointed the Chair of the review panel.
<p>OSCO75.</p>	<p>SUPPORT TO SMALL BUSINESS IN HARINGEY</p> <p>Councillor Egan took the Chair for this item.</p> <p>The committee received this report to set out the Council's approach to supporting SMEs and to seek agreement on the way forward.</p> <p>Members enquired as to whether there was sufficient representation by small business at board level with regards to the City Growth Strategy. They were informed by Officers that board membership reflected a mixture of business groups, with cluster groups feeding below this. Officers admitted that some small business owners found it difficult to attend meetings due to their timings, and stated they were looking into moving meeting times, along with other ways to make the City Growth Strategy more accessible.</p> <p>Officers stated that a full point-by-point list of recommendations of the original Scrutiny review of support to small business had been</p>

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	<p>considered by the committee in March; the current update was one requested on a single area of work. Officers stated the financial problems related to the provision of a single business support phone number, but were keen to state that significant progress had been made in implementing the recommendations since the report of the review panel was issued. Officers promised to meet with Members to allay their concerns and to agree on the next steps.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That Council Officers revisit the recently-revamped business section of the website with the aim of making it more user friendly. 2. That Councillors Bull and Winskill meet with Councillor Amin and David Hennings to discuss issues related to the Scrutiny Review of Small Business, and feedback discussion to the committee. 3. That Cllr Mallett and the committee be provided with an e-mail update on the European Regional Development Fund Programme as outlined in paragraph 6.2 of the report. 4. That the report be noted.
<p>OSCO76.</p>	<p>CUSTOMER SERVICES: UPDATE REPORT</p> <p>The committee received a report outlining the conclusions and recommendations of the Review of Customer Services.</p> <p>Officers assured Members that changes had been made in Customer Services Senior Management, and were confident that improvements would follow across the service, following on from the service achieving its Performance Indicators in the last month. It was stated that customer satisfaction in the service remained high.</p> <p>The new Assistant Director of Access and Customer Focus stated he had been impressed with the quality of staff and service. He was currently working on diagnosing problems and adding focus to the ongoing work of the service.</p> <p>Officers apologised for the lack of stated equalities implications within the report, and assured Members that across all of Customer Services activity, there was a focus on ensuring access for all, and that the equalities implications were looked at when any change was being made.</p> <p>The committee were pleased to note that in the North Tottenham Centre, residents could use credit cards to purchase CPZ. Officers also stated they were considering options with regards to the relocation of the Hornsey Service Centre into Hornsey library.</p>

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	RESOLVED: That the update be noted.
OSCO77.	MINUTES RESOLVED: That the minutes of the meeting held on 22 nd October 2007 be confirmed and signed.

COUNCILLOR GIDEON BULL

Chair

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